



**NEWBERRY COUNTY COUNCIL  
WORK SESSION  
AGENDA  
January 18, 2023  
5:00 P.M.**

Call to order: Todd Johnson, Chairman  
Invocation and Pledge of Allegiance: Les Hipp, Vice-Chairman

1. Presentation
  - a. Final Draft of the Five-Year Economic Development Strategic Plan – Crystal Morphis
2. Public Comments
3. Comments/Requests from Acting County Administrator
4. Comments/Requests from Council
5. Adjournment

**Newberry County  
Administration**

1309 College Street  
P.O. Box 156  
Newberry, SC 29108  
803-321-2100



**Agenda Item Briefing**

**Subject:** Briefing on the Economic Development Strategic Plan

**Prepared By:** Rick Farmer

**Department/Division:** Economic Development

**Legal Review:** \_\_\_\_\_

**Finance Review:** \_\_\_\_\_

**Administrator Review:** \_\_\_\_\_

**Requested meeting:**  Committee  County Council

**Title:** Director

**Date Prepared:** 1/3/2023

**Date:** Click or tap to enter a date.

**Date:** Click or tap to enter a date.

**Date:** Click or tap to enter a date.

**Meeting Date:** Wednesday, January 18, 2023

**FIDUCIARY:**

Are funds allocated in the department’s current fiscal year budget?

Yes

No

If NO, is a budget amendment necessary?

Yes

No

**STAFF’S RECOMMENDED ACTION:** Staff asks that Council receive a report from the Economic Development Task on the final draft of the 5-year Economic Development Strategic Plan. Last spring, Council appointed the Economic Development Task Force, comprised of seven citizen members, and the administrator appointed three ex-officios.

At this meeting, the Council would be briefed by our hired consultant and a spokesman for the Task Force. The consultant believes she needs about 1 hour of Council’s time to go over the five goals of the strategic plan. Council will not be asked to approve or accept the strategic plan at this time. This briefing is to explain how we went through the process, how we arrived at the stated goals and why these goals are important to Newberry County’s economic development future. The current schedule is to introduce the strategic plan to Council on 1/18/23, which will give council an opportunity for input and questions. Then, we would come back at a future Council meeting, perhaps on 2/15/23, and ask for Council to accept and adopt this non-binding strategic plan. That schedule would give Council about one month to read and digest the plan.

As for the agenda request for 1/18/23, I suggest Council hold a special meeting before the regular meeting on 1/18/23 to prevent from a very long meeting starting at 6 p.m.

**ADDITIONAL FISCAL/BUDGETARY MATTERS TO CONSIDER:** There are no direct costs to adopting the strategic plan.

**SUMMARY DISCUSSION:**

**ADDITIONAL COMMENTS FOR CONSIDERATION:**

**ATTACHMENTS:** A draft for Council should be provided to staff by the end of this week, on or before Jan. 6, 2023. I will then ask Administration to deliver the plan to all Council members, so they have it before the meeting on Jan. 18, 2023.



# Newberry County

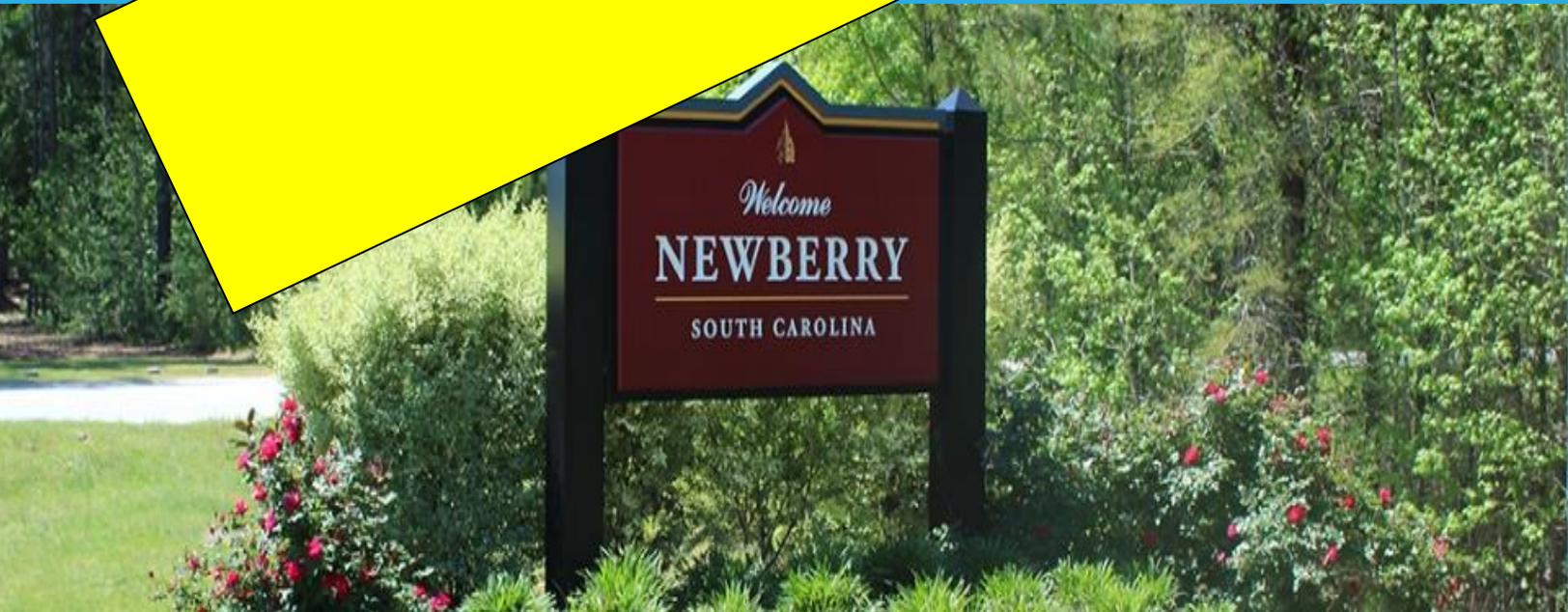
## Economic Development

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SOUTH CAROLINA

Economic Development

**FINAL DRAFT**



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DRAFT

# Executive Summary

Newberry County is well positioned for growth. It has a winning mix of assets, opportunities, and natural advantages to attract businesses and people to invest in the community. However, people and businesses do not invest in communities that do not invest in themselves. This strategic plan calls for Newberry County to continue to make strategic public investments so it will be a location of choice for business and people.

Newberry County's strengths include location, interstate access, a manufacturing base, Newberry College and Piedmont Tech, natural resources for outdoor recreation, and a small-town quality of life. These assets continue to attract private investment as well as new residents and entrepreneurs. Like many rural places, Newberry County has challenges with infrastructure, schools, broadband, housing, and workforce availability and skill level. Capitalizing on economic development opportunities such as entrepreneurship, talent development, retaining college graduates, and community connections are part of this strategic plan. The SWOT analysis (strengths, weaknesses, opportunities, and threats) identified threats related to unmanaged growth and lack of investment in infrastructure.

The strategic plan is built on the county's assets and is designed to capitalize on Newberry County's opportunities while addressing challenges and mitigating threats. The first goal is to attract, retain, expand, and start up businesses that will provide quality jobs and diversify the economy. Quality jobs will help retain the county's best and brightest young people and enhance the quality of life. Goals around talent, marketing, community capacity building, and organizational development support the first goal. In order to be successful in business development, Newberry County must have talented, skilled workers, market the county to expanding companies, and grow community capacity. The goals around organizational development ensure Newberry County Economic Development has the resources to implement the strategic plan. Additional funding for business, talent, and site development are needed for the county to be a leading rural county for economic development in South Carolina.

## Economic Development Strategic Plan Goals

- Attract, Retain, Grow, and Start Up Businesses that will Provide Quality Jobs and Diversify the Economy
- Expand the Talent Pipeline
- Make Newberry County a Choice Location for Business, Citizens, and Visitors
- Invest in Community Capacity Building
- Be a Leading Economic Development Organization in South Carolina

The turnout at public meetings for the strategic plan is evidence that the public supports investments in economic development. It is also evidence that citizens are passionate about the future of their community. Newberry County should harness the momentum generated during this strategic planning process to launch implementation.

# Economic Development Strategic Plan

The strategic plan was developed with input from more than 400 citizens, stakeholders, and allies as well as economic and workforce analysis, assessments, and best practices. The goals, strategies, and action steps build upon the county's assets to position it as a choice location for business and people.



## Goal 1: Attract, Retain, and Foster Start-Up Businesses that will Provide Quality Jobs and Diversify the Economy

**Strategy:** Provide solutions to help existing businesses overcome challenges and offer services that foster growth.

### Action Steps:

- Implement a proactive BRE visitation program making retention and expansion visits to large employers, fast-growing companies, and target clusters.
- Use a customer relationship management program to track information gathered during business visits to ensure efficient follow up.
- Add information to the website on services NCED provides existing businesses. This could be a reorganization of menu tabs with a new one called Business Resources (see website updates below).
- Distribute an e-newsletter to existing businesses. It could contain a business spotlight, upcoming local, regional, and state events for business, and a case study of how NCED supported a local business.
- Partner with the Chamber to host quarterly or semi-annual networking events (Industrial Roundtable). This could be a lunch-and-learn featuring a speaker on a topic of importance to industry.
- Develop and promote a one-page brief on the benefits of Foreign Trade Zone 127.
- Bring back the Business Appreciation annual event-Toast of the Town.
- Organize a week of events to celebrate Manufacturing Week, typically the first week in October. Example events: Facility tours, social media campaign celebrating manufacturing, manufacturing presentations in schools, networking lunch with keynote on a current manufacturing topic, etc. This could also include the annual appreciation event described above.

**Strategy:** Market Newberry County to attract new businesses that will diversify the tax base and provide higher paying jobs.

### Action Steps:

- Add information on target sectors under the new heading Locate Here (see below). Include competitive advantages for each cluster. Central SC Alliance has a good [example](#).
  - Target sectors: Automotive, Materials, Transportation and Logistics, and Food, Beverage and Agriculture
- Develop target sector one-page e-brochures that can be downloaded from the website.

- Continue to participate in the business attraction programs of Central SC Alliance, SC Power Team, SC Department of Commerce (SCDOC), and other allies where there is alignment with Newberry County’s target sectors.
- Host SCDOC for a tour of Newberry County’s sites, parks, buildings, and key industries every two years.
- Make an annual presentation to SCDOC on Newberry County’s target sectors, competitive advantages, and product availability.
- Increase e-marketing to site consultants, brokers, and regional and state allies. Use a lead generation firm to expand NCED’s database of consultants and brokers. Examples:
  - Eblasts of announcements as well as new sites and buildings available.
  - Social media posts of industry expansions.
- Website updates:
  - General: Reorganize information under major headings of -
    - Locate Here: Available property, maps, target sector briefs, retail market brief
    - Business Resources: Add information on how Newberry County supports existing business
    - Live in Newberry County: Move Lifestyle information here, add housing profile brief, move Links here
    - Data Center: Workforce Training, Demographics, Industry Sectors, Manufacturers, International Companies, move Resources information here
    - News: News and Announcements, Photo Gallery, move Development and Growth to the News section
  - General: Update data throughout the website
  - Home Page: Add button to join the mailing list
  - Workforce Training: Add video testimonials of satisfaction with workforce training programs
  - News and Announcements: Keep updated
  - Photo Gallery: Post newer photos
- Add a blog (quarterly) to the website that features the stories of business leaders and entrepreneurs.
- Invest in a professional photography library to have quality images for external and internal marketing. NCED can share the library with county departments and allies with a user agreement to ensure consistency of message.
- Schedule a third-party marketing review of the brand and website for a potential refresh every three years.

**Strategy: Support a start-up culture in Newberry County.**

**Action Steps:**

- Add start-up resources to the Business Resources section of the website with information and links to resources for start-up and small businesses.
- In collaboration with the Small Business Development Center (SBDC) and Chamber of Commerce, develop a few “how to start a business” guides that NCED and the Chamber can post on their websites. Guides should outline the step-by-step process to open a new business in Newberry County. Examples: How to start a daycare center, how to start a retail store, how to start a hair salon, etc. The City of Newberry has a “checklist” that can also be included.

- In partnership with the SBDC, host an annual Makers Market to highlight entrepreneurship. This is an event where people can showcase their side hustles that could become new small businesses.
- In partnership with the SBDC, sponsor a Business Plan Competition for high school students. [YESurry](#) in Surry County, NC, is a good example.
- Be a sponsor of a Small Business Center seminar for Women and Minority Owned Businesses to become certified.
- Strengthen the partnership with Clemson University's New and Beginning Farmer Program.





## Goal 2: Expand the Talent Pipeline

**Strategy:** Strengthen collaboration with Newberry College and Piedmont Tech to retain graduates.

### Action Steps:

- Create a Newberry County summer experience program similar to the best practice program the [NRV Experience Internship Program](#) which was designed to “root” interns into the community. It is a seven-week summer program for young people interning with local companies. Participants take part in organized events such as sporting events and other social events as well as hear from locals about living and working in the region.
- Develop a “how to form an internship program” toolkit for Newberry College and Piedmont Tech and promote with local employers. Make it downloadable from the Talent part of the website.
- Participate in college career fairs, expos, and other career events and encourage local employers to participate as well.
- Have a formal internship program with Newberry College and Piedmont Tech such that NCED hosts an intern every semester.

**Strategy:** Market Newberry County to attract talented workers.

### Action Steps:

- Implement a talent attraction and retention marketing effort highlighting the county’s strengths as a desirable place to live and work. This can include social media, more livability information on the website, online downloadable relocation package, etc.
- Make updates to the “Livestyle” section of the website to include features such as a cost of living calculator, a link to calendar of community events, and dine/shop/stay content to showcase retail, restaurants, and lodging.
- Secure the commitment of multiple stakeholders to use the talent attraction marketing message. A good example is Cleveland County, NC’s [Charlotte’s Backyard](#) program. It has downloadable collaterals for employers.

**Strategy:** Raise awareness of career pathways in Newberry County.

### Action Steps:

- Expand Career Awareness of students, educators, and parents through an aggressive marketing campaign that includes [Be Pro Be Proud](#), CTE availability, local higher education training opportunities, dual enrollment options, and work experience options.
  - Develop a one-page brief for educators. [Go BOLD](#) is an example of a marketing campaign of nontraditional career pathways for young women.
  - Develop social media content that education partners can use.
  - Develop a local job opportunities brochure the schools can distribute to parents.
- Root more students to the area in high school and higher education through internships and additional work experience options. NCED can be the liaison connecting education to industries to expand internship opportunities.
- Host and promote a local signing day event to celebrate high school graduates going to work.
- Develop a “how to onboard” guide for employers to aid in employee retention.

Strategy: Develop workforce skills that will support existing business growth and innovation and attract new employers to Newberry County.

**Action Steps:**

- Explore developing a “college promise” program similar to Greenwood Promise and [Abbeville Promise](#). Both programs provide scholarships for every high school graduate to attend a technical college. The Abbeville County program is housed in the Freshwater Coast Community Foundation. A similar partnership could be explored with the Business Alliance.
- Double regional apprenticeships through broader business engagement and third-party support to streamline the process.
- Stimulate more meaningful business engagement through the Business Alliance and the Industrial Roundtable.
- Create an annual Excellence in Workforce event that recognizes business-education partnerships and other worthy success stories. This could be presented at the annual State of the County event described below, or during Manufacturing Week.





## Goal 3: Make Newberry County a Choice Location for Business, Citizens, and Visitors

Strategy: Increase the space available for new and expanding business.

### Action Steps:

- Develop a phased, long-range Product Development Plan to make existing sites more marketable. Seek county approval and funding.
  - Phase 1 would include completing due diligence on sites and certifying/recertifying sites. Due diligence includes Phase 1, geotechnical, wetlands, historical properties, and endangered species. SC Power Team has a Site Advancement Fund that may be a funding source.
    - Newberry South Industrial Site and Mid Carolina Commerce Park are certified sites that will need to be recertified.
    - Another low-cost step is site planning. Rail sites have a unique advantage; thus, completing a site plan for Boyd's Crossing or Dickert rail site could be part of the Product Development Plan.
    - Phase 1 could include advanced marketing of sites such as drone videos.
  - Phase 2 would include installing the last stretch of infrastructure to have water and sewer "on site." The "on site" designation is critical to companies and site location consultants. For example, water is 0.17 miles from the Carlton Industrial Site and wastewater is 0.1 miles from the Leaman Site.
  - Phase 3 would include grading "pad-ready" sites. SC Power Team's Site Readiness Fund may be a funding source.
  - Be sure to include redevelopment opportunities (brownfields, vacant industrial buildings) in the long-range plan.
- Complete a remediation plan for the rail sites Boyd's Crossing and Dickert.
- Conduct a site identification study to identify potential future rail sites. Investigate redevelopment opportunities.
- Develop a spec building program that aims to always have a building available or under development. There are approximately 70 spec buildings in South Carolina.
  - Conduct a feasibility study to identify a market-driven location and building specifications.
  - Seek out a public-private partnership (PPP) to develop a building.  
Example PPP best practices:
    - Developer builds on publicly owned land and does not pay for the land until the building sells or leases.
    - Public entities extend infrastructure and grade the site.
    - Public consortium pays interest on the building.
    - Public entity agrees to purchase the building after "X" years if the building does not sell or lease.
  - If no private partner can be secured, access the Santee Cooper zero-interest loan program and build a publicly funded spec building.
- Develop a dedicated Product Development Fund to develop sites to attract prospective companies. This could be a set aside percent of new fee in lieu of tax payments or a dedicated mill(s). This fund would be in addition to the existing fund which is small and focused on engineering assessments.

- Dorchester County, and many other South Carolina communities, have established consistent funding tools.
- Engage a third-party to evaluate the former megasite in Newberry County. Given the increase in mega projects in the Southeast U.S. and the dwindling inventory of mega sites, the Newberry County site should be re-evaluated to determine whether it could be competitive in today's market.
- Develop a coalition of partners interested in supporting a business incubator to seek grant funding to study the feasibility. Potential partners are Newberry College and the City of Newberry. U.S. EDA has grant programs for feasibility studies.
  - Visit the incubator in Abbeville County's industrial park as an example of a manufacturing related incubator located in a business park.

**Strategy: Support public investments in placemaking.**

**Action Steps:**

- Advocate for public investments in recreation and quality of life amenities that support talent and business attraction and retention.
- In partnership with the chamber and municipalities, maintain a market profile on the website for retail and commercial developers to download.
- Cultivate relationships with commercial developers to encourage diversification of restaurants, retail, services, and entertainment businesses.
- Maintain a housing market profile on the website for residential developers to download.
- Leverage natural resources and amenities in marketing messages.
- Support local governments and tourism agencies in the development of tourism destinations and venues.





## Goal 4: Invest in Community Capacity Building

**Strategy:** Facilitate connections across Newberry County to build relationships.

**Action Steps:**

- Host an annual State of the County event to present an annual report on the economic development program. The program could include an economic forecast or other current economic development topic. Invite leaders from business, government, education, nonprofit, healthcare, and other segments from across the county.
  - Produce and publicize an annual economic development report. Post to the website.
- Continue to be a part of the “Vision Group,” an informal quarterly meeting (coffee, lunch) of local government managers to build relationships and identify opportunities for collaboration.
- Organize an annual joint meeting of the municipal and county elected boards in Newberry County. Each local government would share their top capital improvement projects and priorities. This could be an expansion of the Newberry County Governmental Association.
- Host an annual Nonprofit Fair that brings together nonprofits from across the county to network and find opportunities for collaboration and leverage.

**Strategy:** Ensure Newberry County grows in a managed way to maintain its character.

**Action Steps:**

- Invest in long-range planning by continuing to participate in regular updates to the Comprehensive Land Use Plan. Be the liaison to engage a broad base of businesses in planning processes.
- Advocate that the county invest in studies and plans to ensure infrastructure keeps pace with growth, e.g., transportation, utilities, broadband, schools.
- Advocate for the county to maintain a grant writer on staff or on contract and make the grant writer available to municipalities. Grant writers return many times over the cost to a local government.

**Strategy:** Support the development of future leaders in Newberry County.

**Action Steps:**

- Encourage Newberry County leaders to participate in training programs focused on leadership and rural development. NCED can promote these in its e-communications. It can also advocate for the county to fund the expenses of elected leaders to participate. Examples:
  - South Carolina Rural Summit
  - Leadership SC
  - Leadership Newberry County
  - SC Association of Counties
  - SC Economic Development Association Institute
- Advocate that Newberry County create a Citizen Academy to better inform and engage citizens. The City of Spartanburg’s [Citizen Academy](#) is one example. Municipalities could also host citizen academies.
- Advocate for citizen and business advisory councils to engage more people in county government.

- A citizen advisory council could provide input on and advocate for amenity development (parks, recreation, library, etc.).
- A business advisory council could provide input into ordinances and regulatory processes that impact a business starting up and growing. It could also advocate for business support programs.

**Strategy:** Keep stakeholders, elected leaders, allies, businesses, and the public informed of NCED activities, accomplishments, and strategic plan.

**Action Steps:**

- Keep the “News and Announcements” page on the website current.
- Continue regular posting to NCED Facebook.
- Use a program like Hootsuite to streamline posting the same content to the NCED LinkedIn page and Twitter.
- Make an annual presentation on NCED activities to each municipal board and county council.
- Make presentations on NCED activities to at least two civic groups each year.
- Advocate for the county to hire a Public Information Officer and a Director of Marketing and Communications.





## Goal 5: Be a Leading Economic Development Organization in South Carolina

**Strategy:** Ensure NCED has necessary resources to implement the strategic plan.

**Action Steps:**

- Based on the organizational analysis of peer communities, increase the annual operating budget to at least \$525,000. Funds will be used for increased programming, marketing, and eventually staff.
  - Consider dedicating a specific millage (e.g., four mills) to fund economic development to streamline annual requests. As the county’s tax base grows, so will the operating budget of the Economic Development Department.
- Ensure the marketing budget of NCED remains intact so the Department can commit funding to business attraction programs.
- Add a budget line item for “project expenses” to ensure Newberry County can respond quickly to business recruitment needs (e.g., engineering assessment).
- After incorporating a related nonprofit (see below), raise private sector funds to add to public funds. Private sector funding can be directed to special events, quick turnaround project needs such as environmental tests, and marketing.
- Develop a dedicated funding source for product development. Some South Carolina counties set aside a percent of new industrial development fees.

**Strategy:** Structure to engage the private sector.

**Action Steps:**

- Establish an affiliated nonprofit economic development organization (EDO) to engage the private sector. The nonprofit can raise private sector funds to add to public funding for economic development. Examples can be found in Chester, Kershaw, and Darlington Counties and many others in South Carolina.
- The nonprofit can apply for grants to support economic development initiatives.
- Leverage the leadership of the nonprofit EDO to advocate for initiatives that will advance economic development.
- Use the nonprofit leadership as ambassadors for Newberry County in business attraction.
- NCED staff can serve as staff to the nonprofit organization.

**Strategy:** Staff NCED for success.

**Action Steps:**

- Increase staff to three full-time positions to provide support for strategic plan implementation.
  - Director – Business Attraction, Product Development, Community Capacity Building
  - Assistant Director – Existing Business Retention and Expansion, Talent Development, Project Management Support
  - Marketing and Research – External and Internal Marketing and Communications, Research Support, Event Coordination, Administration
- Conduct a salary and benefits survey to ensure Newberry County’s compensation is competitive to recruit and retain top talent.

- Budget for staff professional development and professional certifications to ensure staff stays on the leading edge of economic development.

**Strategy:** Measure the county's return on investment in economic development projects.

**Action Steps:**

- Conduct economic impact analysis of projects to ensure the locality receives a positive return on public investments.



# Implementation Guide

In addition to ongoing program activities in BRE, business attraction, marketing, talent development, and entrepreneurship, there are several new initiatives and programs recommended in this strategic plan. The implementation guide below assumes an increase in public and private funding, allowing NCED to expand existing programs, fund special studies and projects, and contract for services.



# Measuring Success

There are three types of metrics tracked in economic development. Program metrics measure the activities and outcomes of programs like the business retention and expansion program. These are used to track the performance of economic development programs and are most useful to a board or governing body. Below are recommended program metrics.

Organizational metrics measure the health of the organization, like funding stability and employee satisfaction. These are used to understand the sustainability of the organization. Example organizational metrics are funding stability, council satisfaction, private sector engagement, and employee satisfaction.

Community well-being, or economic health indicators, are measures of how well the community is doing, such as educational attainment and per capita income. The economic development program should impact these indicators over a long period of time, but they are not annual measures of the program. NCED can track and report data such as population growth, unemployment rate, labor force, wages, new business starts, and building permits.

In addition to tracking and reporting program and organizational metrics internally, NCED may want to present a dashboard to stakeholders.



# Study Sponsor and Consultant



## Newberry County

Economic Development

SOUTH CAROLINA

The Newberry County Economic Development Office works with existing and prospective business and industry to facilitate investment and economic growth in the county.



economic development consulting

Creative Economic Development Consulting, LLC, provides strategic planning, product development, organizational development, social media, and economic impact analysis services to communities. Creative EDC is an innovative firm that owns three proprietary programs: Certified Entrepreneurial Community®, CreativeSiteAssessment.com, and Certified Industrial Buildings. [www.creativeedc.com](http://www.creativeedc.com)

# Appendices

Appendix A: SWOT Analysis

Appendix B: Community Survey Results

Appendix C: Business Survey Results

Appendix D: Cluster and Workforce Analysis

Appendix E: Workforce Development Best Practices & Programs

Appendix F: Sites and Buildings Inventory Assessment

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# FINAL DRAFT

THIS DOCUMENT IS A DRAFT OF ASSESSMENTS SUPPORTING  
THE ECONOMIC DEVELOPMENT STRATEGIC PLANNING  
PROCESS.

## Newberry County Economic Development Strategic Plan Appendices

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# Appendix A: SWOT Analysis

A SWOT Analysis (strengths, weaknesses, opportunities, and threats) was compiled with input from approximately 400 citizens. More than 200 people were engaged in community input sessions across the county and another almost 200 in surveys. Appendix A summarizes the SWOT Analysis and includes specific input from each community: Little Mountain, Newberry, Newberry College, Pomaria, Prosperity, Silverstreet/Chappels, and Whitmire. An additional input session was held with business leaders. Survey input is summarized in appendices B and C.

## SWOT Summary

### Strengths

- Small town quality of life
- Location
- Transportation network including rail
- Natural resources, recreation assets (lake, state park, trails)
- Newberry College, Piedmont Tech, public schools
- Newberry Opera House
- Health care
- Large employers and small businesses
- Manufacturing base
- Industrial sites

### Weaknesses

- Lack of skilled workers
- Infrastructure (water, sewer)
- High speed internet in places
- Road quality, congestion
- Amenities (retail, restaurants, grocery stores, entertainment)
- Housing availability
- Communication between communities, with citizens, with businesses
- Child care
- Crime

### Opportunities

- Enhance education and workforce development
- Tourism development
- Expand job opportunities
- Entrepreneurship
- Expand housing options
- Amenity development
- Connecting county and municipalities
- Retain young people, Newberry College graduates

### Threats

- Unplanned and unmanaged growth
- Growth that exceeds service capacity
- Loss of major employer
- Lack of infrastructure investment
- Young people moving away
- Increasing crime

# Little Mountain Workshop

Number of Attendees=24

## Strengths

- Peaceful
- Neighborly
- Lower taxes than Columbia
- Family atmosphere
- Location-mountains, coast, Columbia
- Good schools
- Trading area with Columbia and Up State
- Interstate proximity
- Room for growth-retail, industrial, recreational
- Walkable towns
- High quality first responders and law enforcement
- High quality volunteer forces
- High speed internet (in some places)
- Safety
- People working together
- Kind, caring
- Sense of community
- Hospital

## Weaknesses

- Resistance to change
- Infrastructure, sewer, water, transportation, roads
- Fire/industry response
- Risk of manufacturing recruitment (example, increased need for fire response)
- Decrease in young people interested in volunteer fire fighting
- Lack of support or incentives for smaller business
- High speed internet not widely available
- Reaching school capacity
- Local government hiring process
- Stagnant tax base, low revenue

## Opportunities

- Promote tourism assets
- Develop assets to expand visitor stays-campground, vacation rentals
- Partnership with Lake Murray and county
- Chamber support of visitor inquiries
- Tourism/visitor marketing
- Entrepreneurship incubator focused on Tech PPP
- Expand access to high-speed internet
- Development in unincorporated areas
- Expand food store access
- Expose K-12 students to jobs
- Plan land use/development
- Expose kids to tech in grades 6-12

- Look at county pay scale for retention, training, etc.
- Tourism assets, sports, parks, lakes
- New funding methods for development
- Attract new residents and keep young people here

### Threats

- Lack of infrastructure to support growth
- Industry closing
- Taxes are climbing
- Unplanned development effects
- Lack of responsible development
- If it can't be supported by infrastructure, say no
- Stagnant wages
- Not investing in hospital

## Newberry Workshop

Number of Attendees=12

### Strengths

- Location, close to I-26, I-85, I-77, I-20
- First responders
- Inexpensive
- Newberry College
- Hospital
- Diverse industry base
- Opera house
- People, diversity
- Strong tax base
- Public investment in transportation and infrastructure
- K-12 public school system
- Low crime rate
- Strong local government
- Available land to develop
- Plenty of water for recreation use
- High speed internet
- Tourism: lake, historical assets, Carter & Holmes Orchids
- Manufacturing training at Piedmont Tech
- Senior programs
- Medical base
- Economic Development Director and staff
- Strong faith community
- Golf courses
- Working together attitude
- Museum
- Local media
- Outdoor festivals
- Pretty, historic buildings

- Strong small business
- Parks and recreation, state and local assets
- Proximity to Columbia
- Rural community
- Small town feel
- Neighborly
- Young families and young professionals
- Close to airports: GSP, CLT, AUG, COL, Newberry Airport
- Civic organizations such as Rotary
- Accessible local elected officials

### Weaknesses

- Empty storefronts, historic buildings for redevelopment
- Housing availability, affordability, diverse stock
- Road maintenance
- Youth crime, violent crime, need increase funding for crime
- Apathy
- Hunger
- Lack of retail choices
- Lack of office space
- Dead spots for internet in county
- Lack of entertainment, nothing for young people
- Road signage is fading
- Public water and sewer extension and capacities
- Better markings on major streets
- Litter
- Nostalgia that hinders building maintenance
- S.C. data says Newberry residents are not wealthy
- Young people leaving the county
- Commuting population
- People pushing for housing development
- Public transportation and access to service

### Opportunities

- Golf and other programs for youth
- Increased wages
- Increased housing stock
- Better educated workforce
- Increase connection between kids and skills training
- Increase public schools' perception and reputation
- Expand tax base
- Expand tech programs
- Teach kids about modern manufacturing
- Increase agriculture business and connect to cities and chambers
- Leverage natural resources and climate
- Sports tourism and tournaments
- Expand free medical clinic
- Increase bike and pedestrian access

- New industrial park
- Increase participation of minority populations in local government, civic, faith organizations

### Threats

- S.C. population growth
- Uncontrolled growth, example housing developments
- K-12 schools not ready for growth
- Aging population
- Retirements
- Land transitions
- County decisions impacting local communities
- Low civic engagement
- “Outsider” developers do not have Newberry County interests
- Ring counties do not represent Newberry County
- Lost population to prison or crime
- No good local revenue source
- South Carolina Act 388
- Local government dynamic
- Accountability of K-12 teaching and college
- Succession of land ownership
- Misconception that Newberry County has low taxes

## Newberry College Workshop

Number of Attendees=30

### Strengths

- Downtowns
- Weather
- Location, proximity to cities
- I-26
- Newberry College
- Hospital
- Community, people, kindness
- Youth
- Opera house
- Large businesses
- Lake Murray, recreation, parks
- Airports
- Low crime
- Council on Aging
- Churches
- Festivals
- Internet fiber connectivity
- Public schools
- Infrastructure
- Natural gas in the county
- Roads

- Land costs less
- Openness of town/county
- New businesses opening
- Potential
- Historic museum
- Young Professionals group
- Palmetto Trail
- Low cost of living

### Weaknesses

- College entertainment
- Hotel with historic feel
- Businesses closed on weekends
- Housing: starter, rental, student housing grouped in proximity
- Grocery stores
- Restaurant quality
- Walkability, college and community
- Local human capital
- Vacant buildings -93,000 square feet of unused upstairs space
- Affordable childcare
- Appearance-gateways
- Lighted signage
- Crime
- Career opportunities for 22-35 year olds
- Adult recreation
- Tourism development
- Restaurants, mid-level
- Downtown closes early
- Tech careers
- Aging community
- Health and wellness needs
- Youth entertainment-sports, summer programs
- City economic development
- Work better together-cities/county/schools/YMCA/etc.
- Broadband in county

### Opportunities

- New young leaders
- Festivals
- Identify community champions
- Port, inland port
- What is that special unique feature?
- Incubator
- Newberry College presence in elementary schools
- Seasonal activities
- Keep graduates local
- Flipping houses and commercial real estate
- Incentives to draw business

- Innovation and tech hub, telecommuters
- Oakland Mills-mixed use development
- Existing business support
- Downtown development
- Grants for historical space and arts
- Rail line in Newberry and Prosperity
- Housing development
- Youth retention
- Career connections through community college and Newberry College
- Pre-K, early childhood development located in college buildings
- Transportation
- City/county/college shared ventures

### Threats

- Attitudes
- Anti-change
- Capacity of schools
- Unmanaged growth
- Already tried this attitude
- Lack of business support
- Parking
- Pandemics
- Worker shortage
- Interest rates and inflation
- Virtual work, here or elsewhere
- Need to invest in trails
- Incentives from other counties
- Aging leadership
- Loss of major industry
- Segregation of neighborhoods

## Pomaria Workshop

Number of Attendees=32

### Strengths

- Available land
- Opera house
- Newberry College
- People
- Beautiful town
- Growing arts
- Education system
- Church presence
- Recreation-lake, rivers, Palmetto Trail
- Jump Off Point
- Location

- Not a congested mess
- Good airports
- Public safety-volunteer fire/EMS
- Interstate proximity
- Friendly
- Low taxes

### Weaknesses

- Infrastructure
- No high-speed internet, remote work struggles
- Grocery stores
- Department stores
- Housing development
- Limited activities for youth
- Childcare
- Restaurants
- Staffing
- Condition of roads
- Low median income
- Limited choices-education and recreational
- Safety in areas, response time

### Opportunities

- Grocery store
- Bowling alley/entertainment
- Population density
- Education and workforce development
- Town hall building for events
- Celebrate diversity

### Threats

- Outside gang activity
- Uncontrolled growth
- Infrastructure to support growth-water, sewer, electric, EMS, schools
- Reduction of farmland and timber
- Natural disaster
- Businesses that are not environmentally friendly
- Over population of schools
- Garbage and waste
- Uncontrolled animals
- Fear of growth
- Government overreach

# Prosperity Workshop

Number of Attendees=28

## Strengths

- Job opportunities
- No congestion
- State Park
- Low crime rate, sheriff's department
- Main Street
- Lake Murray
- Hometown feel, welcoming, friendly
- Mountains and beach
- New business start-ups
- Recreation-Palmetto Trail, Broad River
- Local owned businesses
- Faith community
- Arts, opera house
- Local media
- Approachable
- Housing growth
- Chamber, Prosperity business association networking
- People are engaged
- Internet
- Attractive to young families
- Piedmont Tech
- Diversey community

## Weaknesses

- Roads
- Workforce lack of willingness
- Poor education
- Retirees locating here not as attractive to youth
- No public transportation
- Affordable housing -starter, patio homes, retiree housing
- County roads
- Infrastructure-water/sewer
- Fire departments rely on volunteers
- Lack of better-paying jobs, but this is changing
- Youth and adult entertainment
- Grocery stores
- Restaurants, too many fast foods
- Interstate exits have nothing to offer
- Elderly activities-education in computers
- History, historical structures
- People involved in community
- Downtown investment

- Market and communicate the history of Prosperity
- Educate the public on local government
- Reliable power
- Public transportation
- Small business incentives, financing
- Education grants

### Opportunities

- Job growth
- State park
- Town collaboration on governmental policy
- Investing in local municipal planning
- Workforce development
- Education -Tech/vocational/college
- Economic base growth
- Outdoor recreation jobs and companies
- Guide growth and set parameters, responsible growth
- Engage industrial leaders
- Available store fronts
- Night life-movies, theaters
- County support of non-profits
- Town recreation assets connected

### Threats

- Irresponsible growth
- Unplanned and disconnected growth
- Lack of investment in infrastructure
- Grocery store closing
- Infrastructure capacity
- Not getting involved
- If hospital closed would impact tech college and churches
- Not keeping up with growth, including public safety
- Ensure growth benefits all
- Development standards
- Listen to locals on policy
- A pandemic to slow growth

# Silver Street/Chappels Workshop

Number of Attendees=24

## Strengths

- Lake life
- Center of state
- Friendly hometown
- Workforce
- Low crime rate
- Parks, outdoor recreation, trails, river/kayaking, water park, community parks
- Hospital
- College
- Piedmont Tech
- Opera house
- Infrastructure
- Schools
- Highways and rail
- Worship opportunities
- Good law enforcement
- Friendly
- Cost of living
- Real estate/land available
- Calm, relaxing
- Convenience

## Weaknesses

- Youth entertainment
- Roads-delayed projects
- Water, sewer, internet
- Restriction on new businesses-chicken businesses as an example
- Little support for EMS/Fire Department which impacts ratings
- Groceries, shopping, apparel
- No incentives for young population to stay
- High taxes and no services
- Limited resources
- Senior citizen services
- Communications
- Transportation
- Type of growth that the community desires

## Opportunities

- Education-technology and training
- Employment
- Successful industrial parks
- Lake opportunities for businesses
- Redevelopment/repurposing of buildings
- Historic tourism

- Tell the story
- Communications
- Connecting the county

### Threats

- Weather plan/disaster plan
- Lack of investment
- Sherriff retiring/aging leadership
- Retaining youth and getting them involved
- Infrastructure plan to handle growth
- Economic downturn
- Growth for the sake of growth
- Community versus county
- Apathy

## Whitmire Workshop

Number of Attendees=20

### Strengths

- Interstate proximity
- CSX rail access
- Relatively low crime rates
- Harmony in the county
- Cooperation for public services, example -- police, sheriff for Whitmire
- Strong volunteer public safety
- Strong faith community
- Good/average cost of living
- Great place to raise a family
- Accessibility of all communities
- Whitmire water and sewer
- Newberry County schools
- Strong workforce programs, adult education
- Whitmire community school
- Local kids staying and teaching here
- Strength of the small community
- Well networked and connected
- Strong foundation
- Hard working people
- Natural resources, lakes, forests, hunting, tourism, boat ramps
- Timber industry
- Grow Whitmire golf course
- Community and civic spirit
- Sports and tourism

### Weaknesses

- No print news in Whitmire
- Whitmire is constrained by the forest/public lands
- Disconnect in communities

- Hosing stock deteriorating
- Affordability
- No new housing in Whitmire
- Lack of growth of Whitmire tax base
- Grocery store access in Whitmire and Newberry County
- Lack of restaurant variety

### Opportunities

- Grow tax base by annexations
- Creative retail attraction
- More citizen involvement
- Increase produce and farmers markets
- Increase housing variety
- Leverage visitors from hunting
- Expand outdoor recreation connections
- Nontraditional overnight accommodations
- Infrastructure investments
- Increase walkways
- Increase grant funding
- Palmetto Trail
- Laurens County and Union County partnerships

### Threats

- Need for tax base growth
- Residents versus industry
- Whitmire perspective
- Need jobs in Newberry County for the residents
- Distrust between county and town
- Unfilled jobs
- Lack of public/taxi transportation
- Old Whitmire high school

## Newberry County Business Workshop

Number of Attendees=19

### Strengths

- Location
- Transportation access
- Community leadership and environment
- Tech college, career center, Newberry College – brings culture, entertainment
- Good workforce
- Creative people industries
- Business community
- Easy to do business
- Diversification in the ag industry base
- Digital infrastructure
- Newberry Workforce Development and business alliance
- Events to balance work life

- Opera house
- Undeveloped land
- Friendly
- Hospital-but lacks sufficient mental health coverage
- Airport
- Lake Murray
- Recreation activities-Palmetto Trail
- Top 100 small towns
- Good restaurants

### Weaknesses

- Childcare
- Housing
- Middle restaurant category
- One grocery store and Walmart
- Youth retention-careers and education
- Small population and market
- Lower income
- Newcomers do not know community amenities
- Perception of school district, socio-economic flight
- Workforce development-willingness and eagerness to work

### Opportunities

- Driving business to recreation opportunities
- Business and education partnerships
- Mentorship
- Retirement destination
- Growing population
- In-commuter and visitor spending
- Housing stock
- Business leaders engaged
- Advertise on the interstate
- Retirees as target
- Remote work provides more opportunities to engage
- Attractiveness
- Newberry College
- Exit 72
- People retention
- Available buildings-west side development
- Attract remote workers
- Cowork facility
- Public engagement
- Unified effort
- Capital improvement
- Business opportunities caused by work changes

## Threats

- Older population moving in, younger moving out
- Recession and high inflation
- Losing virtuous culture
- Lack of diverse engagement
- Surrounding county competition
- Crime and drug influence

DRAFT

# Newberry Ally Summary

Newberry County's economic development allies were interviewed – utilities, Chamber of Commerce, Newberry Business Alliance, and regional and state economic development and small business agencies.

## Strengths

Allies identified interstate access, proximity to nearby metros, labor force over a broad commuting area, strong utility partners and available industrial sites as some of the advantages Newberry has for business recruitment. The economic development staff was also highlighted as an asset, though it was noted that the office had not been fully staffed recently and that was concerning.

The City of Newberry and its amenities including the Opera House and Newberry College were also highlighted as strengths, and the walkable downtown was described as thriving. Parks and available land generally were also mentioned by allies across the county.

Generally, the quality of life, including access to Lake Murray, was considered a key asset for Newberry County.

## Weaknesses

Like most everywhere in the Southeast U.S., the labor market is tight. Having two large and growing major manufacturers puts pressure on everything else. While Newberry County's location is central in the state, its labor force remains tight due to challenges in attracting commuters. People are less likely to commute out from the surrounding urban areas where there are more job opportunities. There was a belief that Newberry County's assets are not well-understood, and that marketing and relationship building could influence the perception of the county and its assets. Since much of the county is still agricultural, commercial and other developments may overlook the opportunities there. The lack of zoning was a concern in terms of business growth. Water and sewer infrastructure was also mentioned as an area for improvement. There was also some question about a sole focus on industrial recruitment in favor of more entrepreneurial and technology focused business development.

Housing is in short supply across the county. There is a lack of mid-level executive housing and essentially no rental houses in Newberry County.

## Opportunities

Newberry has the opportunity now to develop and articulate some long-range goals and the allies interviewed are ready to support and assist.

It was noted that there are strong non-profits working across Newberry County, although they often work in silos. There is an opportunity to leapfrog progress and effectiveness by connecting and collaborating across the county.

Several allies noted that Newberry College and its students are not well integrated into the county's business and economic development strategies. These are assets that other communities would be thrilled to have and should be leveraged where feasible. The graduates of Newberry College, the technical college, and local high schools are also an opportunity. Efforts could be made to either invite them to join the labor force, or to make an impression on them so that they may consider relocating back to Newberry County at another point in their careers.

Real estate development is another area full of opportunity. There are allies willing to explore a speculative industrial building program

There is much opportunity to partner with the Chamber of Commerce, SBDC, SC Commerce, and other groups to extend economic development strategies and leverage. Currently, NCED does not have enough staff to take advantage of these partners.

### Threats

Will there be enough staff at NCED to build on the successes we have had? That question was posed by some allies. The lack of zoning makes it more difficult to attract developers to the county, as development patterns are too unpredictable

With workforce availability so low, the need to maintain a high quality workforce is crucial to compete with the rest of the state.

There are concerns that one dominant employer's interests are overshadowing other employers or economic development strategies, particularly small business and entrepreneurship. This perception could also impact the ability to compete for new attraction projects.

There are concerns that the county economy needs to evolve toward more high-tech and innovative companies through attraction and small business development. This will require infrastructure such as incubators, coworking spaces, and private sector networks which need to be developed.

### Key Insights

Prime opportunities for these partners to support economic development in Newberry County.

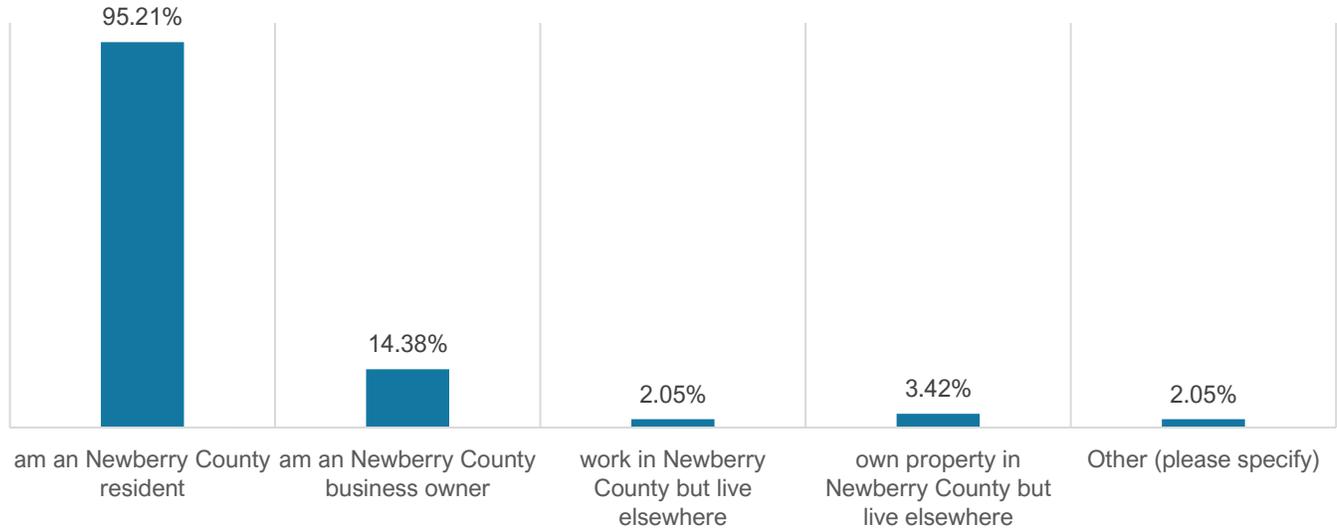
- The Chamber of Commerce is positioned to lead in leadership development, tourism messaging, and marketing and visitor experience areas. Like NCED, the Chamber is another county-wide economic development agency.
- The Chamber runs a leadership program for teens as well as adults. These programs can be vital to building economic and civic networks, as well as for talent retention and career development.
- The Chamber is interested in collaborating on existing industry tactics. These would bolster existing industry as well as provide for county-wide networking.
- The Business Alliance has established a 501(c)(3) workforce development organization and is looking for the County to partner and support them. This could be an excellent vehicle to extend the county staff's reach into the private sector to provide coordinated workforce development programs.
- The SBDC is a strong service delivery organization to reach, support, and assist small businesses. There is opportunity to build county-wide programming and networks to identify and nurture Newberry County's small and growing businesses.
- Use partners like the Chamber, Business Alliance, and SBDC to expose middle and high school students to entrepreneurship and small business as a career possibility.
- Partners are complimentary of current NCED staff but worry that more staff and resources are needed to execute at a high level.

# Appendix B: Community Survey Results

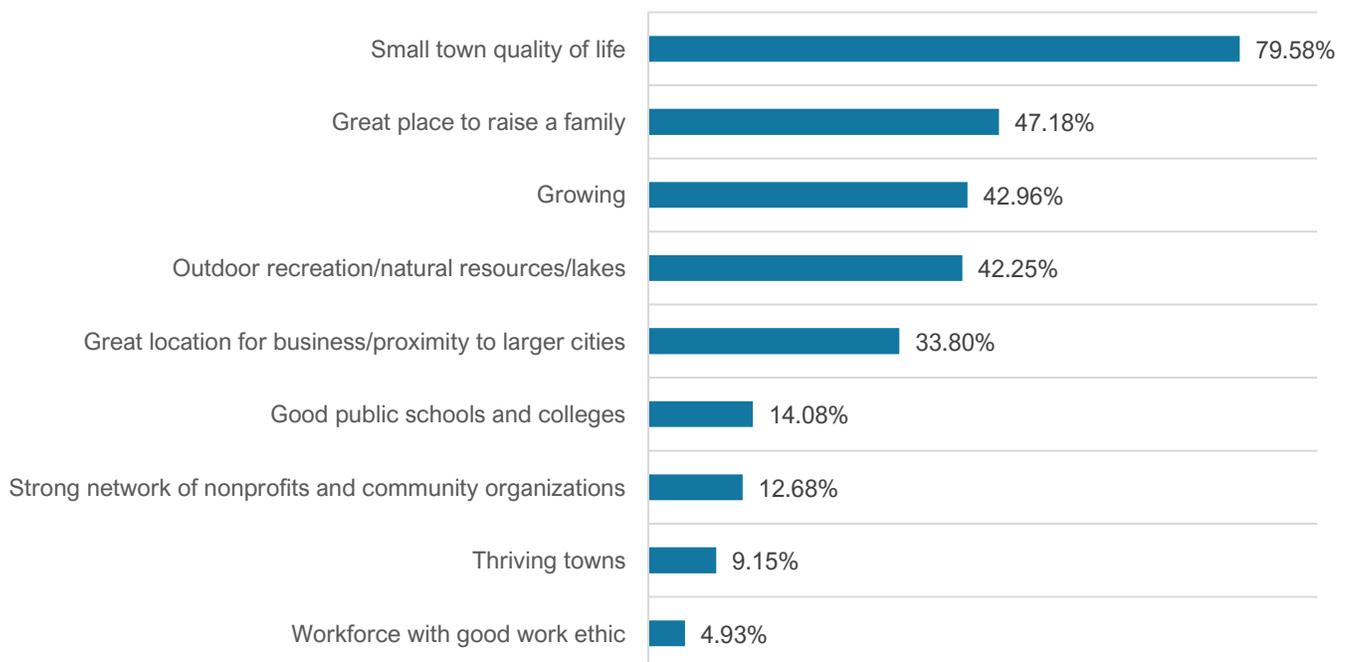
Newberry County Economic Development promoted a survey to citizens through social media, website, and ally agencies. There were 146 responses to the survey. Nearly 98% of respondents identified as a Newberry County resident, business owner, property owner, or as someone who works in Newberry County.

146 responses.

I (check all that apply)

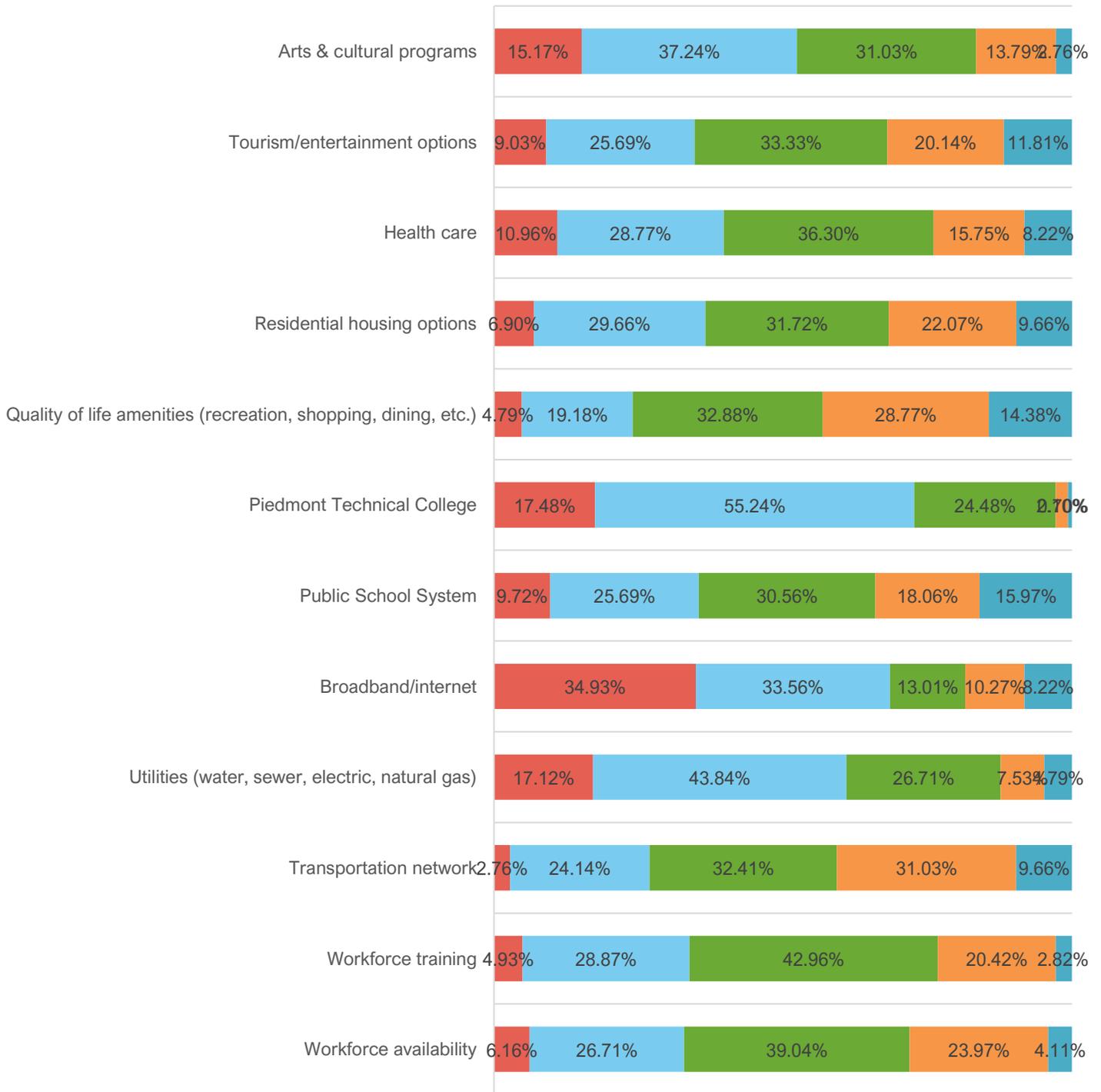


What words/phrases would you use to describe Newberry County. Check your top THREE.

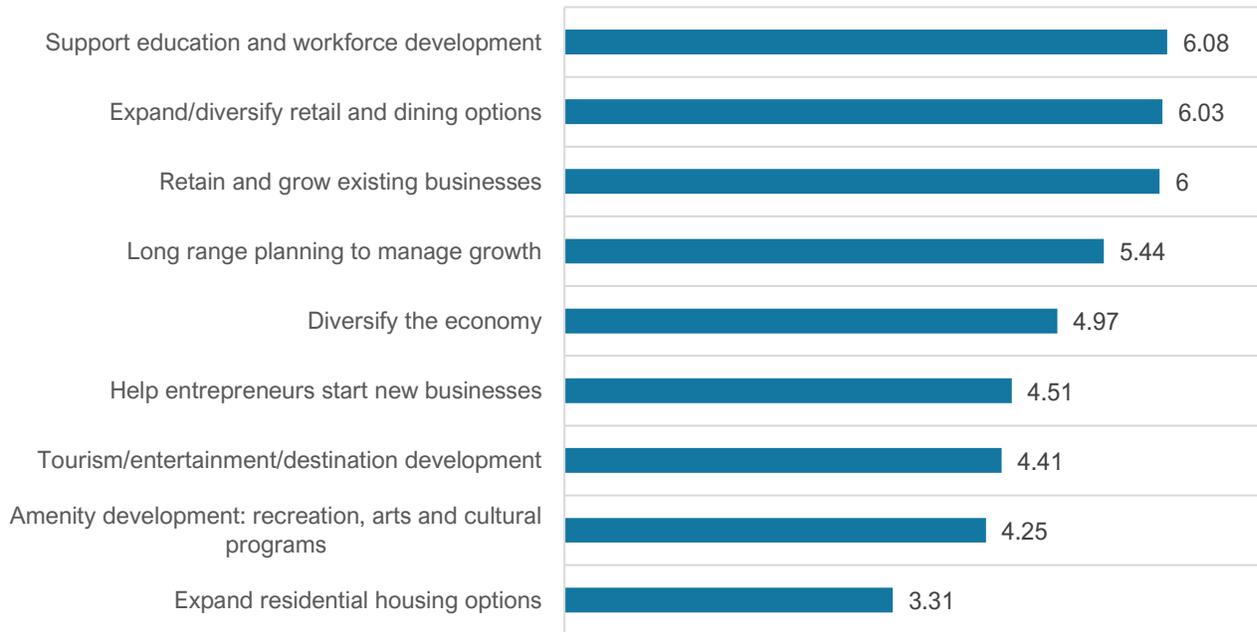


## Overall, how satisfied are you with the following in Newberry County?

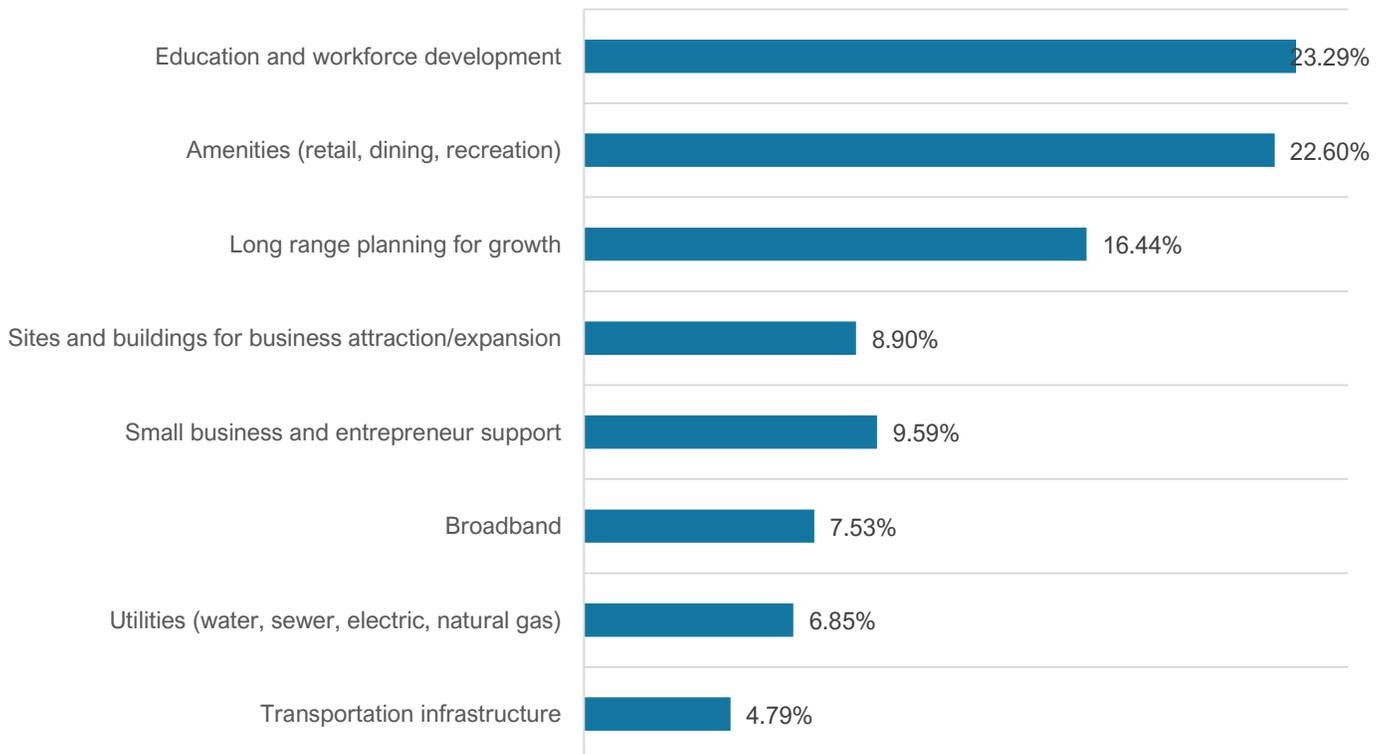
Very Satisfied Satisfied Somewhat satisfied Unsatisfied Very unsatisfied



What should be the focus of Newberry County's economic development program? Rank the following 1 - 9, where 1 is HIGH and 9 is LOW



What is the most important investment Newberry County could make to ensure long-term, sustainable economic growth?  
CHOOSE ONLY ONE.



## What is an outcome you would like to see from the strategic plan?

Better ways to improve the low-income family and household. Also truly helping the homeless in this county

Chappells, SC desperately needs water. You have lake communities, Scurry Island Rd, and surrounding areas that would have a majority of residents join making the expansion long-term profitable.

New growth

Keep the county small and don't bring in section 8 or more neighborhoods. Also do something about the illegal immigration issue.

Grocery store

Keep the small-town way of life.

Newberry has a lot to offer. They DO NOT communicate well at all. Posting on Facebook isn't communication. No public (elected) officials respond to communication. Encouraging tourism, encouraging Sunday and Monday hours. CONSISTENCY, public relations and perception would let people know what the plans are going forward.

Safe and affordable housing

More businesses with reasonable hours. Why is everything closed 3 to 4 days a week?

I'd like to actually get some internet. It's a shame in 2022 that the people on my road are left behind. The FCC is reporting we have it so SCORS I don't believe is concerned with us.

New stores and better updates and upkeep of existing stores/restaurants. Walmart and most of the restaurants are run down and gross. Much of Newberry is run down and needs maintenance. I would like to see it cleaned up and renovations made. Best thing Newberry County has going for it is the schools. Continue to fully fund them and make them great!

Long range plan to improve our workforce - no matter how much is invested into business development, it will not succeed without a workforce.

Improvement of schools in regard to special needs population.

Would like see the county do a better job of supporting the needs of smaller municipalities through collaboration with leaders of the communities. Newberry doesn't have to get everything!!

We pay high taxes and have nothing in Little Mountain. Library is supported by our town. Our fire dept is all volunteer. No paid first responders. No recreational buildings. YMCA is a joke. What exactly are we getting for our taxes??? Newberry doesn't need to get everything!!

Safer communities with more and better-quality businesses.

Definitely more grocery store options and restaurants besides fast food

More restaurants

A plan that would bring economic growth to our county that we can sustain.

Newberry County needs to clearly look at Lexington County and specifically the Chapin area in order to fully grasp the consequences of growing too quickly and throwing up housing developments without the foresight of how it would impact every aspect of life.

Growth

Support for the small business community to keep businesses thriving in an economic downturn

Investment in our public education that will ultimately help to provide a skilled, quality workforce with the employability and soft skills needed to thrive.

A plan to create affordable recreational spaces, specifically for kids and teenagers to provide alternative to being bored and causing trouble.

Support for local businesses

A safe place for our children... movies, bowling or some kind off recreation.

Keep small businesses we have.

Would like to see a plan that increases services (fire, health, utilities) to keep pace with the influx of new people/businesses in ALL areas of the county. To date, unless you live in Newberry City, the rest of the county must fend for itself.

## What is an outcome you would like to see from the strategic plan?

Planning for growth to include infrastructure and grocery options

Better/more emergency medical services to the remote areas.

Quality dining and business not just redundant cheap chain restaurants/dollar generals. Renovate buildings already existing

No more white flight from Newberry city schools. Proper cleanliness standards in Newberry businesses so that the business atmosphere thrives, emphasis on quality of life improvements, more ta paying businesses which lower real estate taxes for homeowners.

Improved planning for climate change, infrastructure updates, and education for future technology

More appeal to larger businesses

A solid plan that is feasible to improve Newberry County.

Additional shopping options for food, clothing, and other necessities.

Get all the entities in the county to work together.

Improved business diversity

Affordable housing, transportation

More grocery stores

More options for grocery shopping and health care

Unified approach from all agencies that share a common plan

New grocery store

A consideration of balance in economic growth and planning to ensure appropriate zoning to maintain the rural parts of Newberry County that support agriculture, forestry, natural resource conservation and small-town living.

I would like to see more small business and places for families to shop

Stop bringing in all of these fast-food restaurants. Bring in some nice major restaurants. Have things for the citizens and visitors to do so they won't leave if they live here and have the visitors to want to come back.

More things for teens to participate in.

We really, really need more transportation options both within the city and to major cities like Columbia, Spartanburg, or even Charlotte.

More nice, sit-down type restaurant options. Another grocery store

To listen to the residents of Newberry County more

Mill villages improvement.

Positive growth. Something for everyone.

Driving residents and those residents of neighboring counties to come into Newberry for work, leisure, activities and dining rather than going elsewhere

Modernize internet, health care, but also play up the county's history, buildings, sites, etc.

I would like to see an emphasis on education, workforce development, and more extracurricular things for young people to do. AND please another grocery store with more (healthier) food options.

I would like to see a more stable community that supports small business owners.

Better options for shopping, dining, expecting more than minimum for education, low-cost activities for kids and families

More diverse businesses coming to our county.

Better education and support for small business

Increased opportunity for entertainment and healthy options for youth. Increased shopping diversity, internet availability for ALL county residents

Make sure all parties are in the plan together. Not just their "turf."

We need to focus on the current infrastructure in Newberry. We need better roadways, safer environments, more police control over parks and outdoor recreational areas. We have shootings occurring in broad daylight on main highways. We need to focus on the safety and reducing gang activity before we focus on growing anything.

## What is an outcome you would like to see from the strategic plan?

More growth and development for Newberry County as a whole, including another grocery store and having business move into the empty store fronts that we have all around the county. Safer places for children to play.

Attainable goals

Control growth to maintain a small rural town atmosphere.

Increase of options to stop residents from shopping outside of county.

I would love to see an analysis of where college graduates are going for work and look at bringing those industries to Newberry Country.

Less fast food and discount stores. You lose the higher earners to neighboring towns with better options

I would like to attract a higher-end grocery store and additional restaurants such as Cracker Barrel, Chick-Fil-A and Chipotle.

Better food and grocery stores

More housing and better zoning for land owners who want to provide housing

Support for small businesses

Some change for the better

More grocery stores and restaurants

Control growth while trying to expand economy

Making an organized, educated plan for future development in the county and city will help retain new economic growth will keep Newberry from turning into Irmo or Chapin. Hiring experts to counsel on subjects local government may not have experience in is a must. I hope to see Newberry grow at a sustainable rate in a way that is allows the county and city to be good stewards of the people, land, and resources.

Make a difference

Remember to include the small towns that are also part of Newberry County.

It all starts with education. I have witnessed Newberry High School fall short of this and Mid Carolina excel. I think we need to teach adults first. The parents have to help in this before teachers can make a better impact on young people.

Another grocery store!!

I would love to not have to drive to Columbia or Greenville to seek the things I need for daily living, including groceries, health care, and entertainment.

More choices for shopping, dining out, and entertainment

Growth in the entertainment and recreation sectors. A more diverse recreation option and more entertainment for our youth. Movie theater, skating, bowling

Communities come together

Having highly rated school system. Our children/grandchildren education is in jeopardy! Things have to change

Retain and grow existing businesses for growth and expansion

Public school become better

Long-term plan to manage growth while retaining and supporting the agriculture community and small-town feel. I would also like to see effort to lower the crime.

More concentration on education and workforce growth and sites and buildings to bring in more attractive businesses for workforce growth to keep people in Newberry.

Do not expand residential housing options

Grow businesses in Newberry and have an option of shopping opportunities without leaving our county; improve schools

To see more restaurants and grocery stores to support our county. Walmart and Food Lion have had their hold on this county for far too long.

Better housing opportunities, more grocery stores, and entertainment options

## What is an outcome you would like to see from the strategic plan?

To make Newberry better.

More family-oriented restaurants, grocery stores, and reliable internet for outside city limits

Not the same people on every committee. Get new blood and get rid of the talkers who do nothing

Greater value placed on preparing local students for the jobs & entrepreneurial opportunities.

Increased options for grocery shopping with an increased variety of options

I would like to see more safe options for young people to have clean fun. I would also like to see more resources put into our schools. Our schools are going to help build the future workforce. Investing in them now can help build a better workforce.

I would love to see things we can do with our family in town, other than dinner and a show.

More high-speed internet and more food shopping options

Opening up the career center to adults and providing work-ready programs would have many beneficial outcomes. It would simultaneously solve economic hardships of the citizens, lower generational poverty, and reduce violent and petty crime.

More downtown public spaces and events

We definitely need another grocery store. An Aldi would be great!

Lower property taxes.

The opportunity for the working class to live and thrive within city limits.

More ways to increase and support the arts scene in the county.

Controlled population growth to match economic growth.

Better retail options. Support for small businesses.

Non-four-year college options, trade schools, invest in our public school system

Include Whitmire in planning. It's in Newberry Co but we feel we are not inclusive at times. The focus is on the TOWN of Newberry.

I would love to see a greater emphasis on grocery options and entertainment/leisure activities that would help generate economic development in Newberry.

That the businesses here continue to grow with a workforce that is qualified, willing, and able to perform and produce whatever the job requires

Broadband availability would help diversify variety of new entrepreneur businesses

Elimination of the housing subdivisions through reasonable restrictions. Specifically, subdivisions must include an ingress/outlet to public roads at a ratio to homes. For every 10 homes there must be a connector to a public road. Something like that. Subdivisions with their HOAs tends to divide the community in a way that isn't characteristic of Newberry County. It would be great to see a lifting of restrictions on "green" technologies. There are scam artist that are working over the county's residences on solar. Allow for people to have a framework for setting up systems and let them go about it without signing 20-year contracts with scam artist companies. And most of all, it is time to talk about zoning. I have property that borders a junk yard. There should be a buffer around this junk yard with no zoning restrictions. Not asking the junk yard to change, but don't ask me to match some vanity restriction when the view will be partially crushed cars from the property leaching into the soil paint and contaminants. Vanity zoning restrictions need to be discussed anyway. There are times when they make sense and applying for a variance shouldn't be such a common process. And lastly, it is time to reduce the recreation department's fields and playgrounds. There should be more of a focus on a variety of activities.

Providing education and training for workforce which in turn would bring and keep businesses in town.

Clean up downtown. What happened to our city's cleaning and maintenance crews? Close the city employees resting cabin at the Gully Wash.

Ways to add something to do (movie theatre, skating rink, etc.) in Newberry and another grocery store.

Grocery options; retail options

## What is an outcome you would like to see from the strategic plan?

Newberry is a great place to live. We just have to make things better!

Always upgrading and moving forward

A plan to increase the availability of homes

The City of Newberry needs to be the focal point, specifically Downtown Newberry. It is the crown jewel of the county.

Bring better businesses to the area. Give people a decent grocery store or at least options. Demolish Walmart, it is genuinely a waste of space. Seriously need to grow the business side, as well as put money back into our school systems. EMS should be expanded and money put into the folks that work these systems, to include police and fire.

More grocery stores!!!!

Tax money for education actually going to the schools and teachers

Pay your volunteers

Very controlled growth with the right businesses and people

Better quality businesses, specifically another decent grocery store

Force school board to cut school taxes. No more extravagant spending on "Wonderful Buildings."

Having additional grocery stores in Newberry County

Decrease crime. Punish harshly those committing crime. Make this a safe place to live.

Better usage of monies already appropriated.

Proper planning for both residential and business growth. Areas properly zoned to support growth.

A feasible plan for responsible growth

I would like to see recreation opportunities become a focal point for controlled, planned growth. We have so many assets, Newberry/Prosperity/Pomaria rec parks, Palmetto Trail, Lake Murray, Lynches Woods, rivers, Sumter National Forest that are under appreciated and used. Have Newberry become the recreation hub of central SC, with places to work, live and PLAY. It would not only encourage families to live here but anchor tourism.

Remove special interests

The support of existing businesses, repurpose of old buildings and structures, and growth plan.

Cater to updated consumer preferences with larger lots and avoid cookie-cutter housing developments and poorly planned growth/suburban sprawl (see Chapin).

Reasonably set / achievable goals for our community that will accomplish the broader picture (all nine items from above) over time.

To help everyone instead of the ones that live in city limits

Support development of AFFORDABLE housing and transportation options so additional business wants to come here

A more proactive community.

**Please make any additional comments here.**

We need listening ears who won't take sides and allow retaliation when citizens speak up on misuse of funds and abuse of power in a powerful position.

Keep Newberry a country and God-fearing county. Also do something about the illegal immigration issue arising.

Tough on crime.

Get **\*\*removed name\*\*** out of our town and county. Cheap, shoddy housing will not last. In 10 years it will end up turning into a Wise St or Drayton St. To attract people who will actually participate and bring economic growth to the community you have to provide QUALITY homes not shabby made, soon-to-be section 8 housing.

I've heard several builders want to bring in big subdivisions and I don't think most locals are happy because we're losing the small-town feel.

Please clean up Newberry and crack down on the growing crime rate. Thank you for your time and consideration.

Business idea - develop a piece of property for a food truck park - rental income from the trucks plus 2% hospitality tax.

Need to improve internet

I have zero faith in County Council, as the members have clearly demonstrated that they do not take community input into account when making decisions. I am not opposed to growth but it needs to be contained.

Newberry needs more options for grocery shopping.

Newberry has NOTHING for kids to do here right now, which is probably part of the reason we now have so much gang activity in our community.

The ag rate for real estate taxes is abused and contributes to the high tax rate for homeowners. Fixing this would take little monetary investment and could greatly increase Newberry county's tax base.

The Newberry City Utility is antiquated and does not allow treat home solar energy the same as other energy companies. It needs serious work or better yet complete restructuring.

Would love to see quality of life in Newberry improved for current residents rather than recruiting new residents who don't have a stake in our small town but want to bring their ideas from wherever they came from.

More family friendly activities and non-fast-food restaurants

Get Chick-fil-A out of Newberry College and make it open to everybody Monday- Saturday all twelve months a year.

Tax the rich. Feed the hungry. House the homeless. Help the workers.

We're missing the boat on history and events geared for 40-plus. Get a good safety record going and anything is possible. I love Newberry County

We really appreciate everyone involved in the monumental task ahead. We champion your efforts and are grateful for your hard work and dedication. Please keep us updated and let us know how we can help you. Again, many thanks from your fellow Newberry County residents. You guys rock!

Please reconsider the decision to invest in more growth and businesses coming to the area and focus more on the public education system, safer environments and improving the quality of service residents in Newberry receive from all establishments.

A non-profit entrepreneur incubator that targets minority communities. Crime is a product of low economic opportunity. If we can educate drug dealers to use their "hustle" skills for legitimate businesses, we can potentially lower crime.

Growth is coming, we need housing! Rentals and homeowners! Homeowners spend dollars close to home. **MUST HAVE PLACES TO LIVE!**

Newberry is making lots of progress but it's still not a place that really supports the kind of lifestyle I have/want. My husband and I want to live in a city that has curbside recycling, healthy food options- both in grocery stores and restaurants, ample sources of family entertainment, arts & culture, and a focus on sustainability/environmental conservation.

**Please make any additional comments here.**

More than just fast-food restaurant recruitment and seafood restaurant recruitment.

People have got to GO TO WORK!! No business will survive without good employees. Everyone in town is hiring. And days and hours of operation have shortened.

And please think about grocery stores.

Go a step further by partnering with Newberry County business leaders and law enforcement. Divert or funnel juveniles and young adults into this education system instead of the justice system. This is the best thing you could do long term to secure our economic growth. The current system is losing too many people to poverty and also crime. The US DOJ even provides funding for these Programs under C.A.T. "Community Action Teams" programs. They will pay for it. All you have to do is connect your resources, write out the plan, and request funding. Be leaders and help the people. Thanks.

Chic-Fil-A would be great, too!

We have to get a handle on violent crime. Through education, better-paying jobs, and helping entrepreneurs grow their business - we can do this.

We appreciate any attention that can be given to Whitmire. We will travel to Newberry for most things but no reason to not try and build with Whitmire.

Some of the large industries here entice other businesses to come and build to provide needed supplies/support. Buildings, land, infrastructure and workforce are all important.

I don't like the choices in this survey. There is a difference between economic growth and economic strength. One is fragile and to no end while the other provides a long-term and sustainable way of life. We want people to live their whole lives in Newberry and not migrate out when businesses close their doors. Winnsboro has all but failed due to Mack Truck closing their doors. We need to constantly work on incentives and other offers to currently located companies to keep the relationship strong and continue to sell Newberry County as a place for business. That is hard to do when companies already a part of our culture see us attempting to bring in their competitors.

Stop allowing high-level city employees the ability to give their college roommate cushy jobs.

This is a good community, we need to make it a great community

People from all over the state love Newberry, but it is a known fact that people leave Newberry once their kids get to middle school. If Newberry had decent schools, this town would flourish. I'm talking specifically about the City of Newberry.

Need to worry about Emergency Services First.

County taxes are relatively low. School taxes are outrageous for the quality of education. HS and Tech grads are ill prepared for the workforce. Raise police and deputies' salary.

Quit letting known criminals off the hook. No more deal playing. Not pay your way out of crime. Treat rich and poor criminals the same! How do criminals just drop out of the system as if they are saints?

School taxes are totally out of control. Throwing more money into a broken system accomplishes nothing.

Thank you for seeking feedback from the community

Seems to be run by a few people, not going to grow without some change

Newberry is uniquely positioned and has already caught the eye of several investment groups. With strategic and intentional planning Newberry could easily become one of the most desirable locales in the Midlands over the next decade.

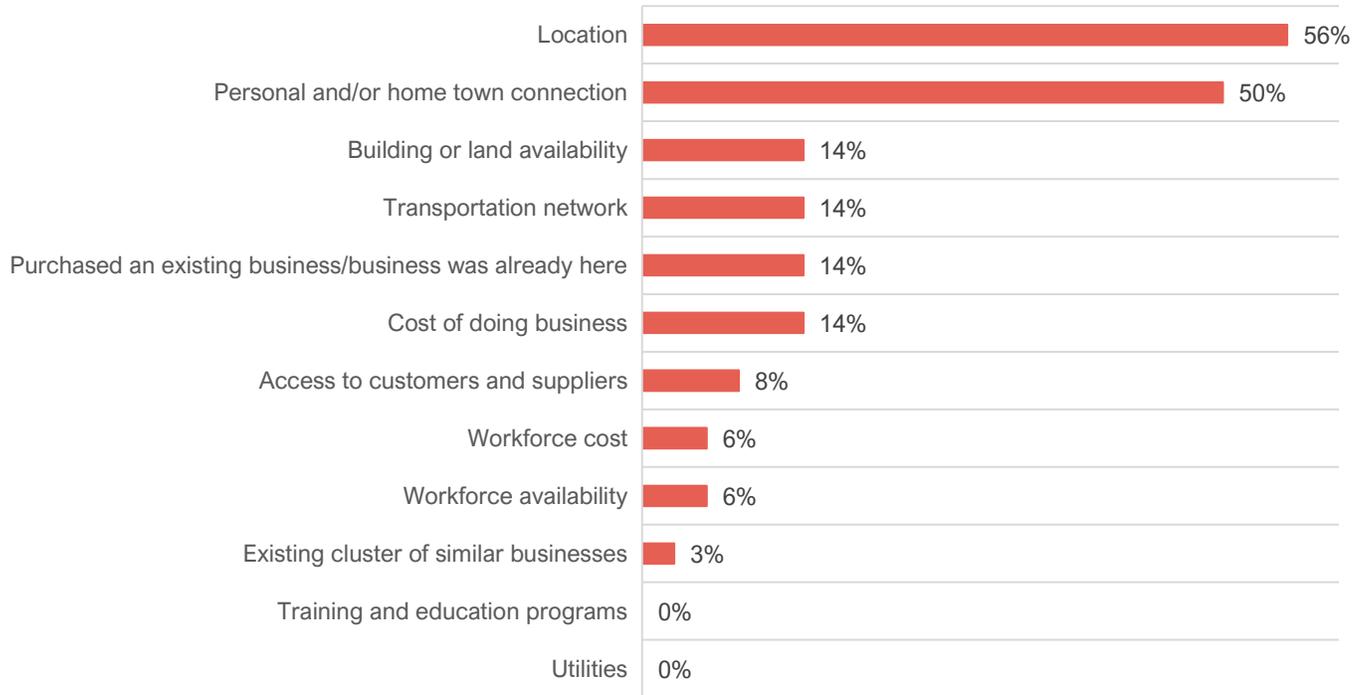
We also need a grocery store and a family restaurant that is opened every day.

Life and work skills training in our schools is needed to support growth. Workforce retraining needs to also be available.

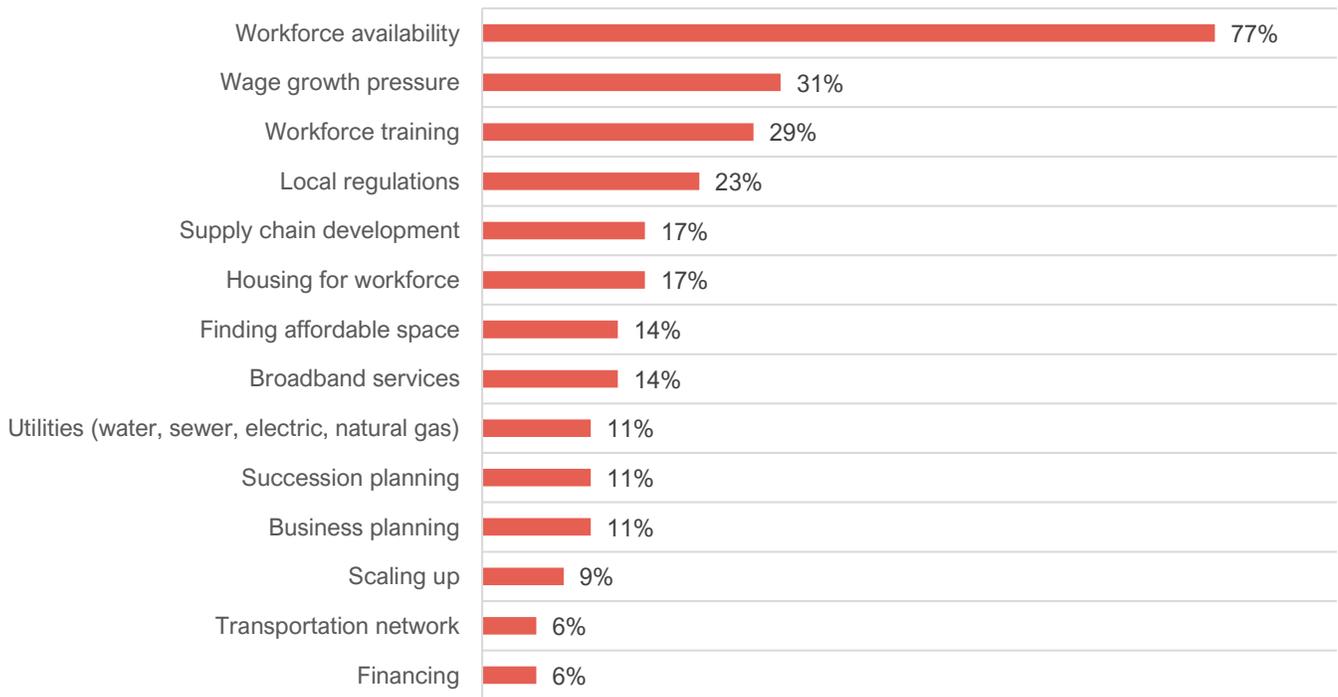
# Appendix C: Business Survey Results

Newberry County Economic Development distributed an online survey to its database and requested other business agencies promote the survey. There were 49 responses to the business survey. The respondent profile is a manufacturing or governmental entity in business more than 10 years with 1-10 employees.

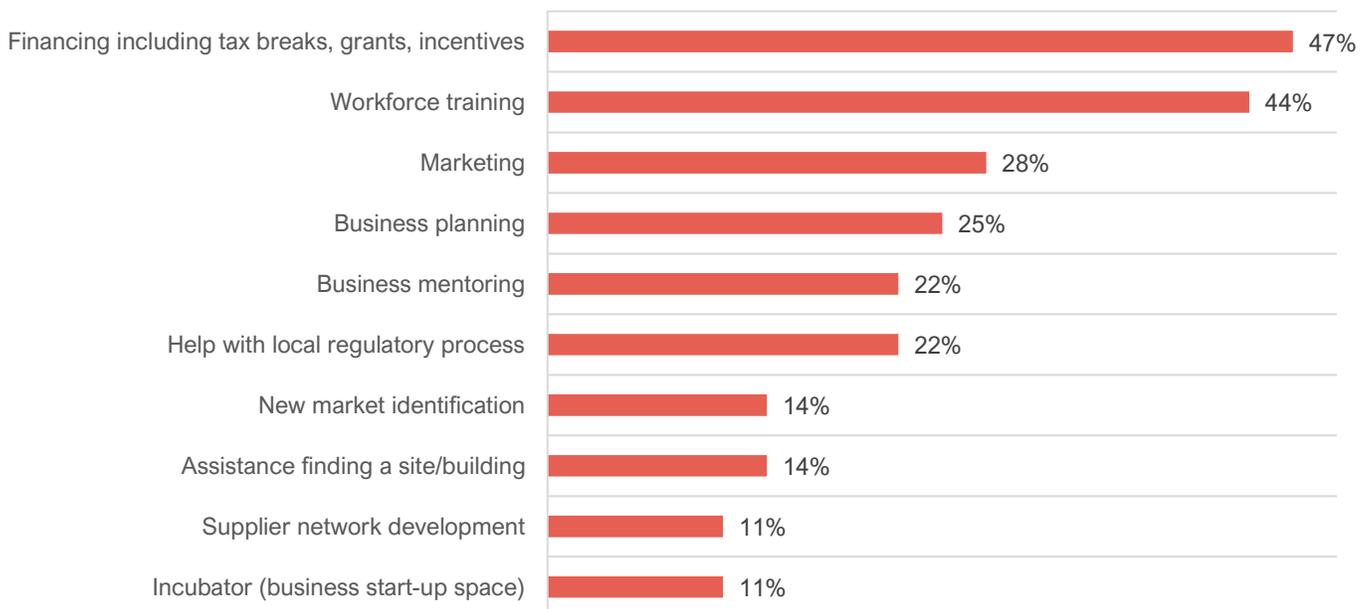
Why did your company locate in Newberry County? Choose all that apply.



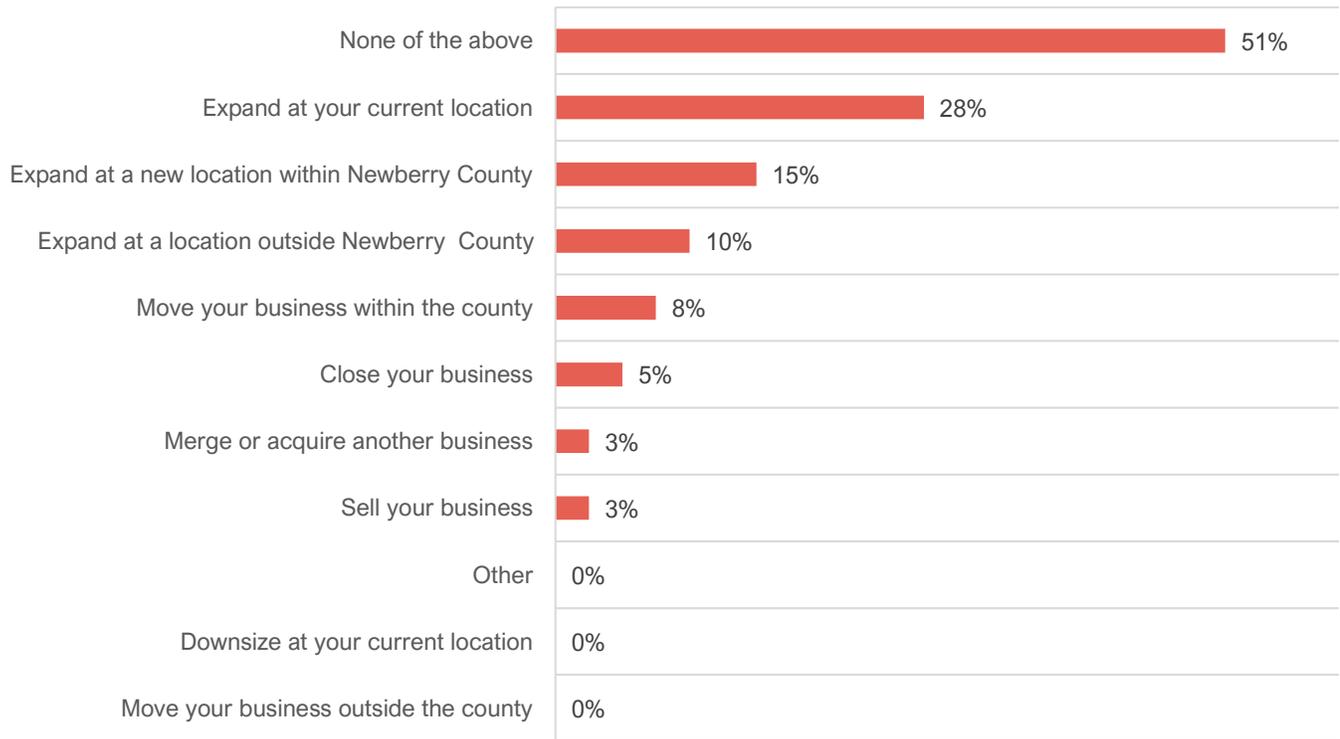
What are your main challenges to growing your business? Choose all that apply.



What business assistance would have been helpful when you started your business or that you believe would be helpful to a new business starting in Newberry County today? Choose all that apply.



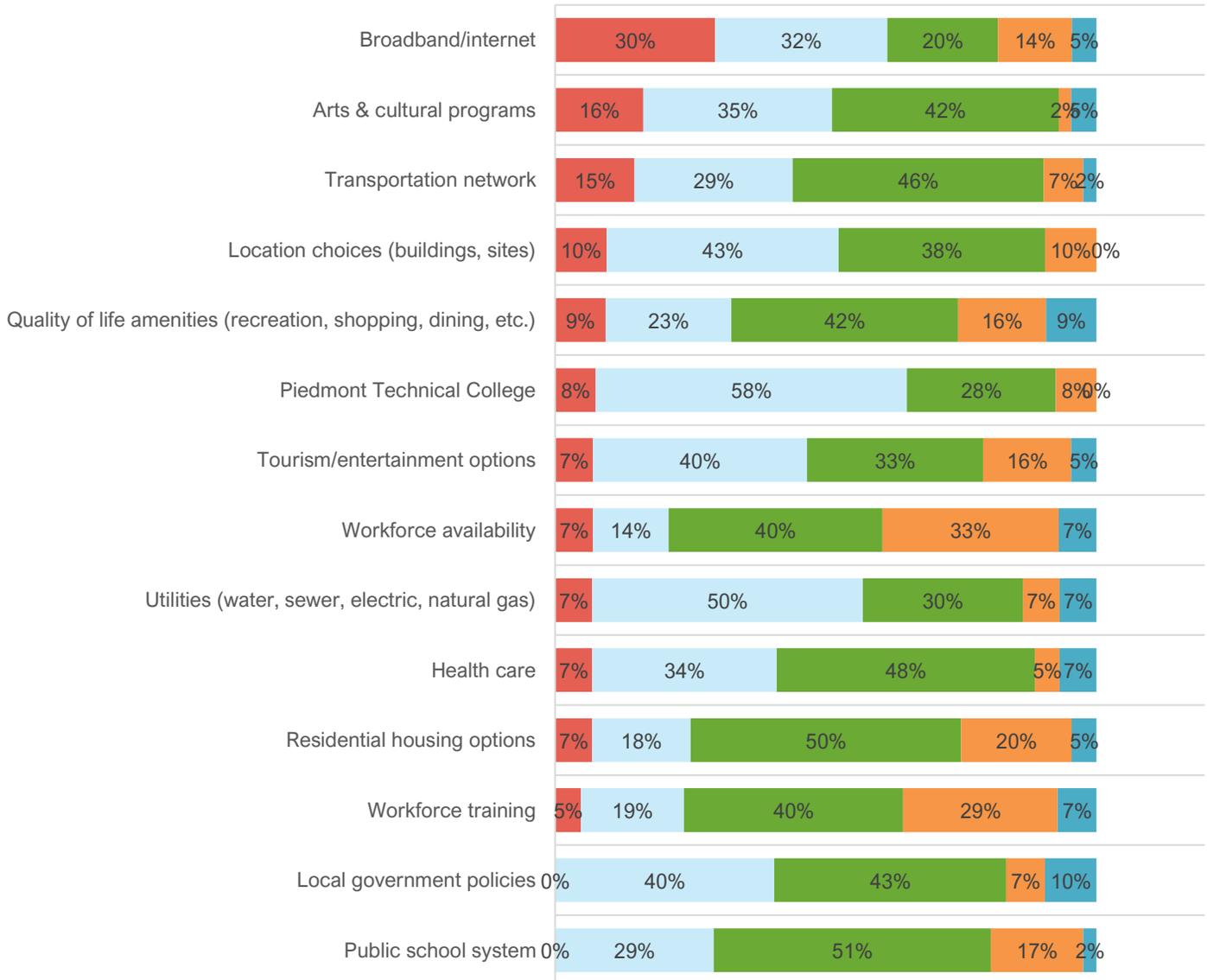
Are you currently planning to... Choose all that apply.



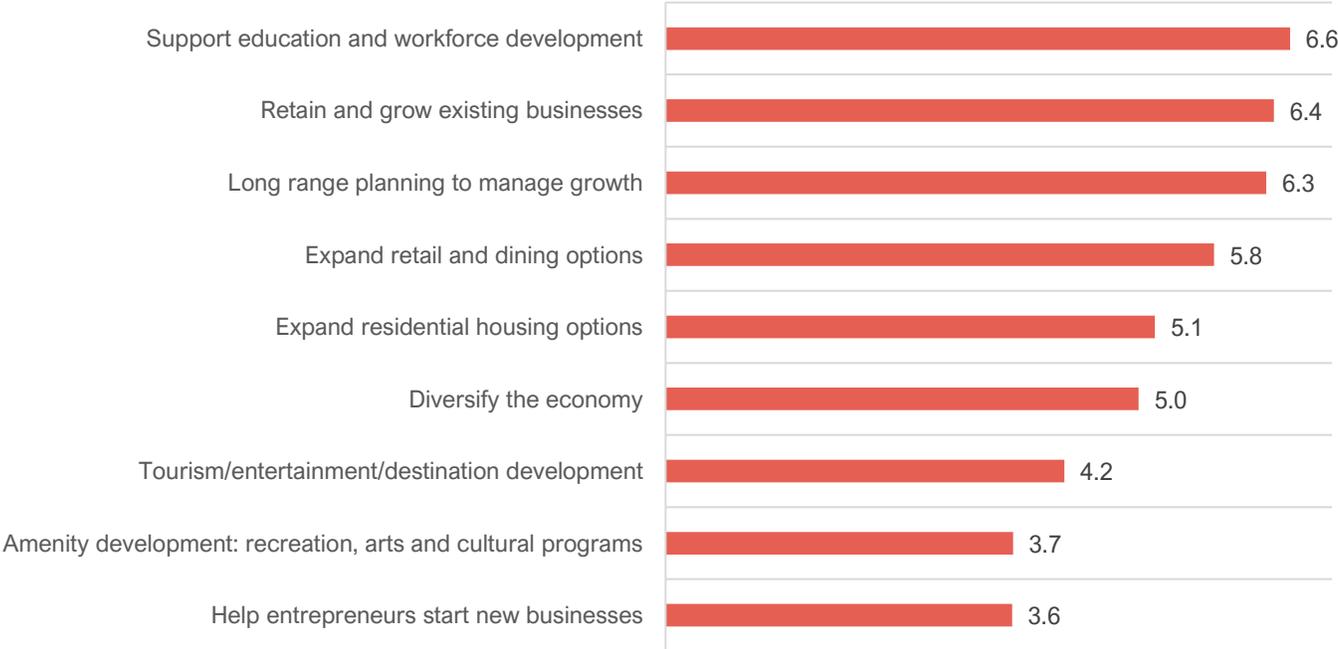
DRY

## Overall, how satisfied are you with the following in Newberry County?

■ Very satisfied  
 ■ Satisfied  
 ■ Somewhat satisfied  
 ■ Unsatisfied  
 ■ Very unsatisfied

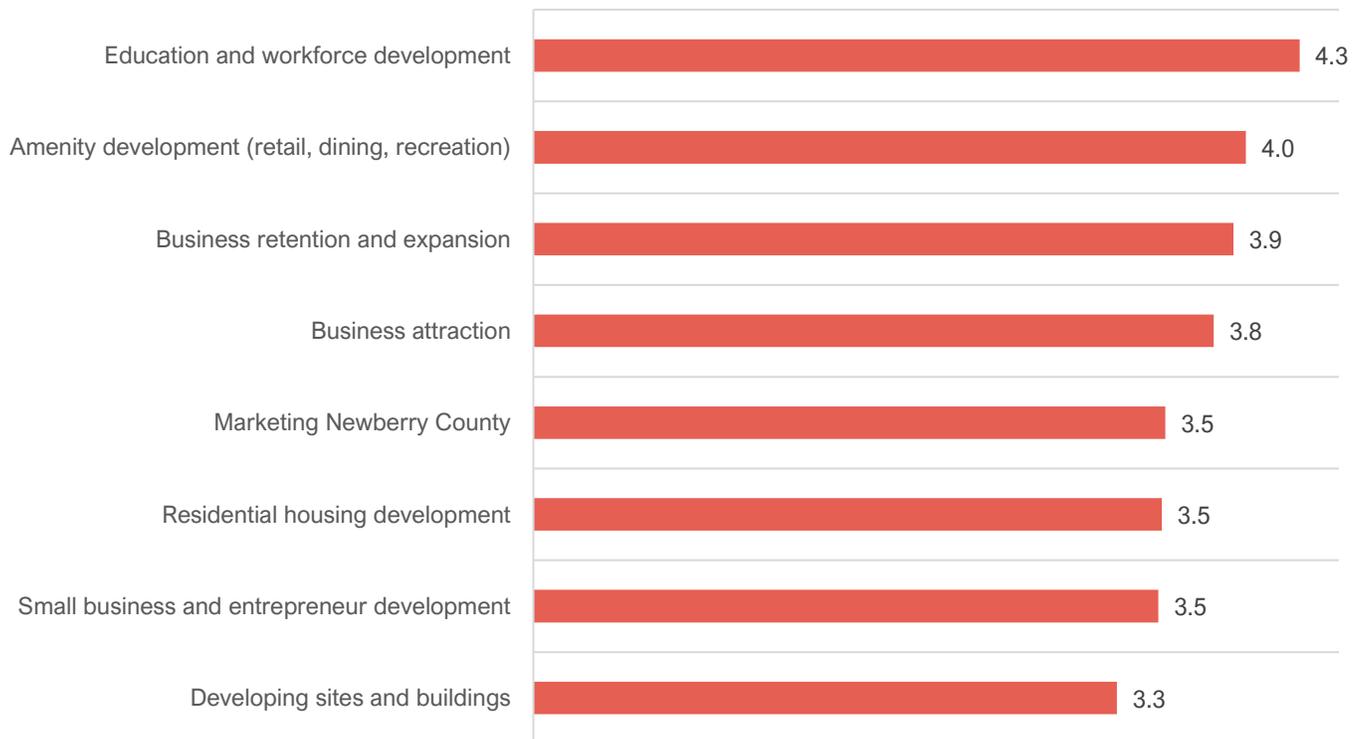


What should be the focus of Newberry County's economic development program? Rank the following 1 - 9, where 1 is HIGH and 9 is LOW

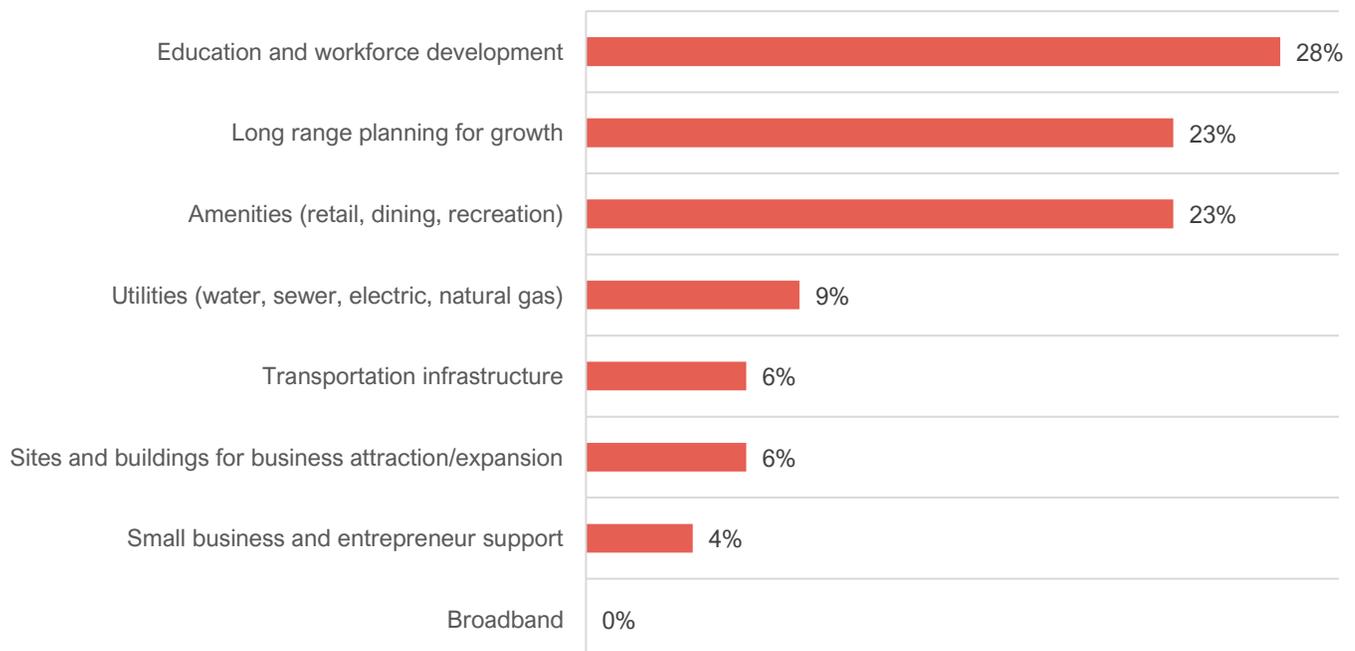


DRY

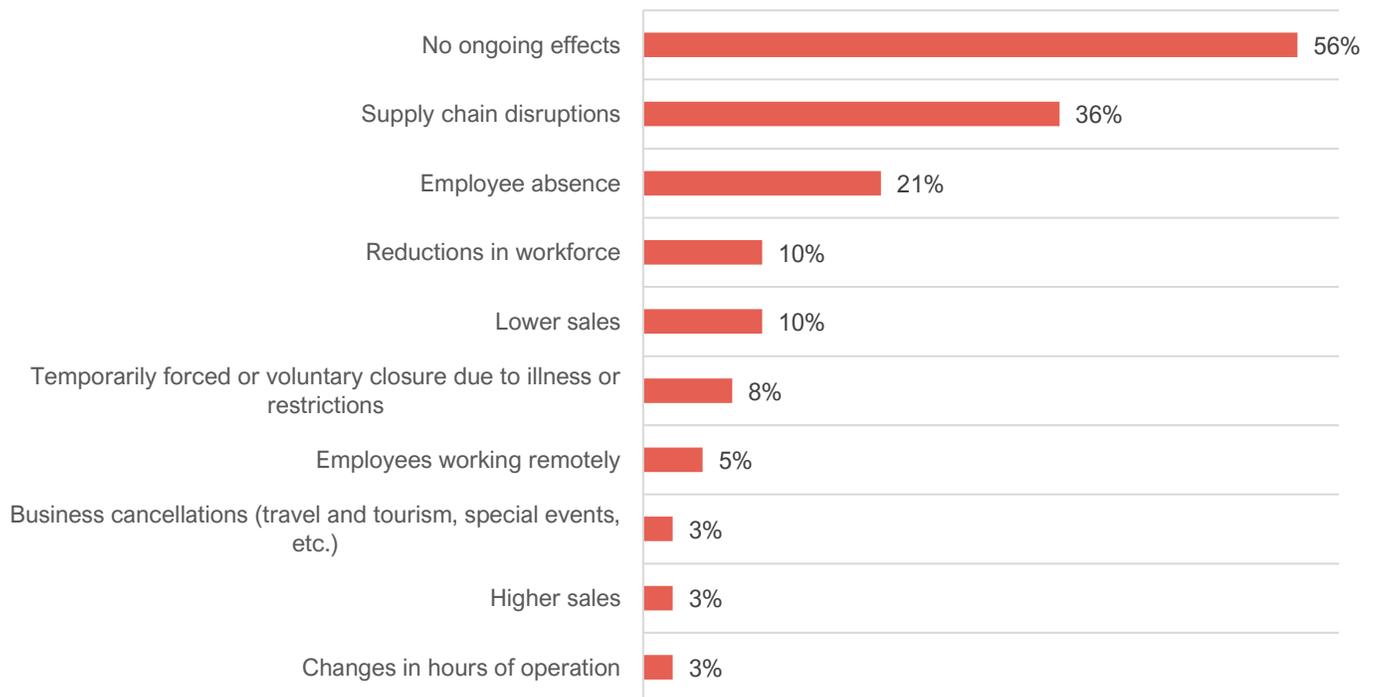
## I would like to see the County invest more/less resources in...



## What is the most important investment Newberry County could make to ensure long-term, sustainable economic growth? CHOOSE ONLY ONE.

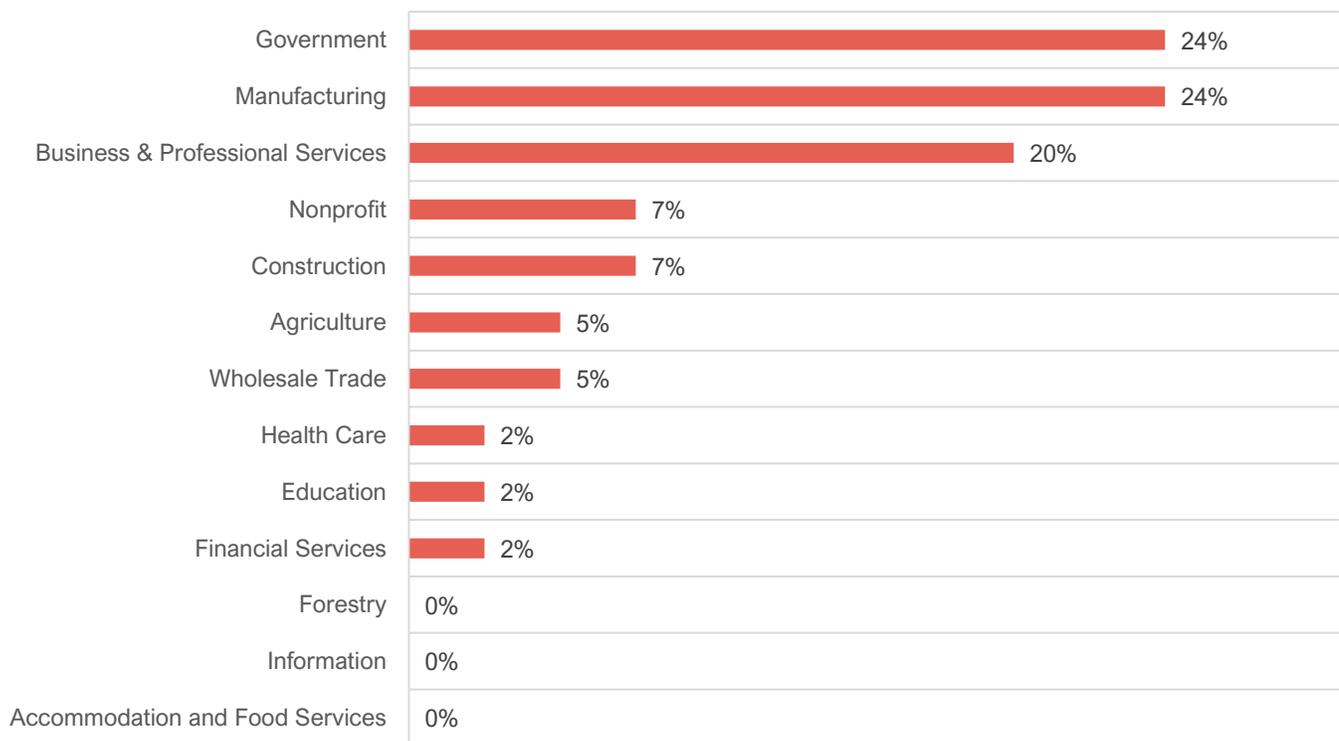


If your business continues to be affected by COVID-19, let us know how. Choose all that apply.

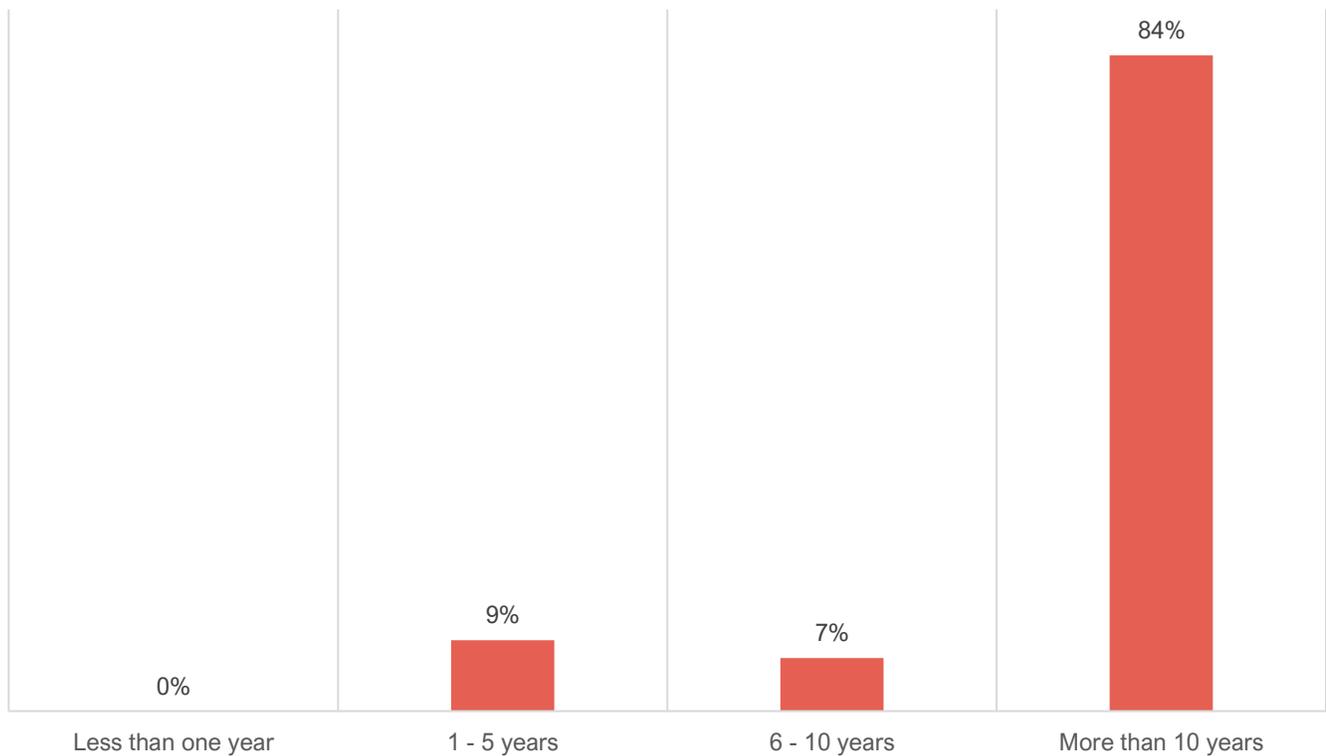


DRY

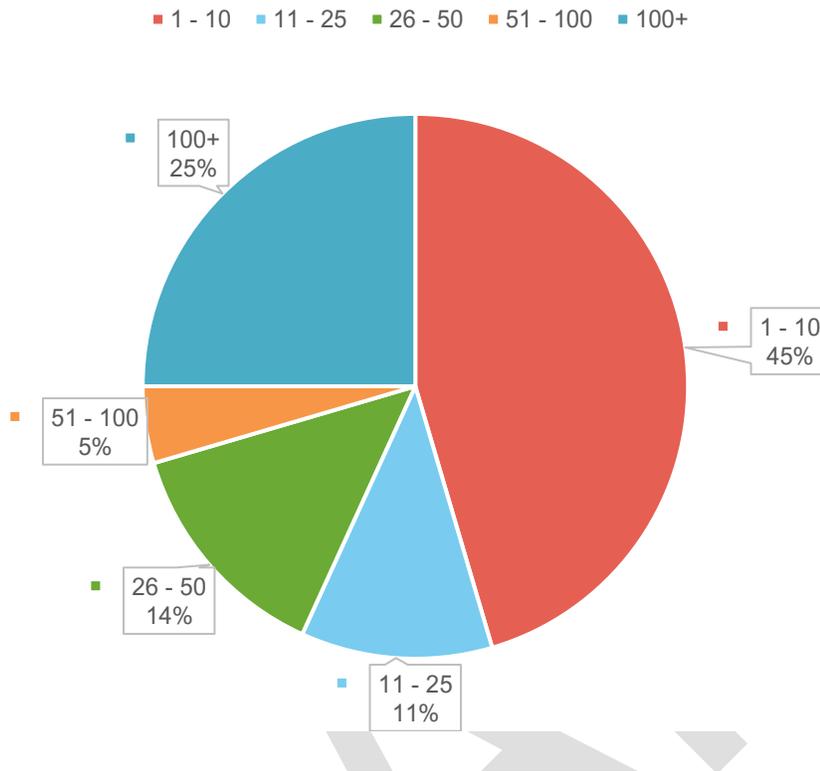
## What business sector most closely matches your business?



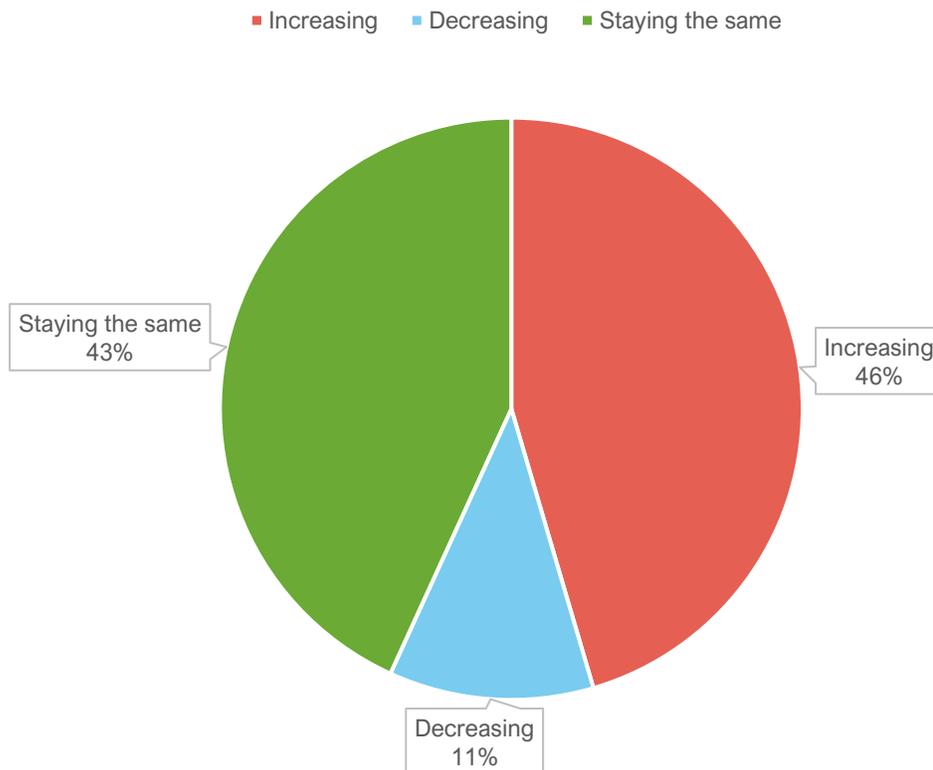
## How many years has your business been operating?



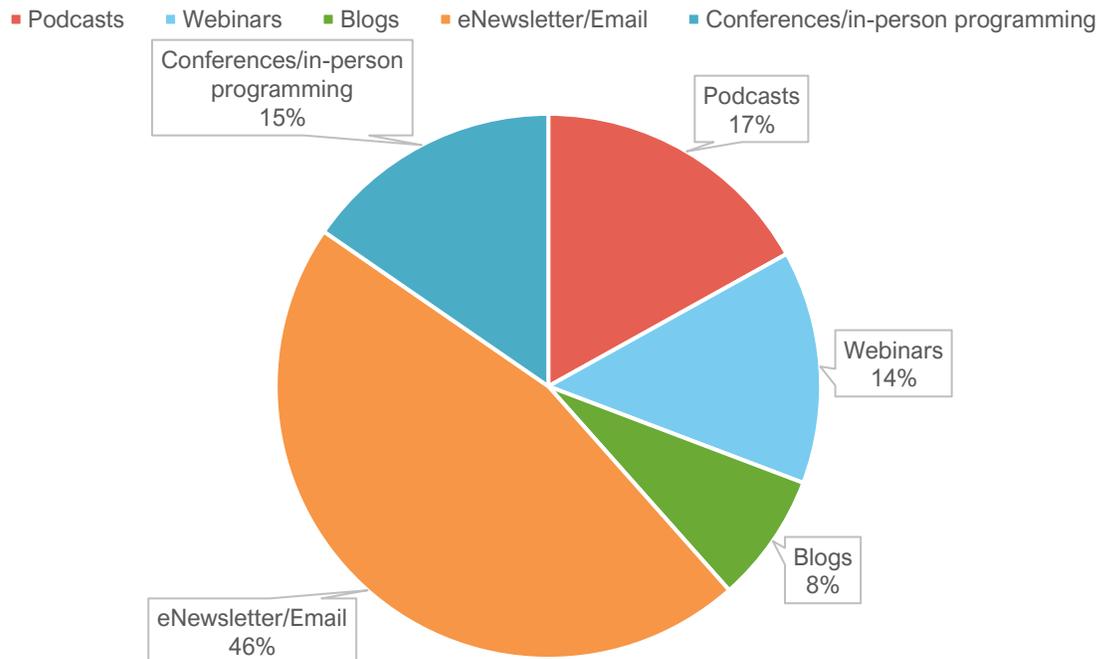
## How many employees, full-time equivalents, are employed in your business?



## Our number of workers is...



## What is your preferred method to consume information that can help you grow your business? Choose all that apply.



### Please share any additional information that you believe is important to the strategic planning process.

At some point economic growth and population expansion reaches a point of diminishing returns. This is not a purely economic equation. The loss of quality of life is a cost that must be factored in. This is difficult to do as the cost is much more significant (precious) to some than it is to others. And, some cannot see too far in the future- only what provides the most immediate personal gain. Hopefully those are not on county or city councils, planning commissions, arb's, etc.

Something has to be done about the crime or nothing else is going to work. Period.

I believe Newberry County is ripe for development, residential, commercial and industrial. Newberry is a central location between the midlands and the upstate and I believe residentially, Newberry could capture folks that are looking for a higher quality of life, when they are not at work. I continue to believe that Newberry County could be the poster child for Smart Growth for the entire state, but it will require a methodology/processes to balance what makes Newberry County so special to its current residence and the bottom-line profit that developer/builders require to have a successful project. It will be a lot of work, but I am confident that it would be worth it and provide so much for future generations to come.

Educate and train! We must make this a part of our strategy. Involve our most precious resource, "our young people" to teach and instill in them what our community has to offer. Reach into our schools through the administrative personnel to make young people aware. It's important to incorporate integral parts of all communities in this process. Don't forget that small contributions add up! Ensuring goods are moved and delivered are vital to all. These processes seem to have always been taken for granted, but can no longer be ignored. By planning for the future, consider what we can offer for companies to move there product as well. Newberry County is centrally located and fortunate to have to have rail and Interstate highway resources. Agriculture and forestry are large parts of our county and must continue. These resources represent a huge economic impact that we don't need to lose sight of.

Seems as if we have several groups that have a valid interest in economic development. I would like to see a unified effort to enable the process to come to fruition! Let's get all of us pulling together in an open, transparent and beneficial manner for our future!

Making sure we do not become Lexington County where the growth overwhelmed the county and everyone suffered!

Much more planning of new housing development to include less density, higher building quality, minimum square footage.

As Newberry County grows the most important thing that needs to grow with the county government is EMS and professional firefighters.

A designated hike/bike trail and bike lanes will increase outdoor activity, including but not limited to, Main St and shopping, running errands, increase property value along the trail.

The workforce is the backbone of industry; their education and training are a necessity but so is being a good steward of their spending power. The lack of competition for stores like Walmart and Food Lion is detrimental to competitive pricing that would be available if other grocery and retailers of similar class were to be located in Newberry. Big Lots is by no means on the same scale as Walmart in my humble opinion. You need to court places like Target, Publix, and Kroger to get some healthy competition for shoppers in town; bring the money back to Newberry with more choices and better prices. THAT is strategic planning.

We need to be creating the jobs of the future that are needed today. Manufacturing will not sustain the economy or growth, but high-tech jobs will be the way to go in the future. It starts by introducing technology in middle schools, creating pathways to jobs in the Career Center, and having the tech and coding curriculum in PTC so we can hire from that pool.

Focus on more housing, transitional housing and possibly a small shelter for families who are displaced. Having access to affordable transportation in and out the city as well as to jobs. Make the existing business/organizations within the county more beautiful, functional, and up to date in order to attract businesses.

To continue to attract professionals to the area, the county must have a communicated plan to address crime concerns.

I think you forgot "Retail" as a choice in Question 10.

Whether its health, education or an increase in recreation entertainment or Cultural amenities. It should be well-rounded in order that we could contribute each others' strengths.

This county needs more workers! We have to many jobs chasing too few workers. It becomes a bidding war for labor and it is out of control.

Newberry County needs to quit wasting money on frivolous projects and limited peoples wants and concentrate on improving infrastructure (water, sewer, Elec, emergency services, etc.)

There are several important strategic planning processes that go hand in hand. We have to have the infrastructure to support new/growing business and the workforce needed for those businesses. The workforce pool in Newberry County for skilled or trained labor workers is very limited

# Appendix D: Cluster & Workforce Analysis

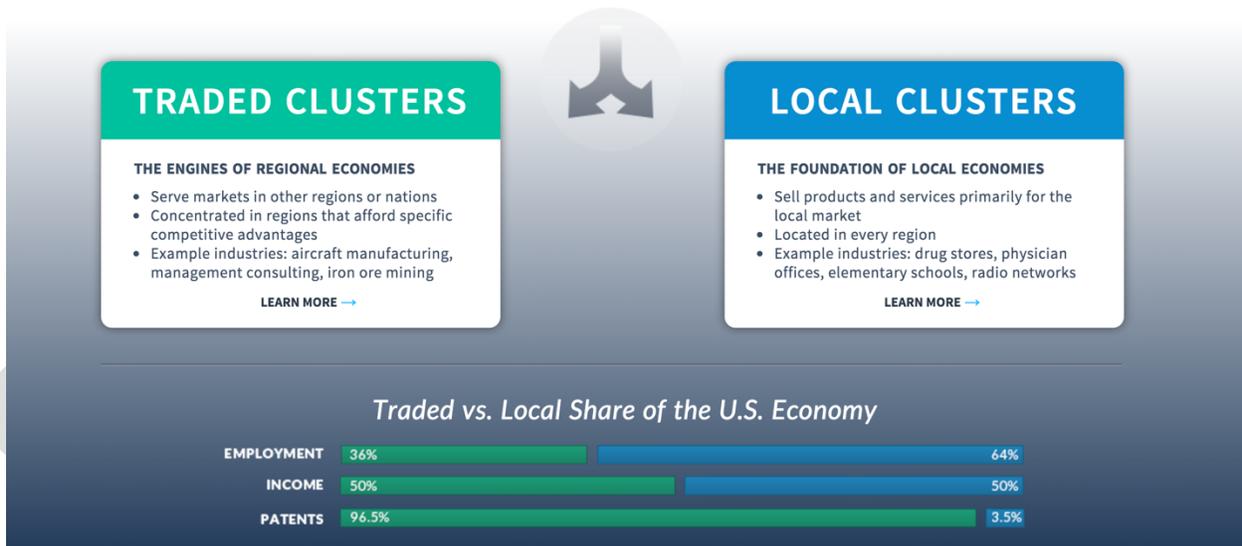
## Cluster Analysis

Traded clusters are groupings of industries that serve markets outside of a region (internationally and/or domestically). Clusters also contain a supply chain that support an industry such as suppliers, infrastructure and machinery. Focusing on clusters in economic development strategy narrows effort to those industries which are most likely to thrive in a region. This is particularly important as the competition for investment and jobs is intense. Studies have shown that assets that support clusters are more efficient and cost effective than providing subsidies and solutions to individual companies.

*“What makes clusters unique is not just that companies with similar or complementary interests, competencies, and needs congregate around each other. It’s that an entire value chain exists within a cluster: suppliers, manufacturers, distributors, academic institutions, researchers, and workforce training, as well as those who provide relevant support services.”*

-Bloomberg

Cluster: a regional concentration of related industries 



Source: US Cluster Mapping

Traded clusters often account for less than 40 percent of a region’s employment, however, they are usually responsible for 50 percent or more of a region’s income and innovation.

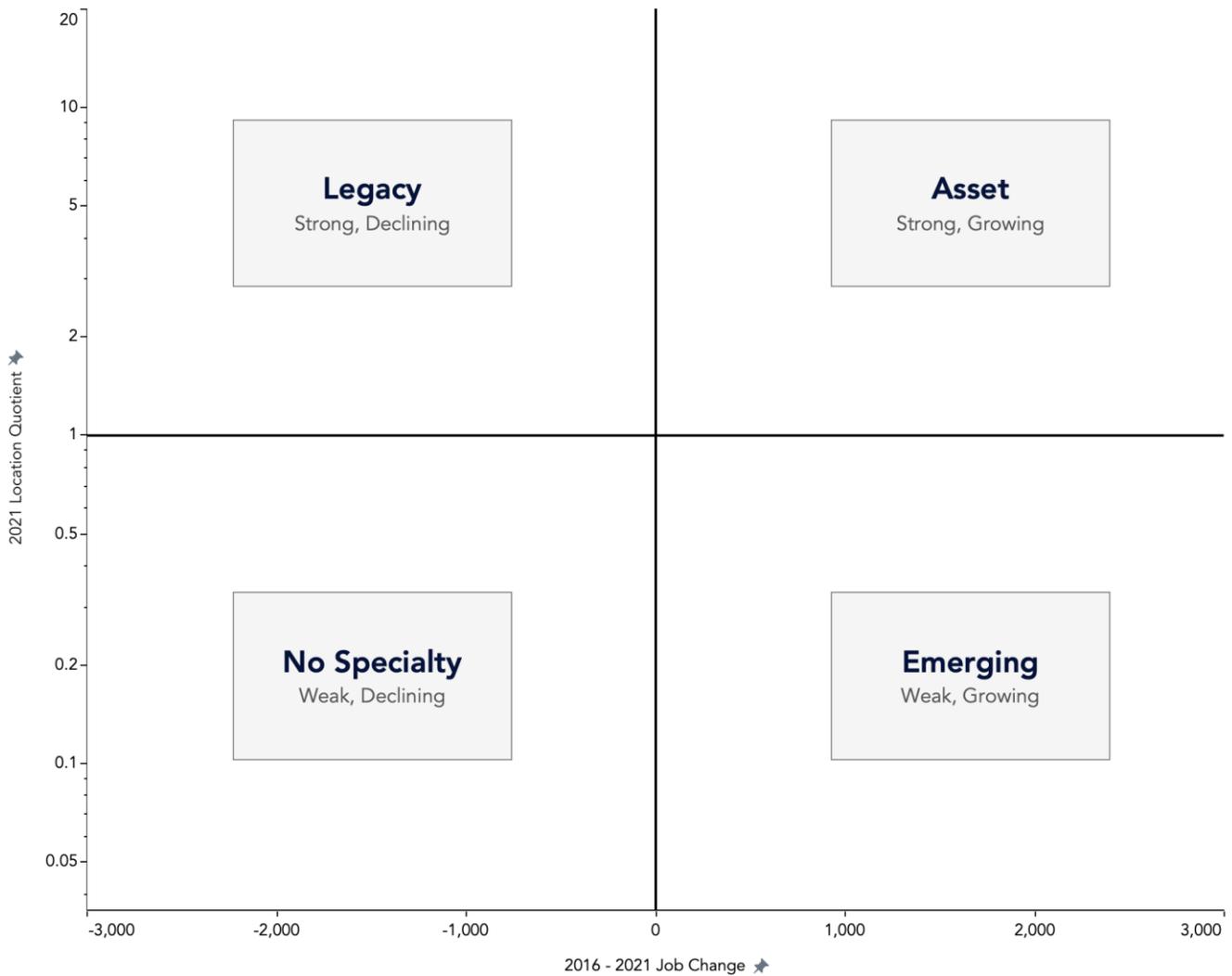
To determine the current state of traded clusters of Newberry County, SC, we collected employment and wage data for over 680 6-digit NAICS code industries. These industries were then grouped into 53 traded clusters. The cluster groupings are very closely related to those provided by U.S. Cluster Mapping, a project produced by the Harvard Business School. Those cluster groupings have not been updated to reflect the most recent iteration of NAICS codes. Therefore, we used data from Lightcast (formerly EMSI Burning Glass) and their conversion of the Harvard clusters using to 2017 NAICS codes. A few tech-related sectors were moved from

the business services cluster to the technology cluster. At the end of this report, a chart shows the cluster groupings in detail. These clusters were then evaluated on recent growth, location quotients, wages, and total employment.

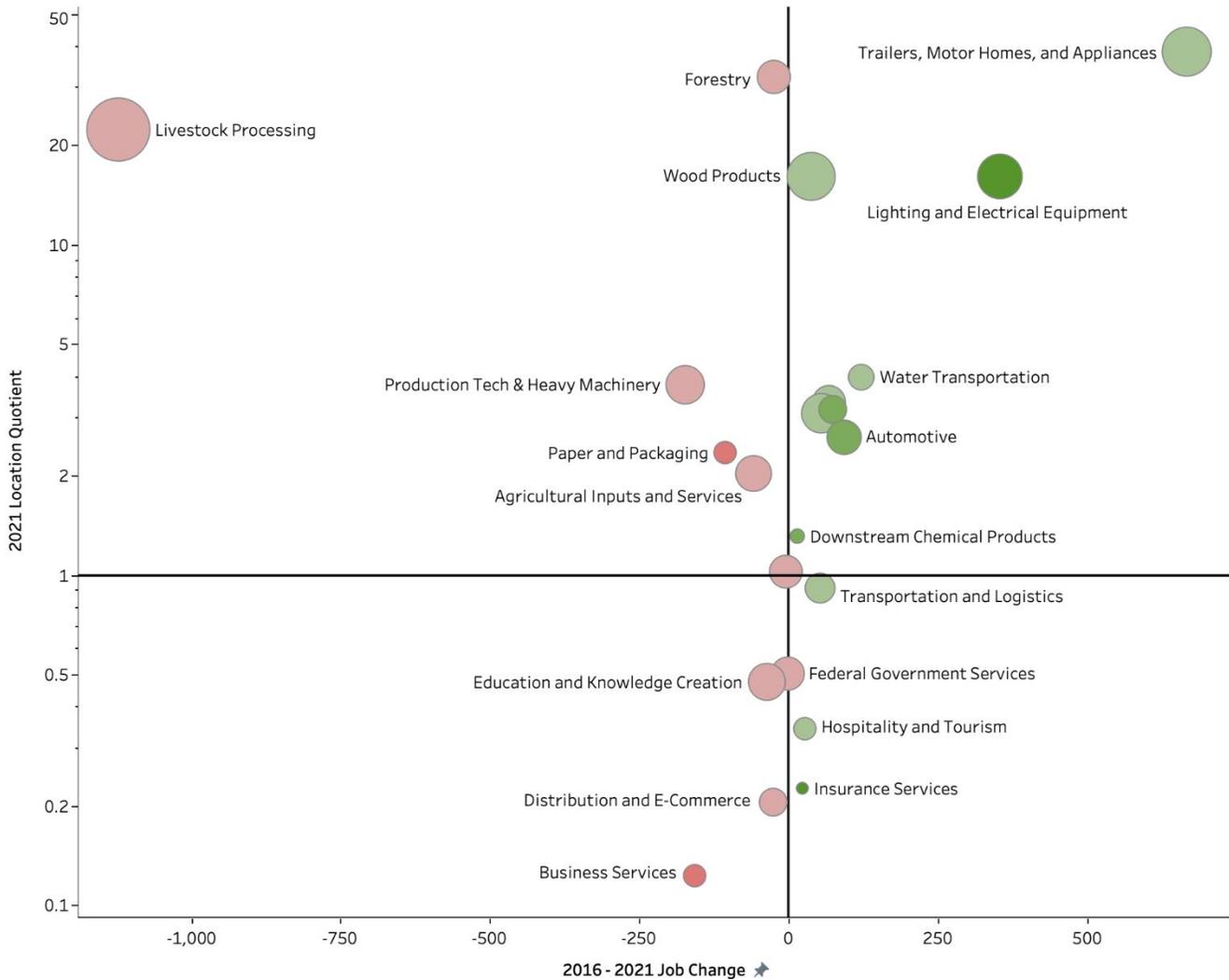
Location quotients (LQs) help demonstrate the clusters that have high concentrations in a region. LQs are the concentration of a cluster's employment in the region compared to national employment levels. A location quotient of 1.00 or greater demonstrates a higher concentration than what would be expected based on national levels. This can reveal what clusters are unique to Newberry County and generating money from outside of the county through exporting.

When mapped alongside employment growth, LQs can show which clusters are thriving or declining. The chart below demonstrates where a cluster may fall on the map and how it corresponds to its strength and growth.

### Example Chart for Cluster Mapping



## Newberry County, SC Cluster Map

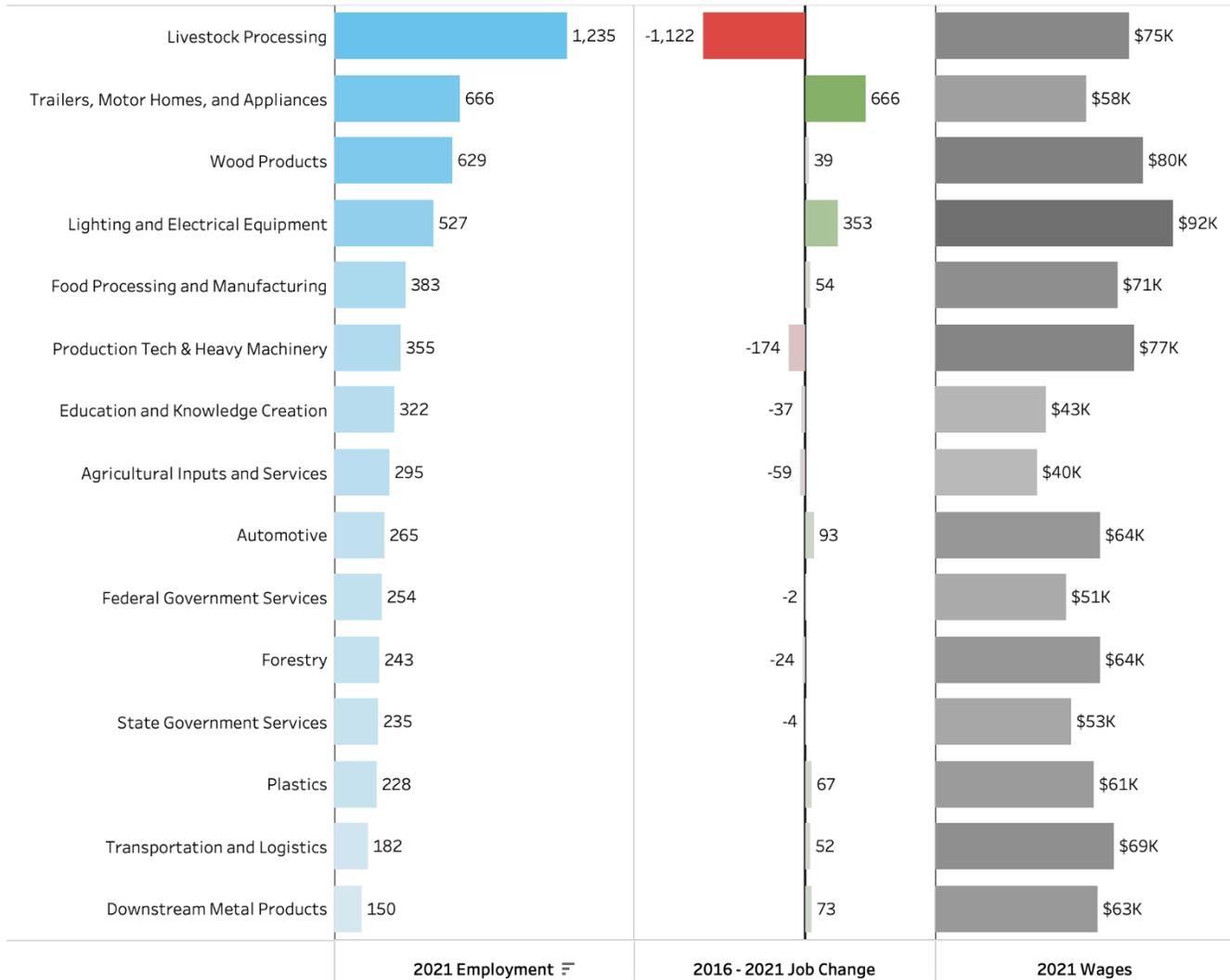


Source: Lightcast 2022.3

Note: The size of each cluster bubble is determined by the size of 2021 employment levels. The color of each cluster is determined by the employment growth from 2016 to 2021. Clusters with fewer than 30 employees were left off the chart.

Newberry County has several highly concentrated clusters. Five of those lost jobs in the last five years, but nine clusters added jobs during this time. The appliances cluster is the highest-concentrated cluster and experienced the most job growth in the last five years. This is likely due to Samsung Electronics Home Appliances recently locating in the area. Livestock processing is also a highly concentrated cluster and a top employer. However, job decline has been intense in the last five years and the cluster is a risk for becoming a legacy cluster. With a variety of asset clusters, Newberry County's economy is diverse and not reliant on a few clusters for economic performance.

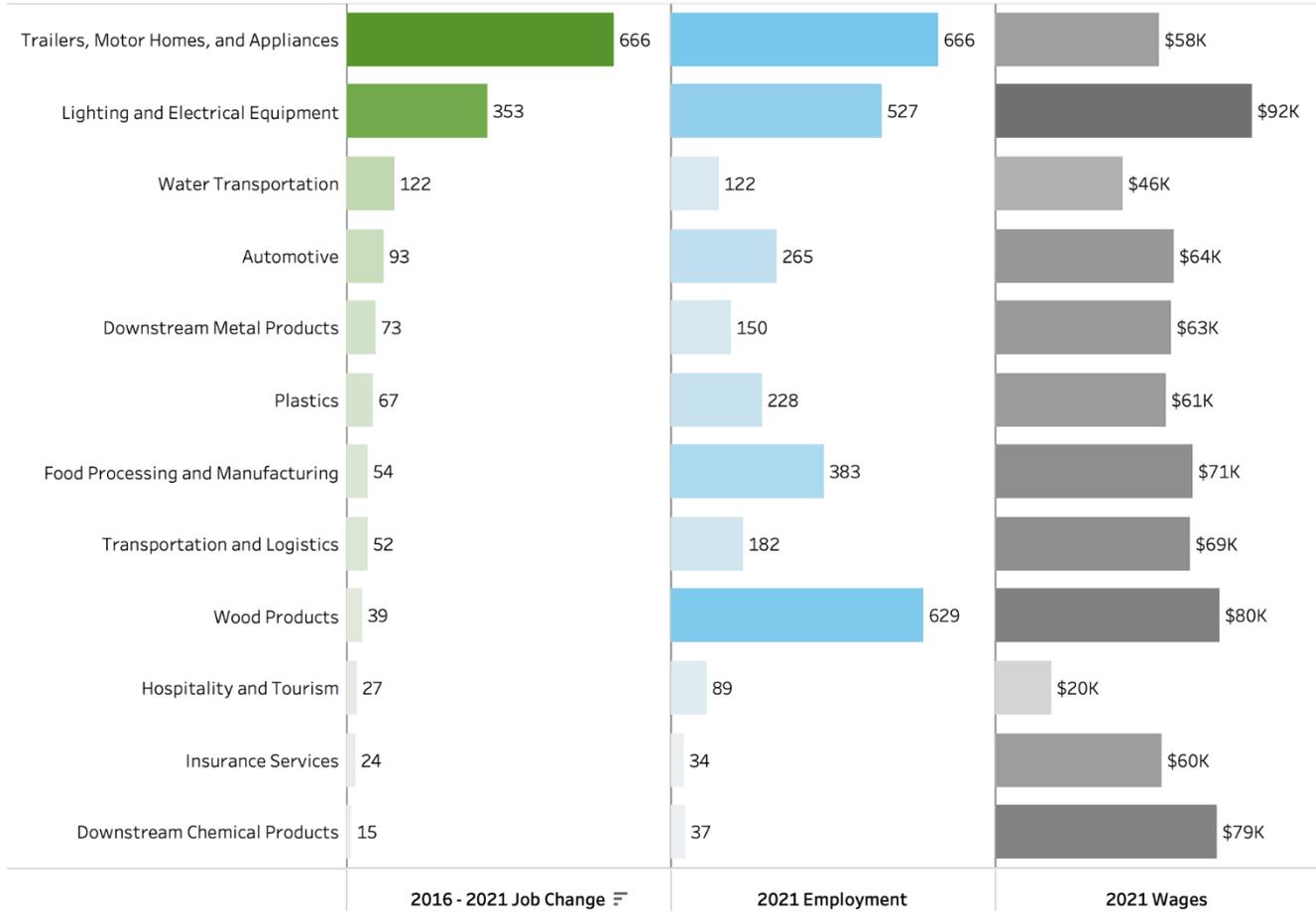
## Top Traded Clusters by Employment in Newberry County, SC



Source: Lightcast 2022.3

Looking at the largest employing clusters we see the critical role that livestock processing plays in the region's economy by employing over 1,235 workers. Jobs in this top cluster have been declining significantly in recent years. As discussed later, the pandemic did play a role in the some of these job losses. Several of the top clusters are goods producing and offer high average annual earnings for workers. Outside of the livestock processing job losses, most of the top employing clusters had gains or moderate losses.

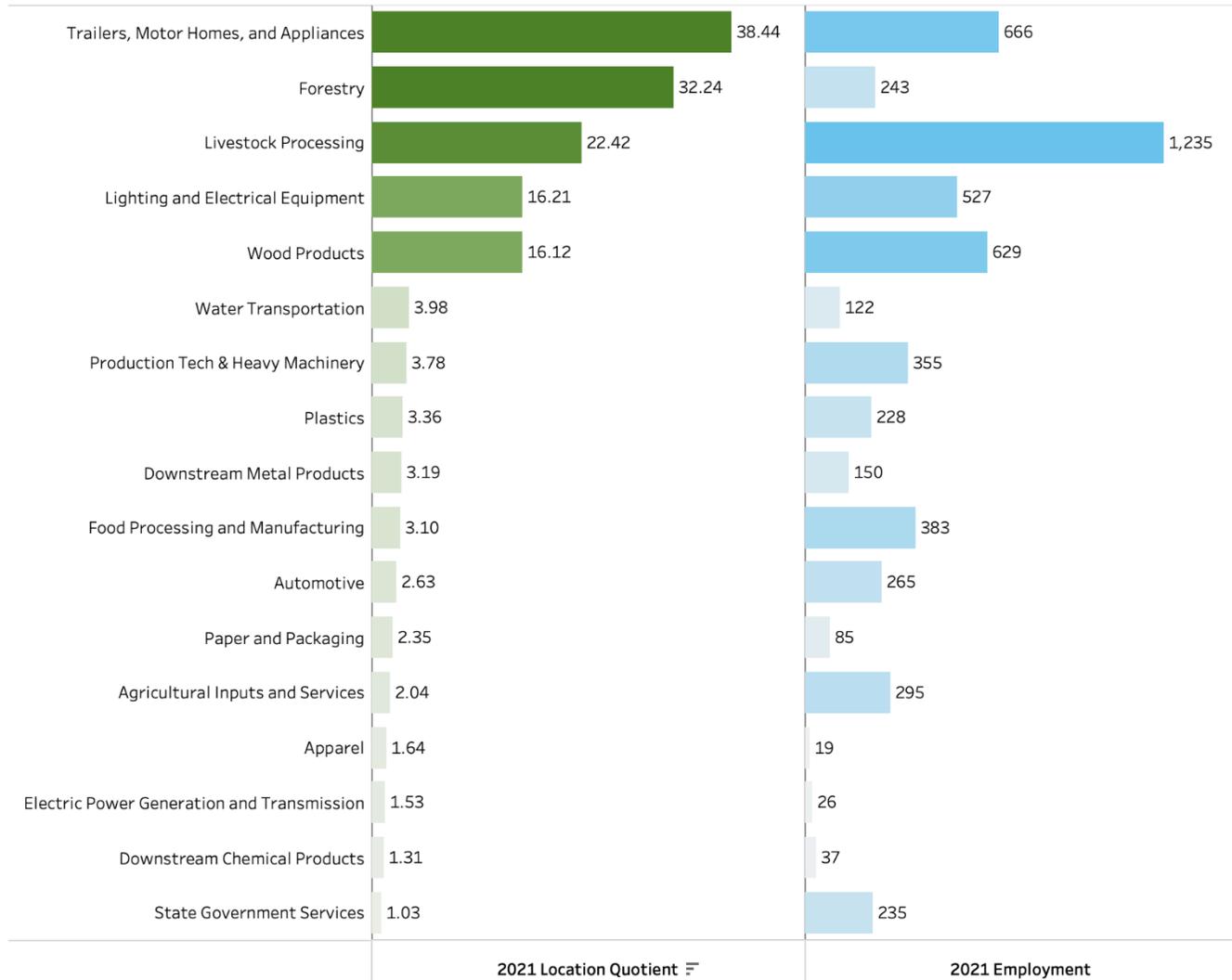
## Fastest Growing Clusters in Newberry County, SC



Source: Lightcast 2022.3

Several clusters have added jobs in Newberry County during a turbulent time in the national economy. This shows that the economy is diversified and resilient to shocks. Several of these clusters were new to the economy in the last five years, as water transportation and appliance added all of their jobs during this timeframe. Water transportation growth has been predominately in the ship-building industry. The ability to recruit these newer companies without an existing presence is a testament to the draws of Newberry County. This now provides Newberry County with new clusters to build around.

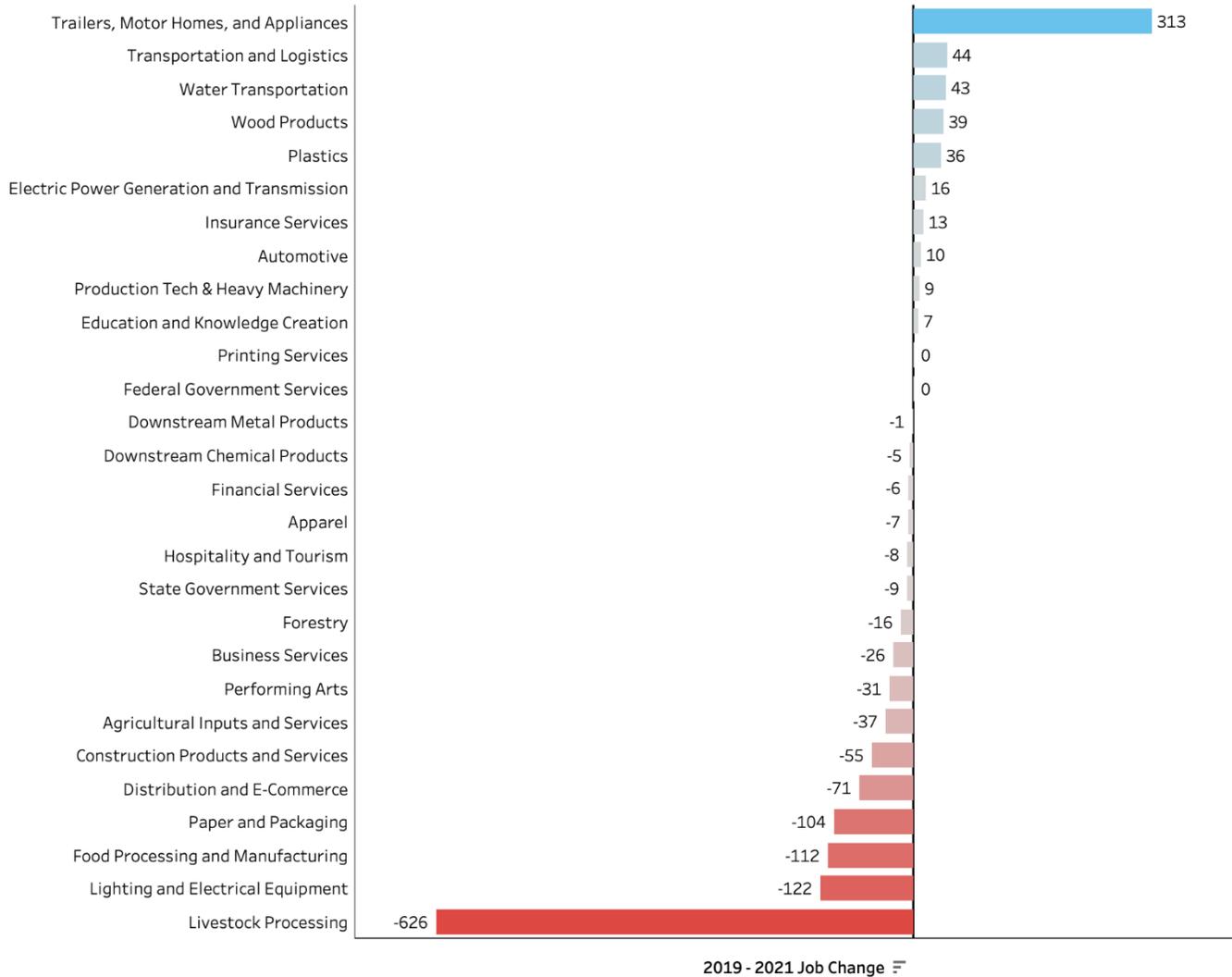
## Clusters with the Highest Concentration in Newberry County, SC



Source: Lightcast 2022.3

Location quotients help reveal clusters that are unique to Newberry County. The county has several clusters with concentrations higher than the national average. The county has a balance of natural resource-based clusters like agriculture and forestry combined with related manufacturing clusters like food processing and wood products. This again highlights a diversified economy that is not overly reliant on one or a few clusters.

## Pandemic Employment Impacts in Newberry County, SC



Source: Lightcast 2022.3

Given the unique disruption of COVID-19 on the economy in 2020, it was important to determine if some of the job changes were occurring because of the pandemic. When comparing 2019 to 2021 job levels, there were some modest gains in a couple of industries. Transportation and logistics may have seen a bump due to the increase in shipping of online purchased goods. Wood products likely benefited from the surge in home improvement products and the high prices for lumber. The major declines during this time were in livestock processing, lighting and electrical equipment, and food processing. When the pandemic initially hit many animal slaughtering facilities had to reduce their workforce as the industry had been keeping workers in close proximity. However, even by 2021 all of those jobs had not been recovered in Newberry County.

## Predicted Employment Change in Newberry County, SC



Source: Lightcast 2022.3

Predictive models generated by Lightcast review the 5-, 10-, and 15-year historical job trends to make estimations on future growth. Based on these models, most of the region's clusters will experience modest job growth or a modest decline. The appliances cluster is predicted to grow the fastest in the next five years. Lighting and electrical equipment, plastics, and wood products are all high-wage clusters that are expected to continue to grow. Livestock processing is not expected to regain all of the jobs that were lost during the pandemic and is predicted to continue to decline.

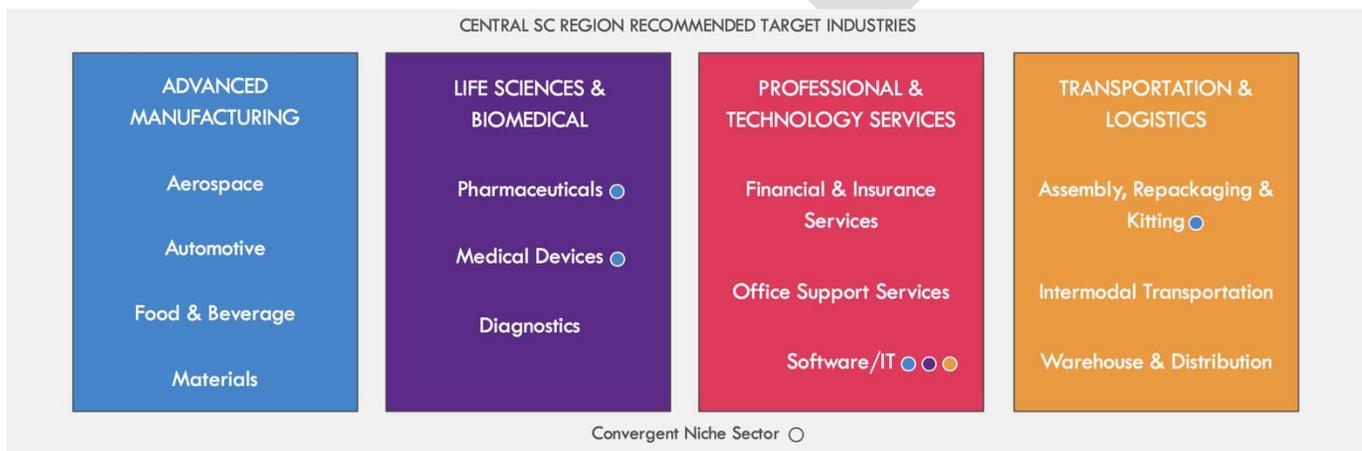
### Existing clusters to be supported:

- Trailers, Motor Homes, and Appliances
- Lighting and Electrical Equipment
- Livestock Processing
- Production Tech & Heavy Machinery
- Forestry & Wood Products
- Food Processing and Manufacturing
- Materials – Plastics, Metal, & Paper Products

## Emerging Clusters to be explored:

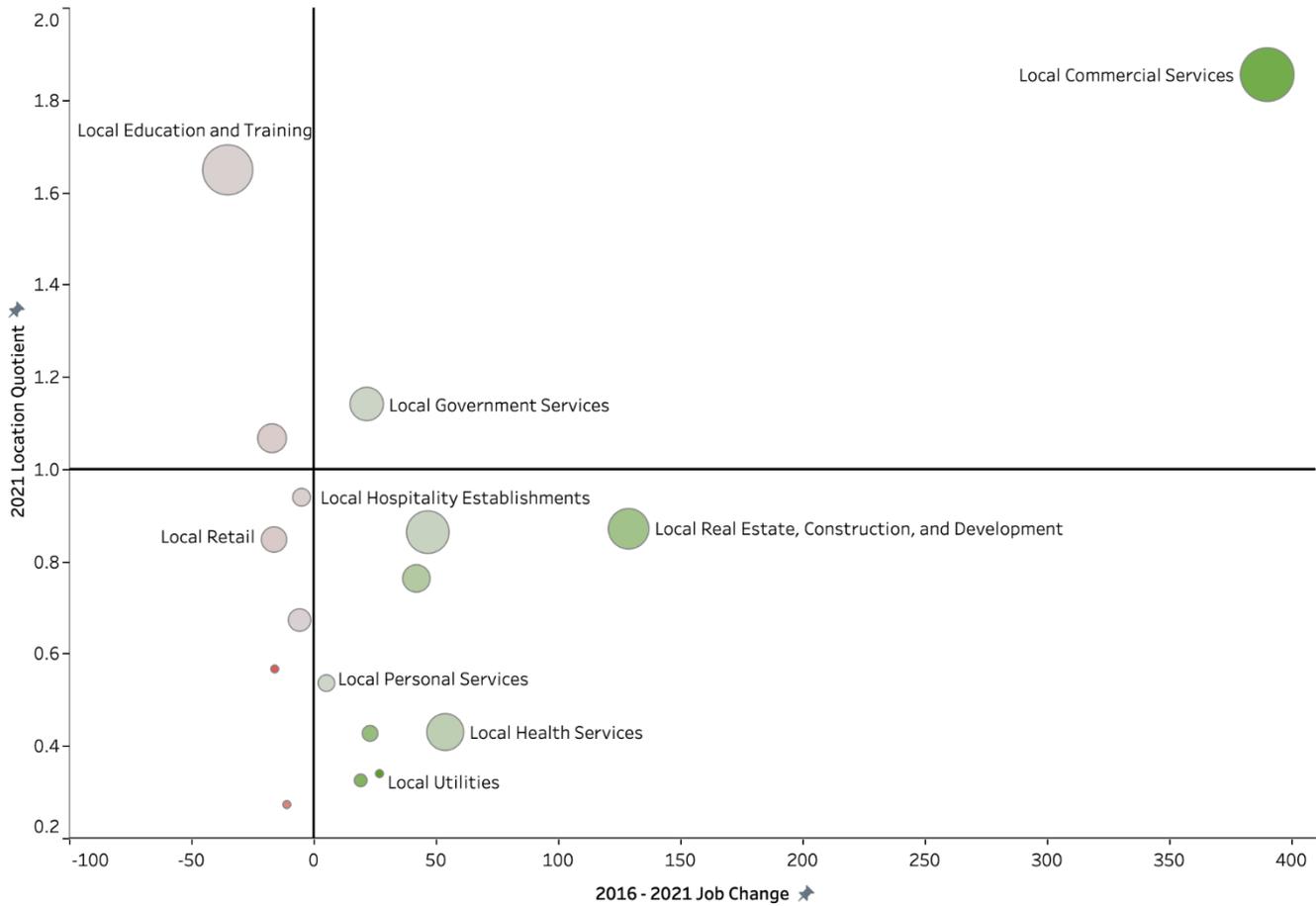
- Automotive
- Water Transportation
- Downstream Chemical Products
- Transportation and Logistics

Newberry County has a strong balance of raw material production and advanced manufacturing clusters that are highly concentrated in the region. This provides several assets to help recruit similar operations to the region. For the greater Central SC region, Avalanche Consulting identified target industries the area should pursue. Newberry County is already a strong player in all of the advanced manufacturing targets except for aerospace. The automotive cluster is a burgeoning cluster, as one of the suppliers to the Spartanburg BMW plant relocated in the county. Newberry County also had strong performance in several types of materials production including plastics, paper and packaging, chemical, and metal products. This cluster analysis did not reveal any presence of Life Science or Professional Services for the county to play into the regional strategy. Newberry County's transportation and logistics cluster is emerging and one of the top predicted clusters for job growth.



# Local Clusters

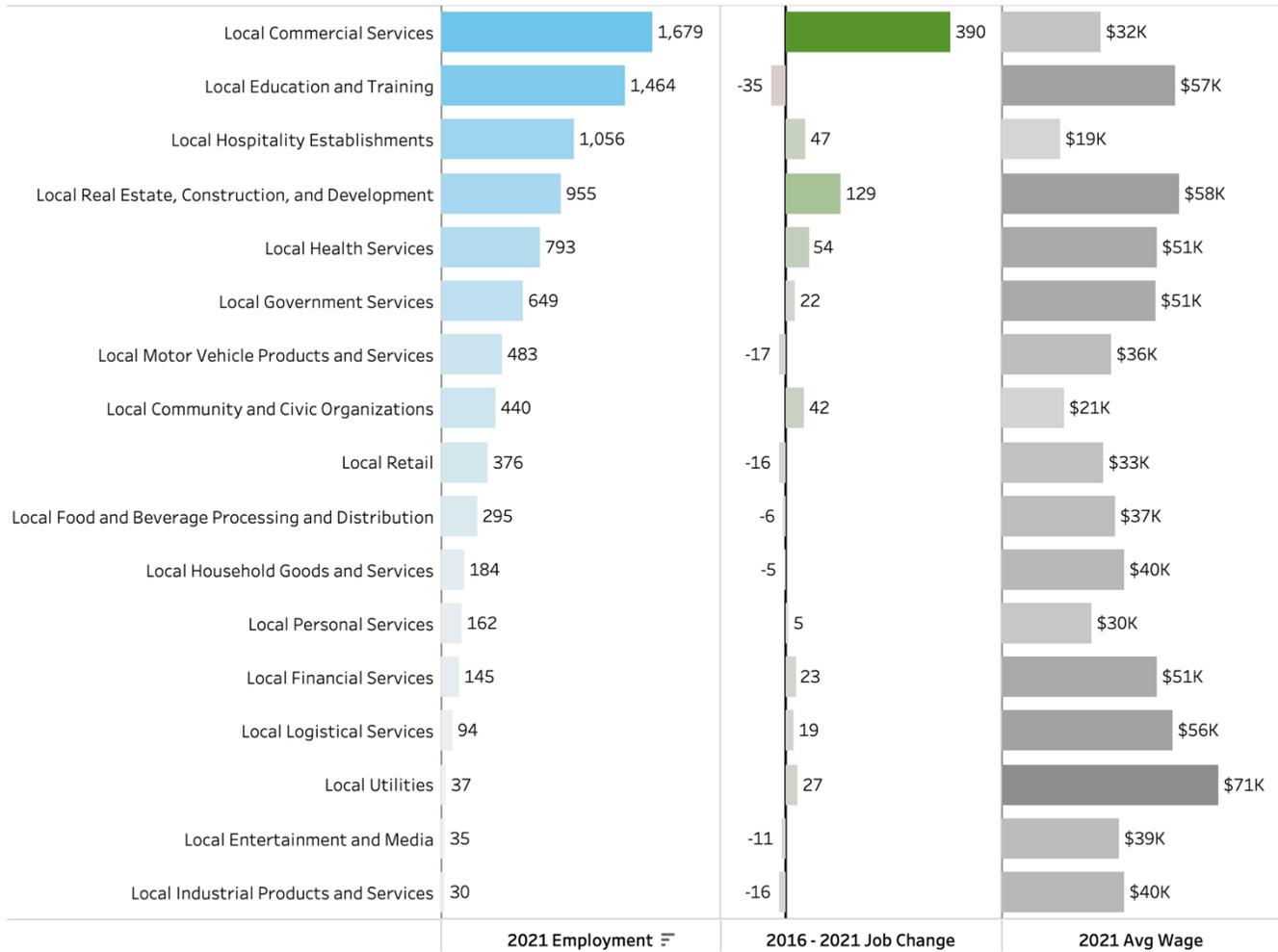
## Newberry County, SC Local Cluster Map



Source: Lightcast 2022.3

Local clusters account for a large portion of the workforce and are also experiencing workforce challenges. Often without well-functioning local clusters it can be difficult to recruit traded clusters to a region. Local clusters were in general more impacted by the pandemic lockdowns. While consumers still needed and spent money on goods that kept traded clusters operating, local event venues and restaurants and other non-essential operations suffered. The biggest asset in the local cluster space is local commercial services. This local cluster is driven by the jobs in temporary help services and the janitorial services industries.

# Newberry County, SC Local Clusters



Source: Lightcast 2022.3

Most of the local clusters have experienced job growth or modest job declines in the last five years. The average wages for most local clusters are lower than most of the traded clusters. Local education and training, real estate, health services, and community and civic organizations are growing in the region.

# The Great Workforce Challenge

In this section, we overview the workforce trends that have developed in the last two years since the onset of the pandemic and how these forces have played out in the Newberry County economy. This review will help provide context for the deep dive into Newberry County's occupations for where the EDC can have the greatest impact developing workers for the business community.

## Addressing the Newberry County Worker Challenge

The three fundamental workforce issues are the same in Newberry County as they are across the United States. The first is the overall lack of people in the labor pool. Nationally, the growth in the workforce has not kept up with demand due to decades of falling fertility rates, declining labor force participation, reductions in immigration, and the huge wave of Baby Boomer retirements. Communities and companies across the country are competing for a labor pool that is smaller than current demand.

## Aligning Skills with Demand

The second issue is that there is a mismatch between the skills local workers possess, and the skills employers need. There is no agreed upon list of the skills that employers want, but in Newberry County soft skills, including work attendance, ability to pass a drug test, and attitude, especially among entry level workers, is a major concern. The inability to fill jobs with specific technical skills such as nurses, machinists, and others also remains a priority. Manufacturing growth has been throttled for more than a decade due to skill shortages.

## Education and Training Resources

The third issue is aligning and focusing the various people and programs that build the labor force's necessary skills. The main way that potential workers gain the skills needed is through a community's education and training programs, but those programs are far from the only influencer in the talent pipeline. The acquisition of skills begins very young, especially soft skills. Parents, relatives, neighbors, and daycare workers all mold how a child communicates, thinks, plays with others, and solves problems. The Newberry County school system, Piedmont Community College, Newberry College, readySC, and local workforce and economic development professionals form the nucleus for service delivery in the County. The pieces are in place, but the broader challenges remain.

- The regional labor force supply is not sufficient to meet current needs and to permit growth. Future projections suggest the challenge could get worse.
- The existing labor force, and young people entering the labor force, do not possess the work experience or skills to meet business needs.
- Greater engagement from business is needed to inform resource allocations and connect residents with opportunity.
- The complexity of the workforce issue necessitates many different action items and the alignment of multiple organizations. Better coordination, communication, and measurements are almost always needed.

Local education, training, and economic development leaders acknowledge that although many of the stakeholders are working well together, that having enough workers with the skills needed to meet Newberry County demand will take additional effort and resources. Existing local efforts like the Career Centers, Career Showcase, apprenticeships, and specific Piedmont Tech training programs are critical, and effective, but need to be scaled to meet demand.

There was also consensus that to address the workforce challenges;

- Students and parents need exposure to career options earlier and more often
- Students and parents should be exposed to careers that require certificates, associates degrees, bachelor's degrees, and on-the-job training

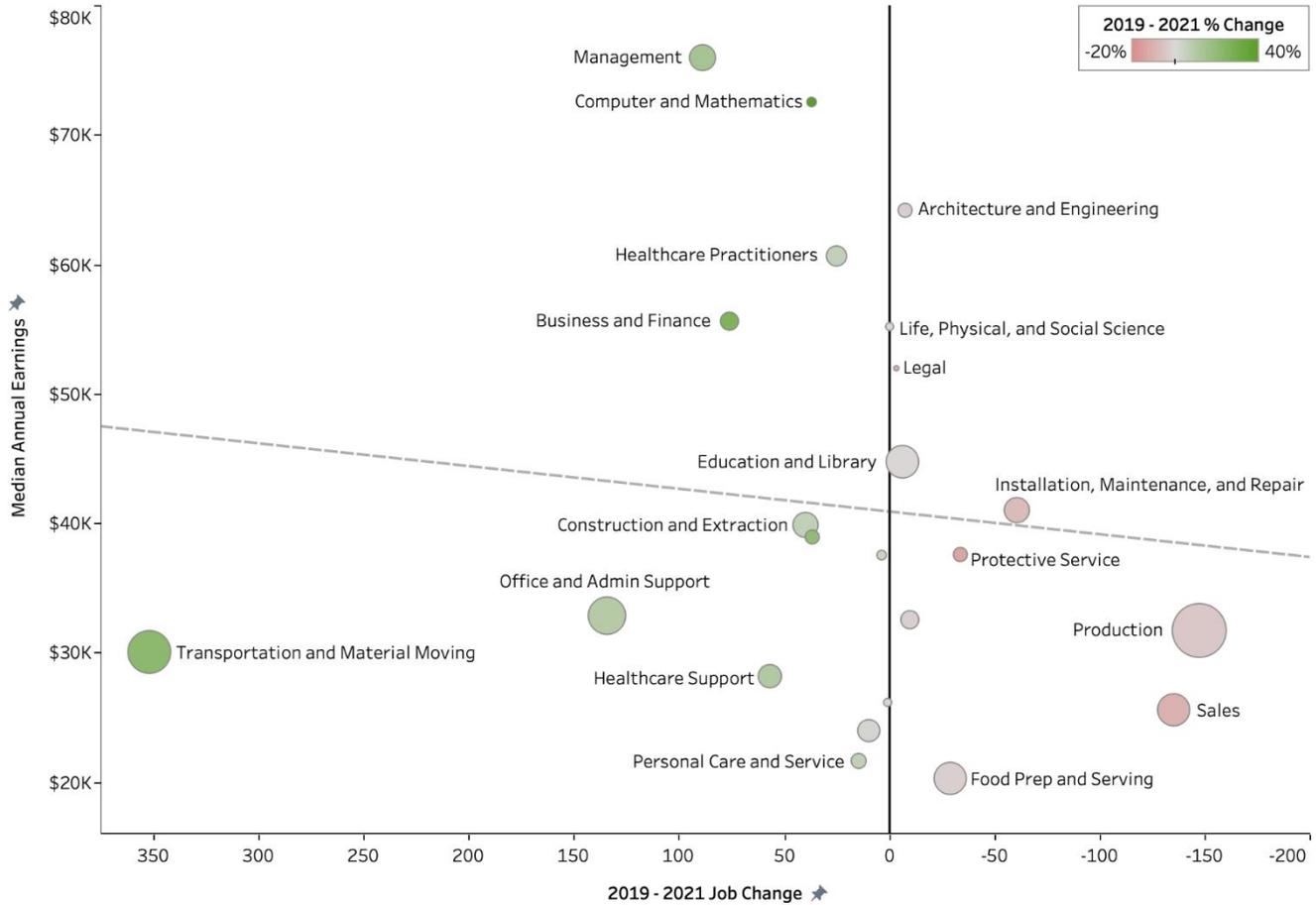
- Soft skills need to be taught and modeled throughout student education
- Alignment of workforce message is needed from educators and business
- Labor participation rates must rise with an emphasis on young adults
- Business engagement needs to improve and expand
- Work experience options need to expand
- Public and private sector monetary support for workforce efforts needs to increase
- The Workforce Summit in February would be a good launch event to generate new excitement



### [A Deeper Dive into Newberry County Workforce](#)

The COVID-19 pandemic caused a unique disruption to the economy. This recession differed from previous declines because its impact was heavily concentrated on certain parts of the economy. Businesses that served people in-person, such as restaurants and tourism, suffered while operations that distributed goods or were able to transition to remote work fared much better. This uneven distribution of impacts also correlated with wages. Many of the lower wage jobs in the economy were the most affected. In Newberry County, many occupations suffered declines and were still below pre-pandemic levels in 2021. However, the growth of transportation and material moving work offset some of this trend in the county. Nationally, worker migration from one industry to another became much more common over the past two years.

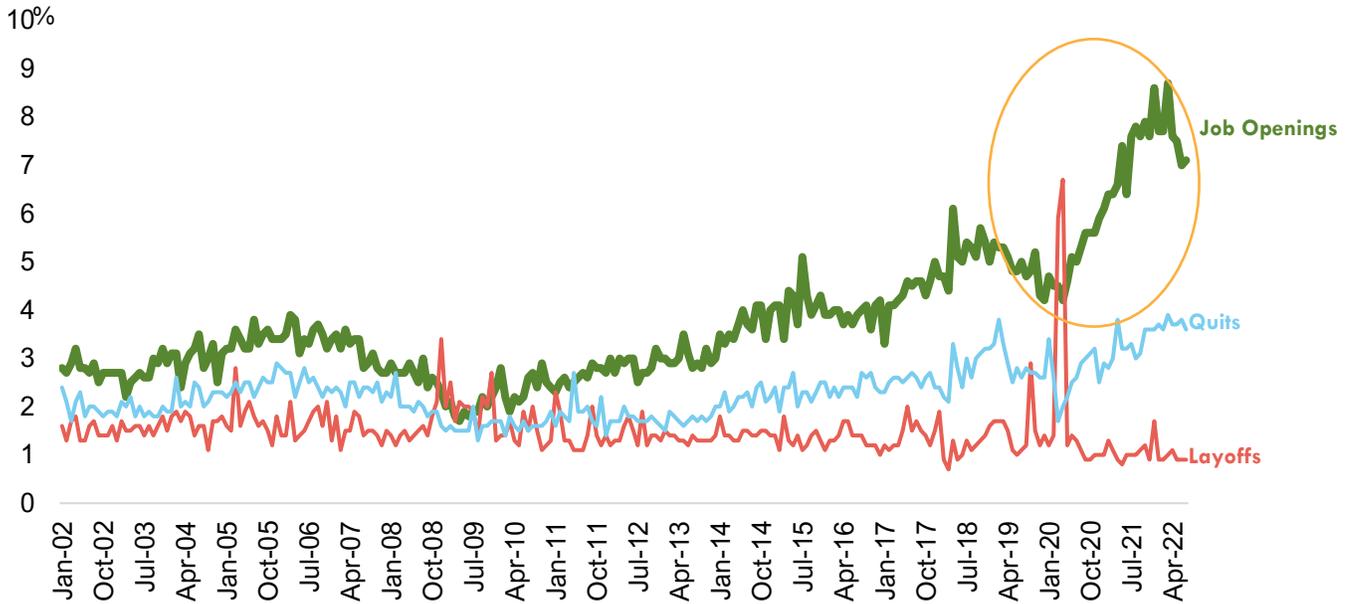
## Newberry County, SC Pandemic Job Change by Occupation



Source: Lightcast 2022.3

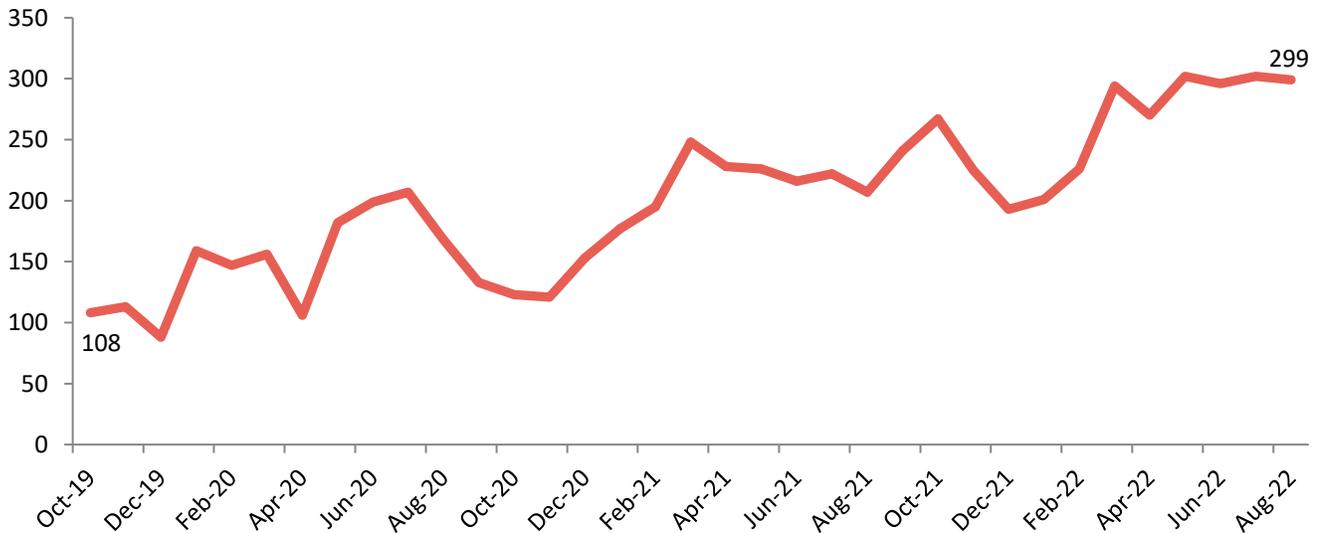
As the economy and demand started to open back up after mass vaccinations in the spring of 2021, job positions have opened back up. In the state of South Carolina, the rate of job openings has been over 7 percent in recent months. Businesses in Newberry County are also looking for workers to fill their openings. Unique online monthly job postings for the region are almost triple than those posted at the end of 2019, pre-pandemic.

## South Carolina Rate of Job Openings, Quits, and Layoffs, 2002-2022



Source: BLS (2022)

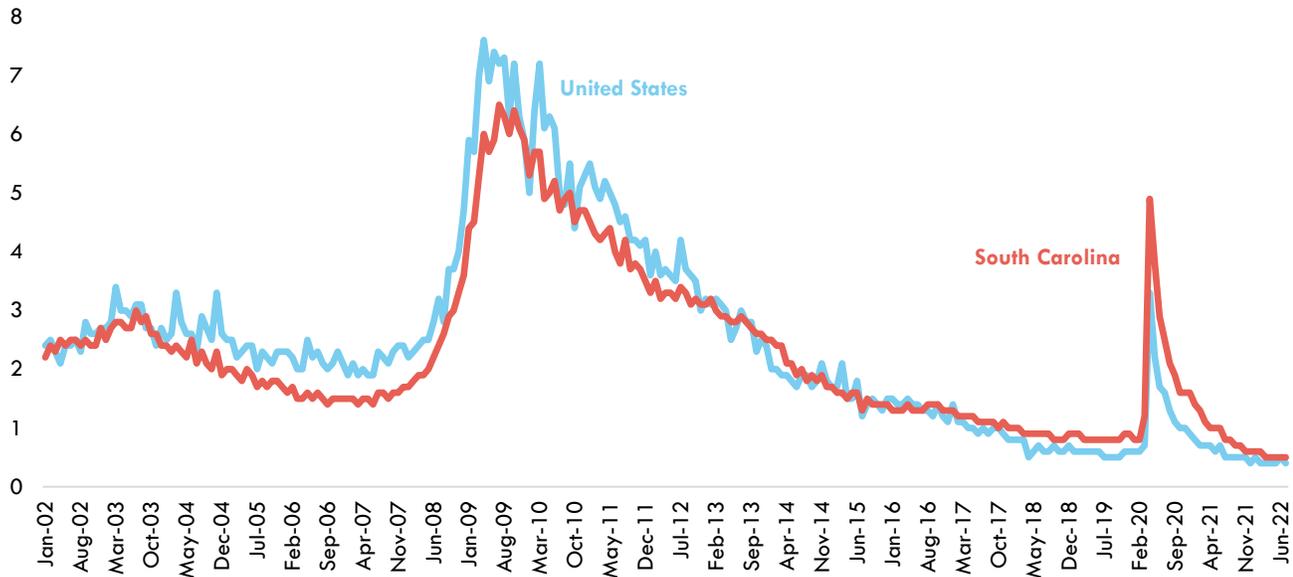
## Newberry County, SC Unique Job Postings by Month, Oct 2019 – Aug 2022



Source: Lightcast 2022.3

However, when businesses started looking to rehire or expand their workforce, they found less applicants. Even before the pandemic, labor markets were tightening across the country. There were fewer unemployed people looking for work compared to the number of job openings. Demographic shifts including an aging and retiring workforce, low birthrates, and limited immigration meant that workers were leaving jobs and there were fewer workers behind them to replace them. Then in the reopening of the economy, the labor market became even tighter. In South Carolina by August 2022, there were 0.5 unemployed workers for every job opening.

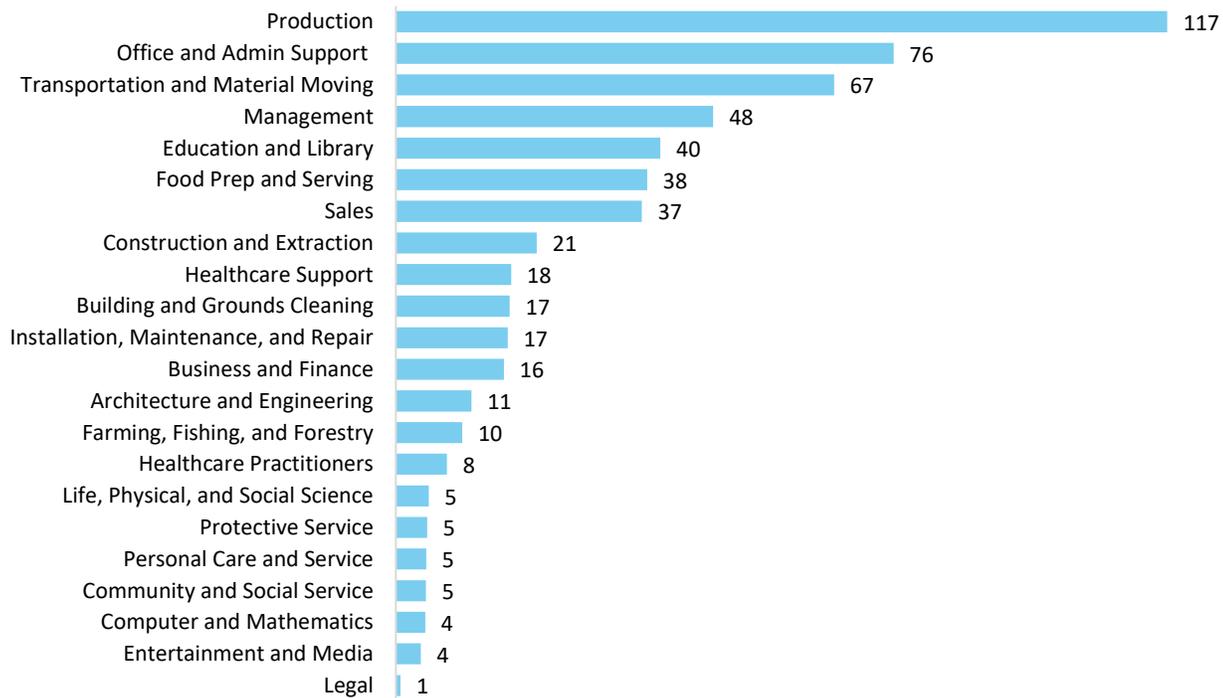
## Unemployed Persons Per Job Opening Ratio, 2002-2022



Source: BLS (2022)

In Newberry County, unemployment rates are hovering just below 3 percent, well below what economists would deem full employment. In June 2022, there were just 571 unemployed workers who were actively searching for jobs. The largest share of these workers, about 20 percent, have previous experience in production jobs. Still overall, relatively few unemployed workers exist ready to fill gaps for the region's businesses. The grand question for workforce has been: where did all the workers go?

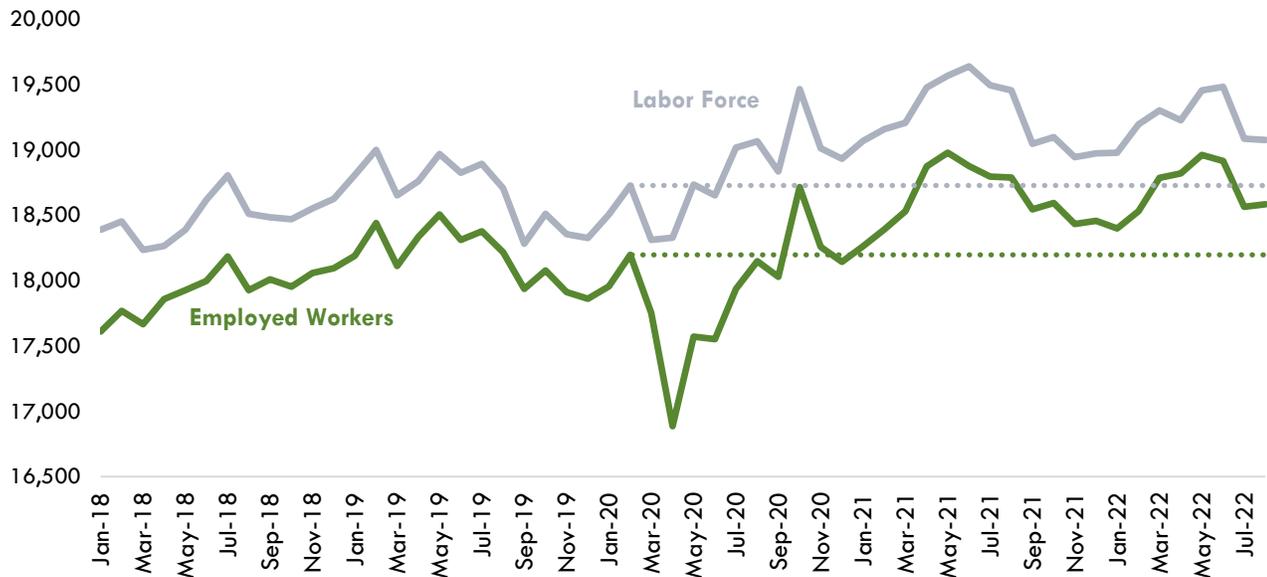
## Newberry County, SC Unemployment by Occupation, June 2022



Source: Lightcast 2022.3

Unlike the trend seen in other areas of the country, Newberry County has seen both its employment and labor force numbers exceed beyond pre-pandemic levels.

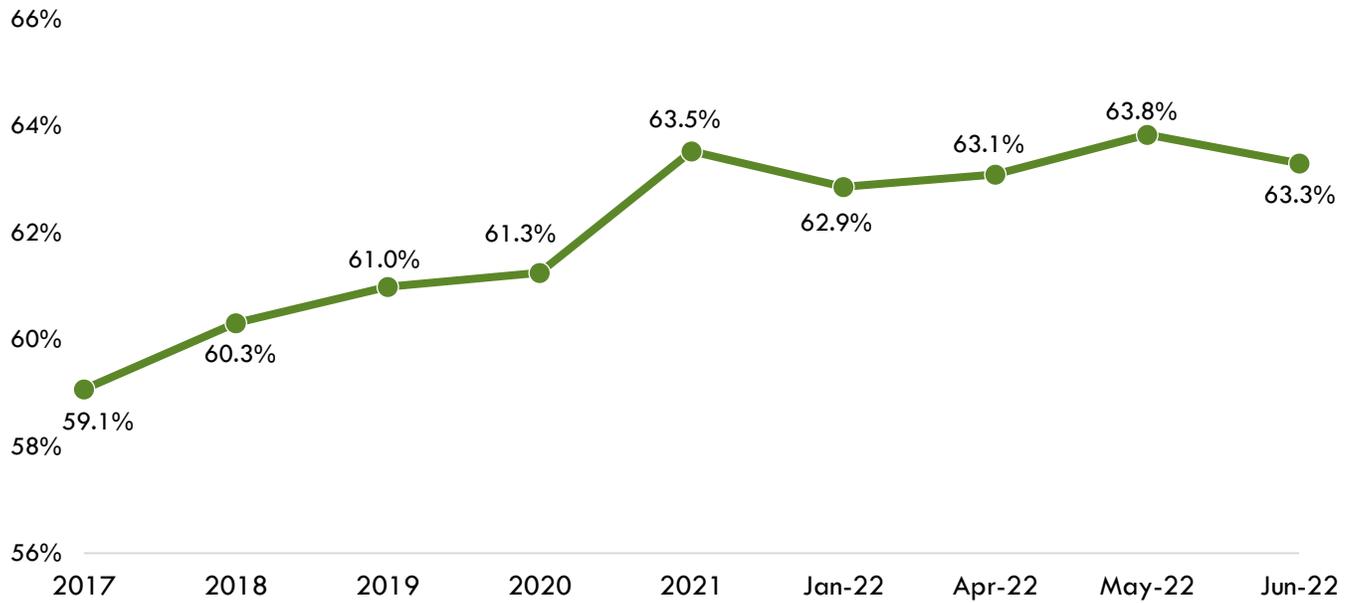
### Newberry County, SC Region Labor Force and Employed Workers, Jan 2018 – Aug 2022



Source: BLS (2022)

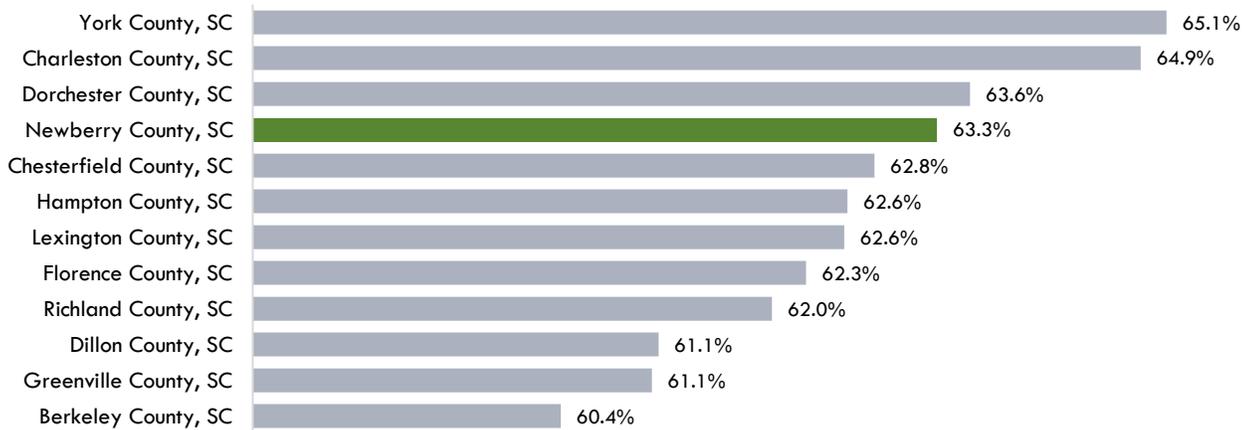
Labor force participation rates account for the overall number of non-institutionalized citizens within working age. Labor force participation rates in Newberry County have risen since the pandemic began. Elsewhere in the country the trend has been that many people opted out of the workforce and have yet to return. Newberry County has the 4<sup>th</sup> highest labor force participation rate in the state of South Carolina, although South Carolina has very low rates when compared to other states. As of August 2022, the national rate was 62.4 percent (slightly below the Newberry County rate), with South Carolina’s rate lower at 56.8 percent. If laid-off workers got their jobs back quickly and more people are participating in the labor force, it may be difficult to find more workers already existing in the region. The county will need to recruit labor to the area to support its growing manufacturing clusters.

## Newberry County, SC Labor Force Participation Rates, 2017 – June 2022



Source: Lightcast 2022.3

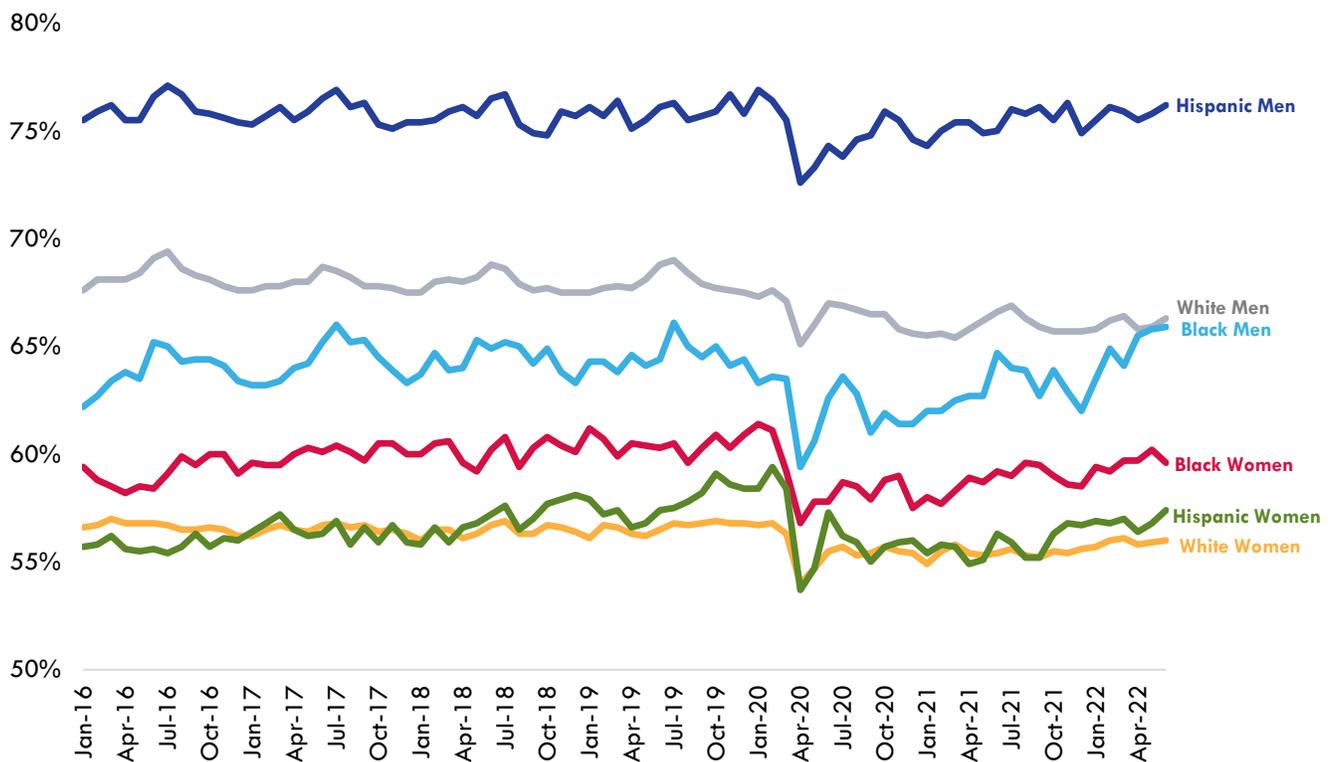
## Top Labor Force Participation Rate by SC Counties, March 2022



Source: Lightcast 2022.2

Labor force participation has varied by demographics at the national level and there may still be a group that is lagging in rejoining the workforce in Newberry County. National levels reveal that women have had lower participation rates for some time. When comparing rates from before the pandemic, labor force participation is down among all races and ethnicities of women. Participation has only grown among black men during this timeframe.

## National Labor Force Participation Rate Demographics, Jan 2018 – Aug 2022



Source: BLS (2022)

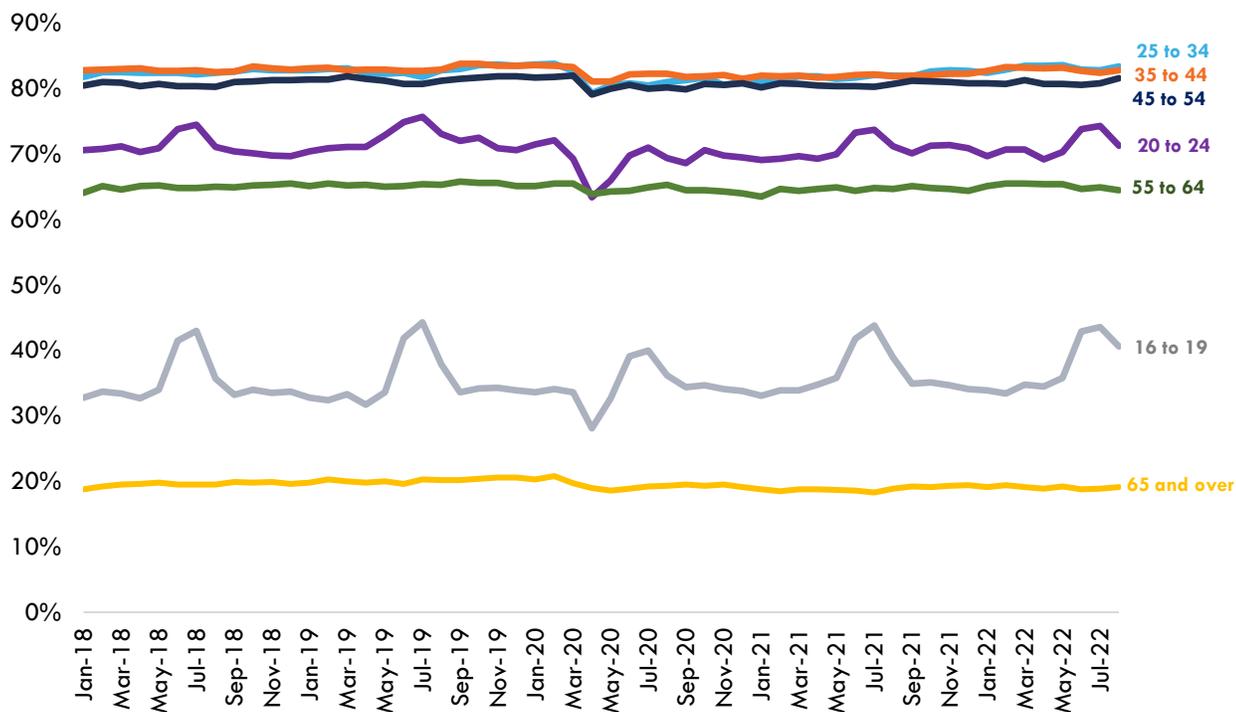
## National Change in Labor Force Participation Rate by Demographics, Feb 2020 – Aug 2022

White Men	White Women	Black Men	Black Women	Hispanic Men	Hispanic Women
-1.3%	-0.9%	0.6%	-1.4%	-1.0%	-1.2%

Source: BLS (2022)

Looking at the participation rates by age reveals more insight into workers' choices. Participation rates are down or flat from pre-pandemic levels across almost all age groups. The biggest losses have been from people aged 20-24 and 65 years and over. In the 65 and older category, this could be from the increased rates of retirement during the pandemic. Some recent data has also speculated that older workers have had more severe and more long-lasting COVID impacts. In the 20-24 age group, these workers are often performing part-time service jobs that typically have low wages. It could be these workers are instead focusing on pursuing education or training for high wage positions. This age group is also more likely to be utilizing gig-working opportunities rather than traditional jobs.

## National Labor Force Participation Rate by Age, Jan 2018 – Aug 2022



Source: BLS (2022)

## National Change in Labor Force Participation Rate by Age Group, Feb 2020 – June 2022

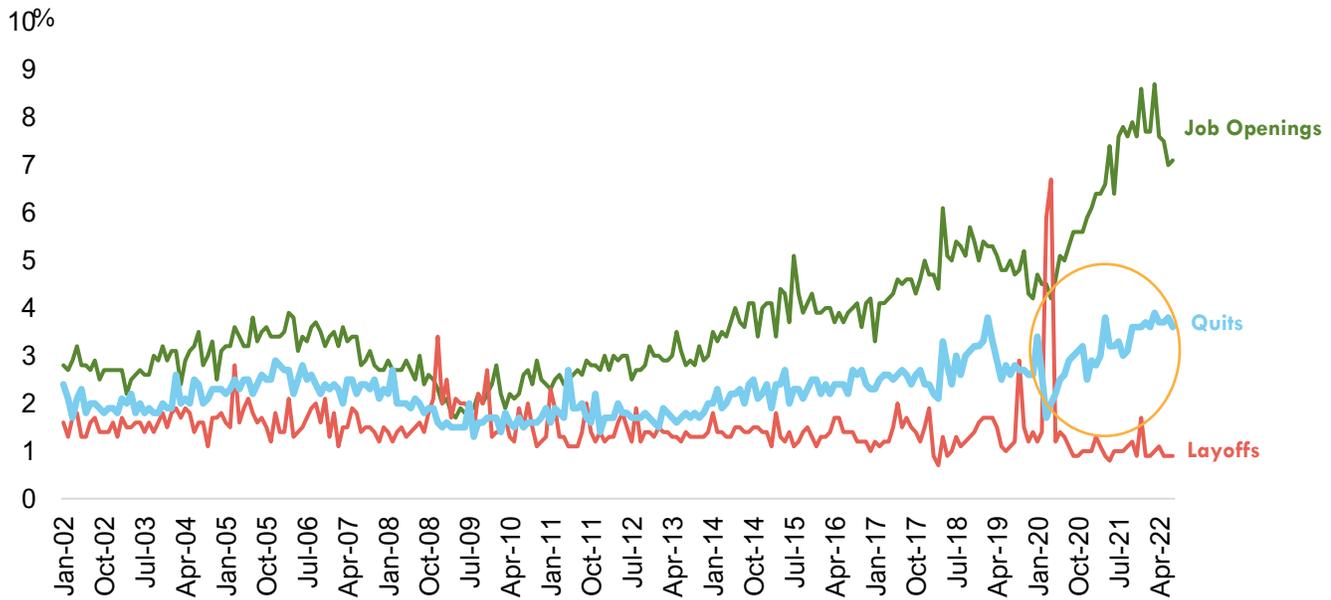
16 to 19*	20 to 24*	25 to 34	35 to 44	45 to 54	55 to 64	65 and over
1.1%	-2.9%	-0.4%	-0.7%	-0.2%	-1.0%	-1.7%

Source: BLS (2022)

\* Seasonally adjusted values used due to summer employment increases. Seasonally adjusted values are not available for age 55 and above.

Another phenomenon of today's workforce is the Great Resignation. Monthly quit rates in South Carolina are up to 3.7 percent when the average before the pandemic was just over 2 percent. This jump is not as pronounced as the spike in job openings, but more shuffling of workers in the economy does make hiring more intensive for companies. The BLS has measured worker quits since 2000, and the quit rate is indeed at the highest level witnessed in the 21<sup>st</sup> century. To understand this the BLS created calculations of quit rates for previous decades and found that quit rates did reach levels above 3 percent in the late 1960s and mid 1970s. These increases were associated with a tight labor market when workers have more leverage. The BLS found, however, that the recent spike in quits cannot be exclusively explained by the tight labor market.

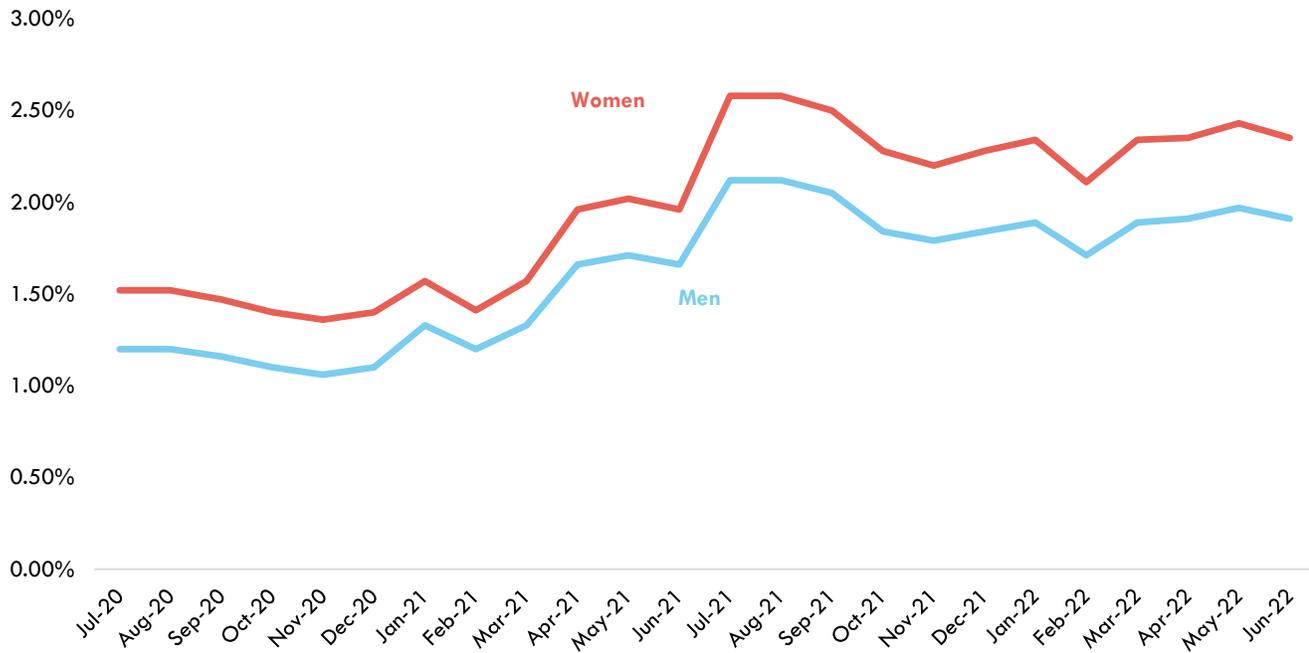
## South Carolina Rate of Job Openings, Quits, and Layoffs, 2002-2022



Source: BLS (2022)

To understand more of the nuance of the Great Resignation, we utilized data from Visier. This company provides human resources software for companies that employ over 15 million workers. This data, when amalgamated, can offer unique, real-time insight into worker resignation trends. Looking at the level of resignations by gender, the data highlights that women have been resigning at higher rates than men throughout the recovery from the pandemic. Resignation rates jumped for both groups after the wave of mass vaccination in early 2021 and have stayed elevated since then. Later in this section, we will discuss the impact of childcare on women's participation in the labor force and quit rate.

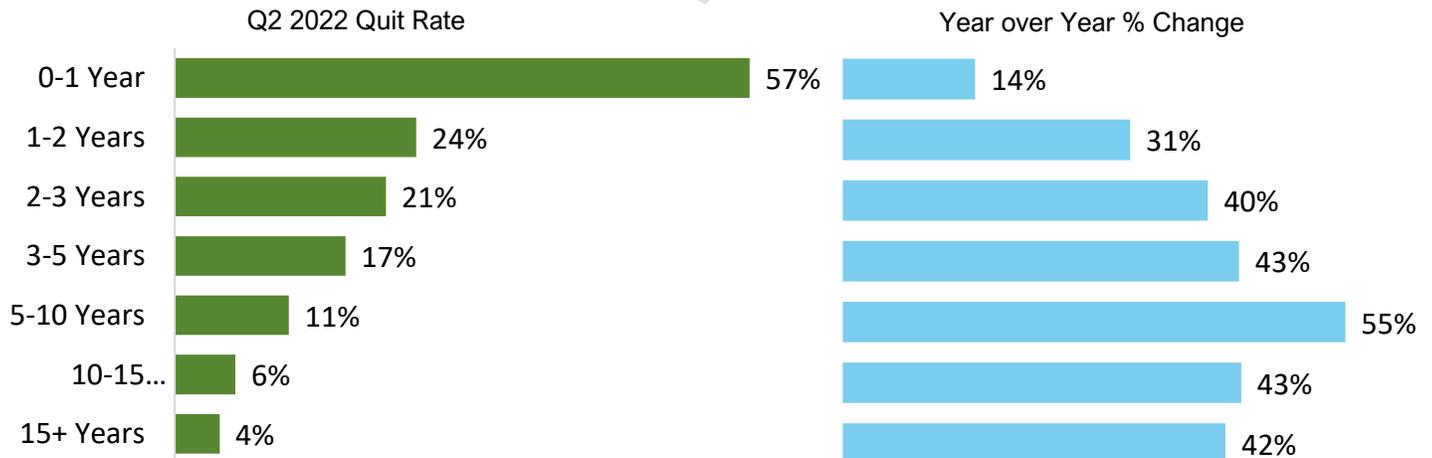
## National Monthly Resignation Rate by Gender, July 2020 – June 2022



Source: Visier (2022)

Early in the economic recovery from the pandemic, the Great Resignation trend was spurred by younger workers in lower-wage jobs utilizing high openings and rising wages to shift to better opportunities. Even today, less-tenured workers make up for most of the resignations.

## National Annual Resignation Rates by Worker Tenure, Q2 2022



Source: Visier (2022)

Note: Q2 2022 Quit Rate is the percentage of workers who resigned in the previous twelve months compared to the total number of employees.

However, an intriguing shift in the Great Resignation has taken place in recent months. Resignation rates have grown more in the last year among longer-tenured and management positions. Resignation rates among managers have increased 73 percent in Visier's records in the last year. This is also impressive considering Visier's resignation rate does not include retirements.

## Annual Resignation Rate by Management Status, Q2 2022



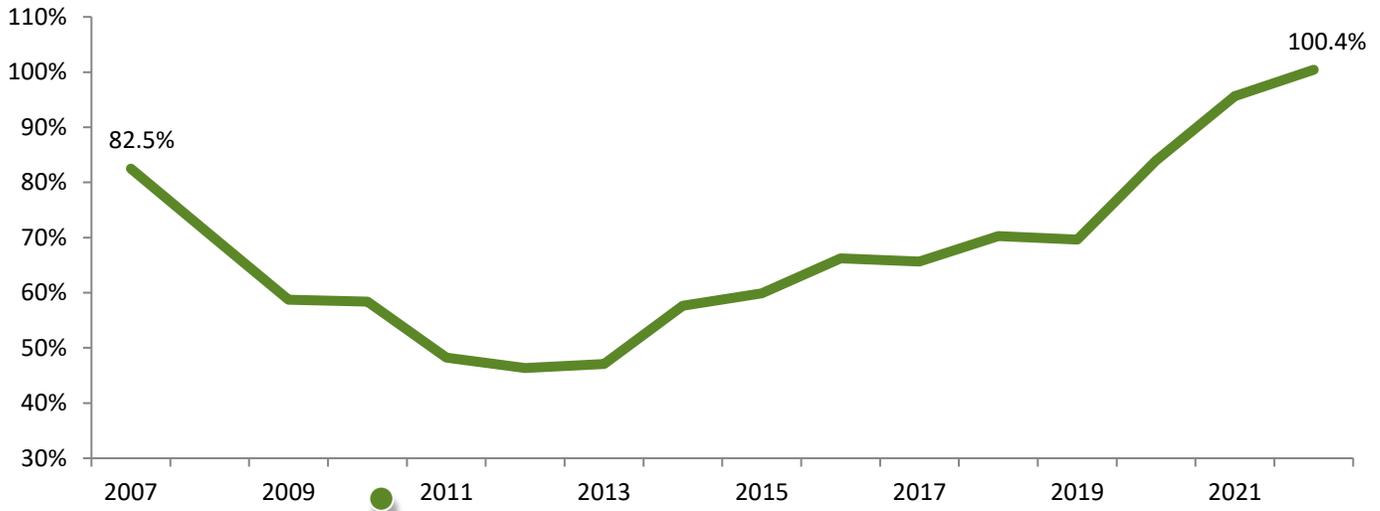
Source: Visier (2022)

Other human capital tracking software companies have witnessed similar trends. Gusto and LinkedIn have all seen higher rates in people leaving management positions compared to the previous year. ZipRecruiter found that job postings for management positions increased from 10 to 12 percent from June 2021 to June 2022 (VOX Media 2022). This trend may be driven by workers who are being forced back into an office who are instead opting for a different job that allows them to continue to work remotely. An uptick in management churn is alarming for businesses because a manager quitting has ripple effects. If the management position is not filled quickly, it can leave other existing workers filling in and their frustration could lead to more resignations.

Another indicator of quits and churn of workers in an economy that allows for more geographic granularity is turnover rates generated by Lightcast. Turnover is calculated by utilizing Census data that counts when an employee's social security number is removed from the payroll. This number of separations is then divided by the total number of workers to create a turnover rate measure.

In Newberry County, overall turnover rates decreased in the aftermath of the Great Recession as workers who had jobs held on to them. But now the county has seen a surge in turnover after the pandemic to levels even higher than before the Great Recession. This indicates that the Great Resignation trend is quite pronounced in Newberry County's economy.

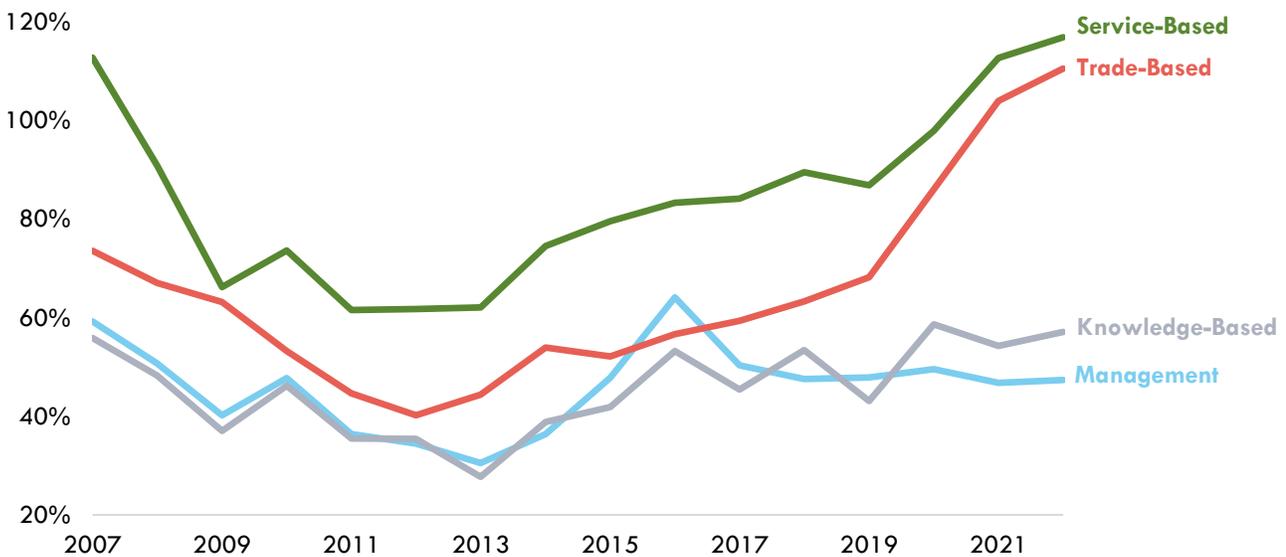
## Newberry County, SC Turnover Rate, 2007-2022



Source: Lightcast 2022.3

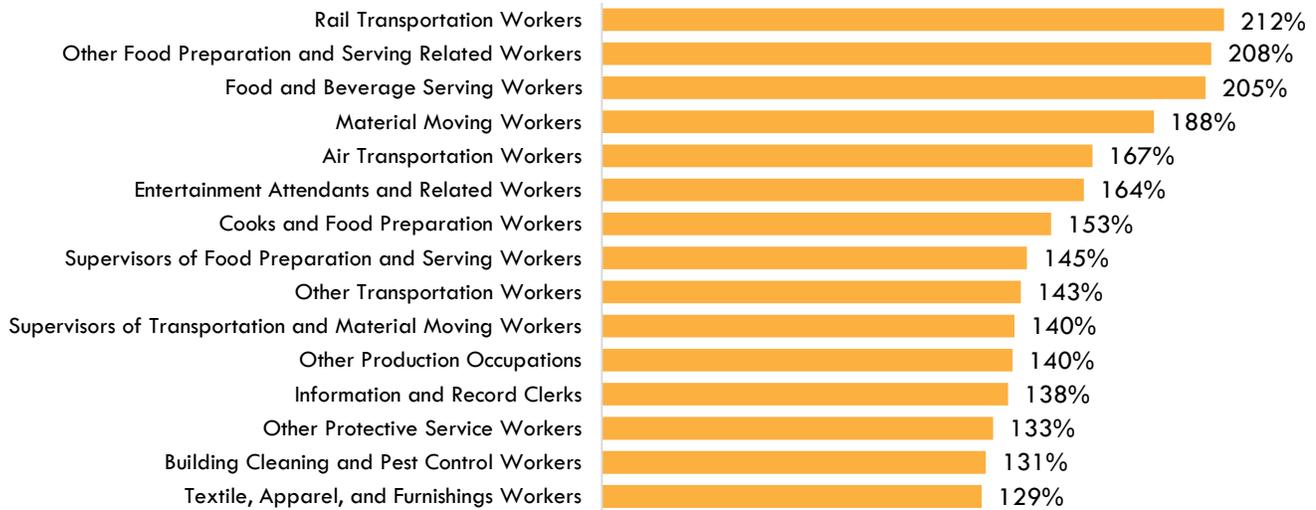
Turnover rates vary by job type, and there has been an uptick in turnover in service-based and trade-based occupations in the county. The service-based jobs include food preparation, sales, and personal care (more detail of occupation groups available later in this report). Knowledge-based workers in Newberry County have very low turnover rates, but they have risen in recent years as well. Management turnover has staid stable in the county for now.

## Newberry County, SC Turnover Rate by Job Type, 2007-2022



Source: EL calculations based on Lightcast 2022.3

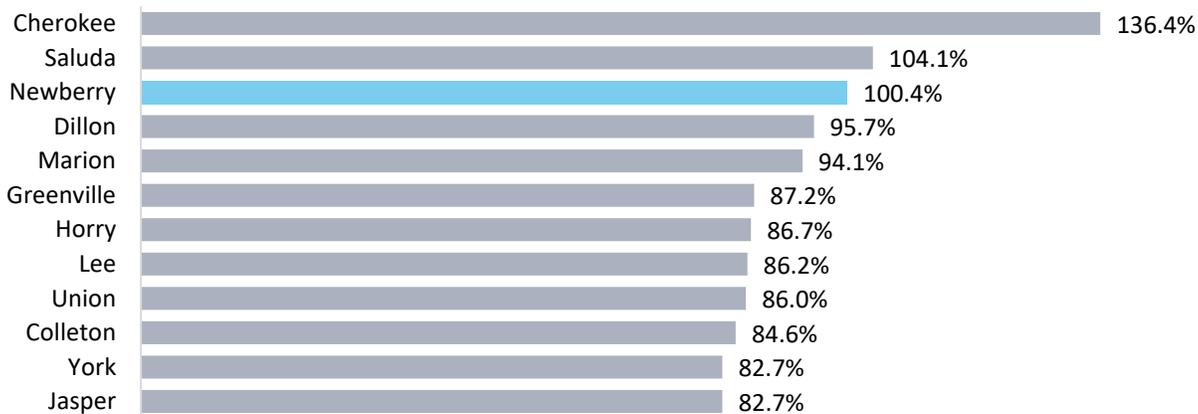
## Newberry County, SC 3-Digit Occupations with Highest Turnover Rates, 2022



Source: Lightcast 2022.3

Low-wage service jobs are also those with the highest turnover. There is high turnover across the economy from rail to textiles to clerks. In comparison to counties in the state, Newberry County's turnover rate is the 3<sup>rd</sup> highest. High rates of turnover can create difficulties for existing businesses as it costs more to train a new worker. Newberry County's strong presence of production and transportation jobs may drive the overall turnover rate higher.

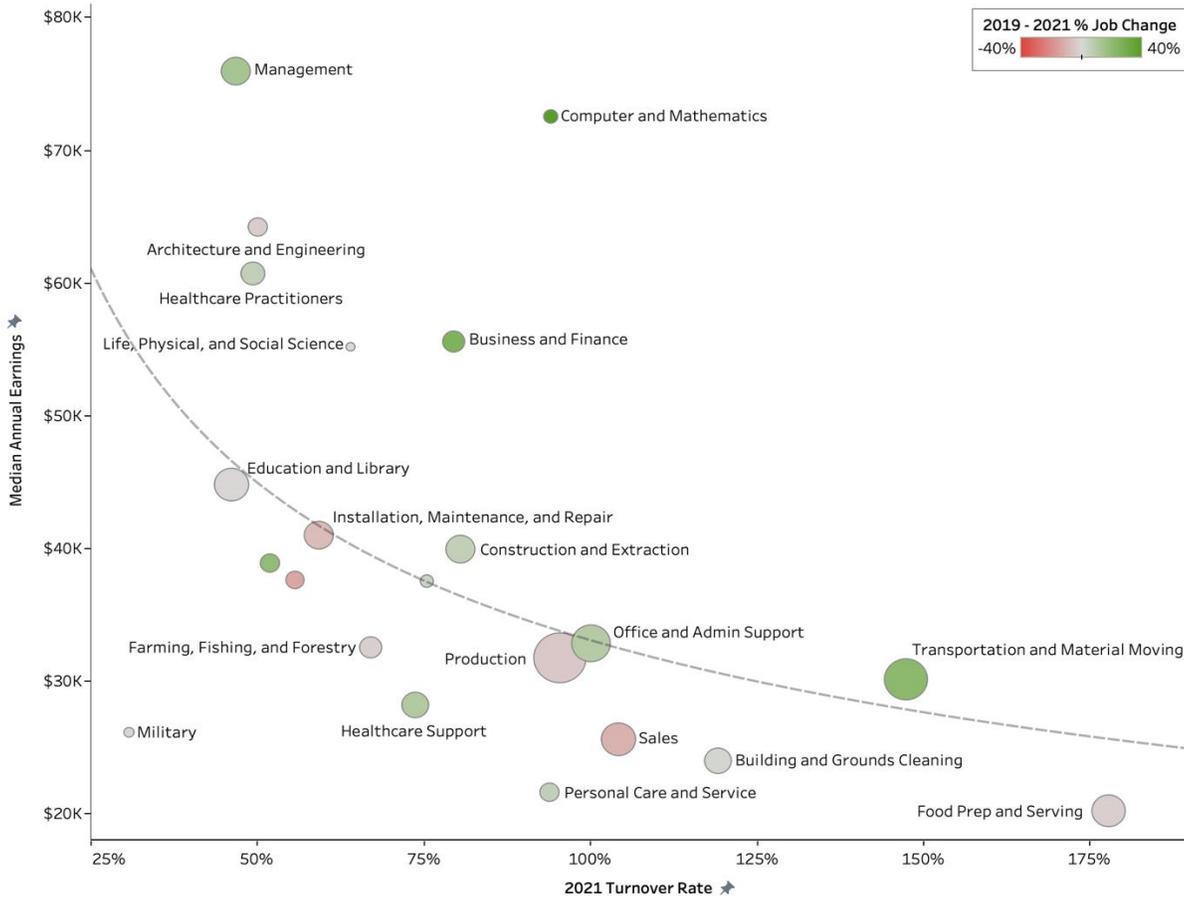
## Highest Turnover Rates in South Carolina by County, 2022



Source: Lightcast 2022.3

Turnover rates are heavily correlated with median annual wages in the region. Low-wage service jobs are also those with the highest turnover. While legal and healthcare practitioners' turnover rates are lower, other knowledge-based jobs like engineering and tech had higher rates of turnover in 2021 in relation to their wage.

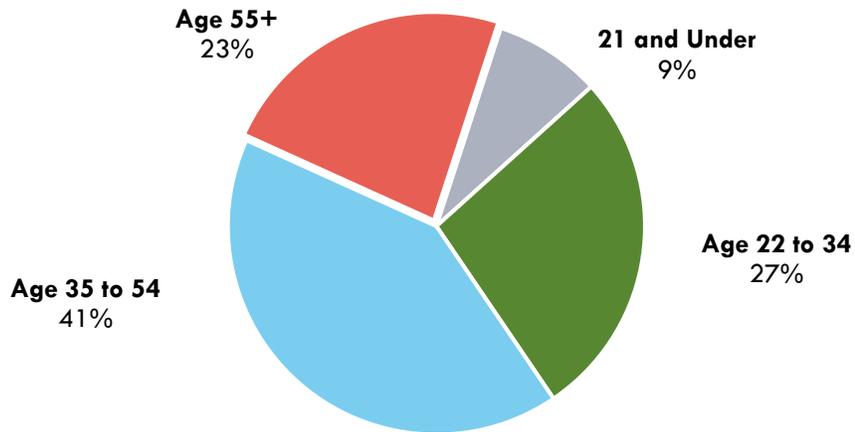
# Newberry County, SC 2-Digit Occupations by Turnover Rates and Median Wages, 2021



Source: Lightcast 2022.3

Another post-pandemic trend contributing to workforce challenges has been the high rates of retirement in Baby Boomers. The large scale of retiring workers has created bigger voids in the workforce than there are younger workers to replace. A workforce with a large percentage of workers over the age of 55 is at a higher risk of workers retiring and companies struggling to replace them. In Newberry County, about 23 percent of the workforce is over the age of 55. This is the 13<sup>th</sup> lowest percentage in the state of South Carolina.

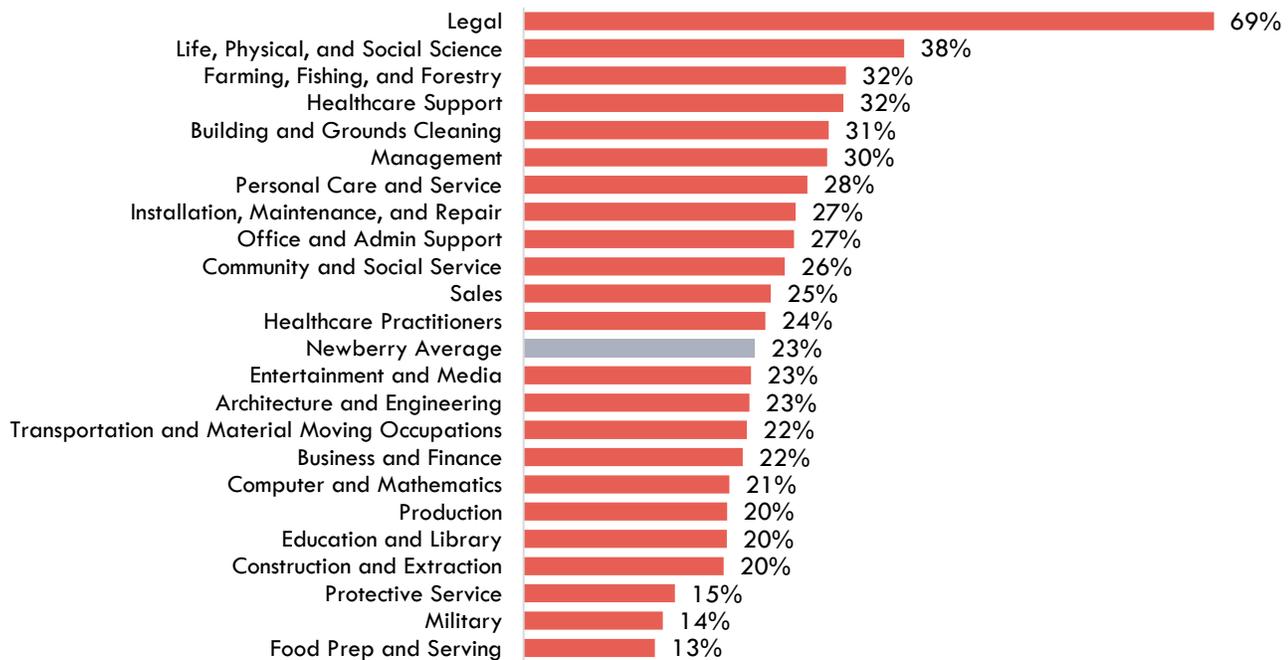
## Newberry County, SC Workforce by Age, 2021



Source: Lightcast 2022.3

Some occupations have even greater levels of workers over the age of 55 and are at even higher retirement risk. Management, administration, engineering, finance, and education occupation groups have higher percentages of workers over age 55 than the regional average.

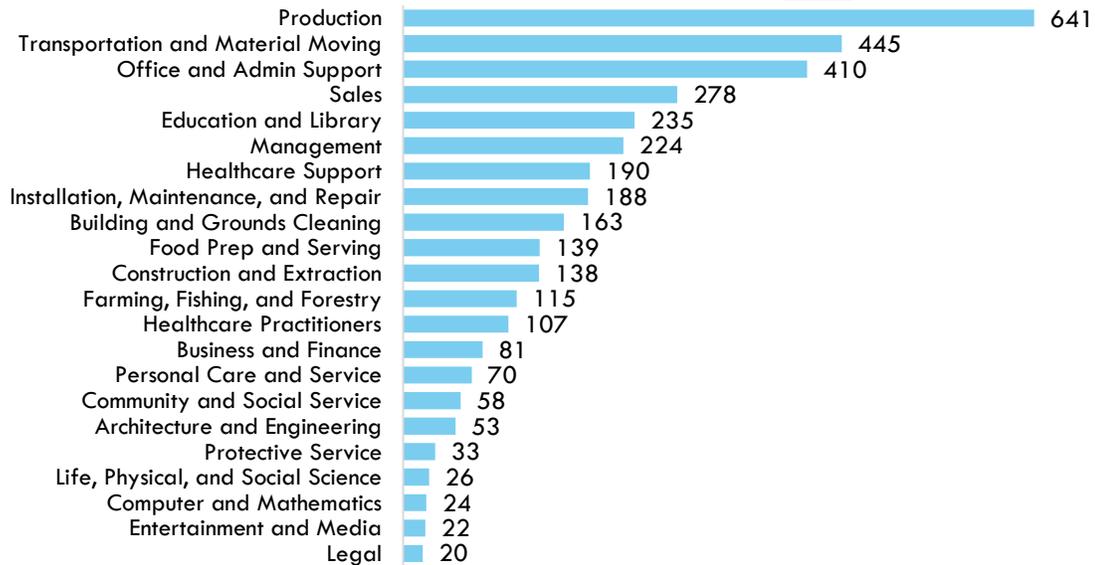
## Newberry County, SC Occupations by Percentage of Workers Age 55+, 2021



Source: Lightcast 2022.3

In terms of raw numbers, administrative support, production, transportation, and office jobs in the county have the most workers nearing retirement. Many of these jobs already face workforce challenges that will be exacerbated by retiring workers. Many managers mention the loss of institutional knowledge when one of their long-time workers retires. It is important that workforce development professionals are working to fill these upcoming gaps.

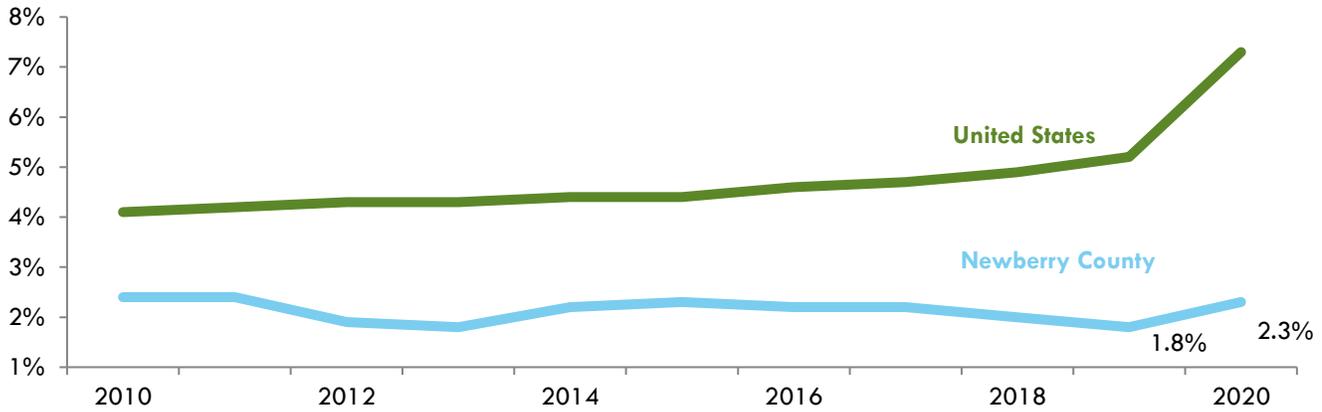
## Newberry County, SC Occupations by Number of Workers Age 55+, 2021



Source: Lightcast 2022.3

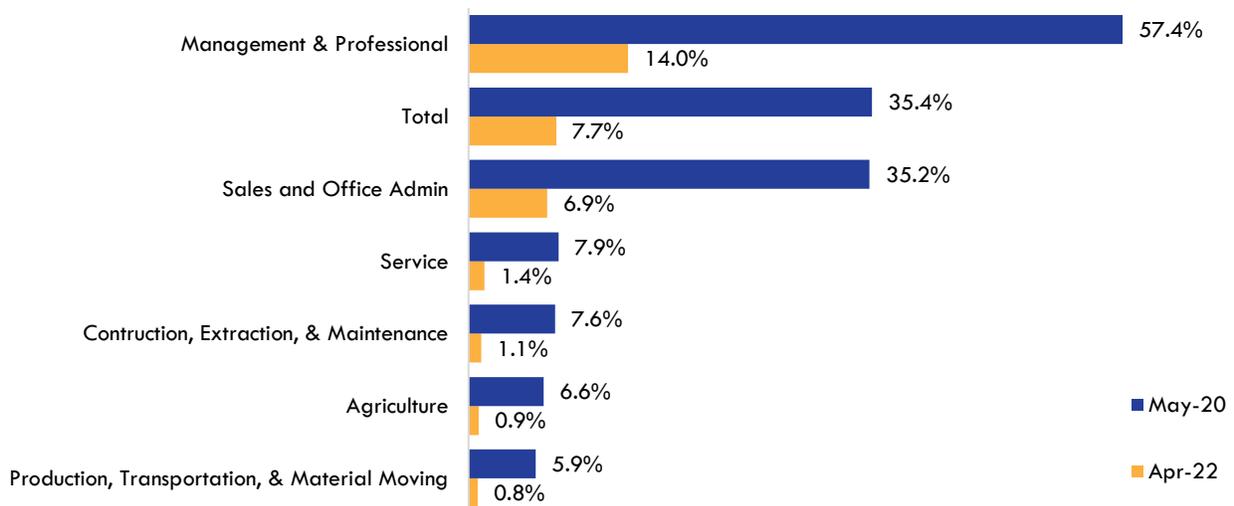
As mentioned earlier, the flexibility to work from home is also affecting worker's decisions. This flexibility has given some workers the chance to relocate to lower cost markets or be closer to family. Given the tight labor market, some workers may only be searching for remote work. Research shows some mid-sized metros gained some new residents from the pandemic and remote work. Using 5-year average data from the American Community Survey at the U.S. Census Bureau, we can see that nationally people working from home was on a slow upward trajectory that skyrocketed during the pandemic. In Newberry County, the number of people working from home did trend upward slightly, but not nearly as pronounced as the nation. The ability to work from home is highly correlated to higher educational attainment. A benefit to not having a strong reliance of office or professional services jobs in the county is less affected by this national workforce trend.

## Percentage of Workforce Working from Home, 2010-2020



Source: US Census Bureau (2022)

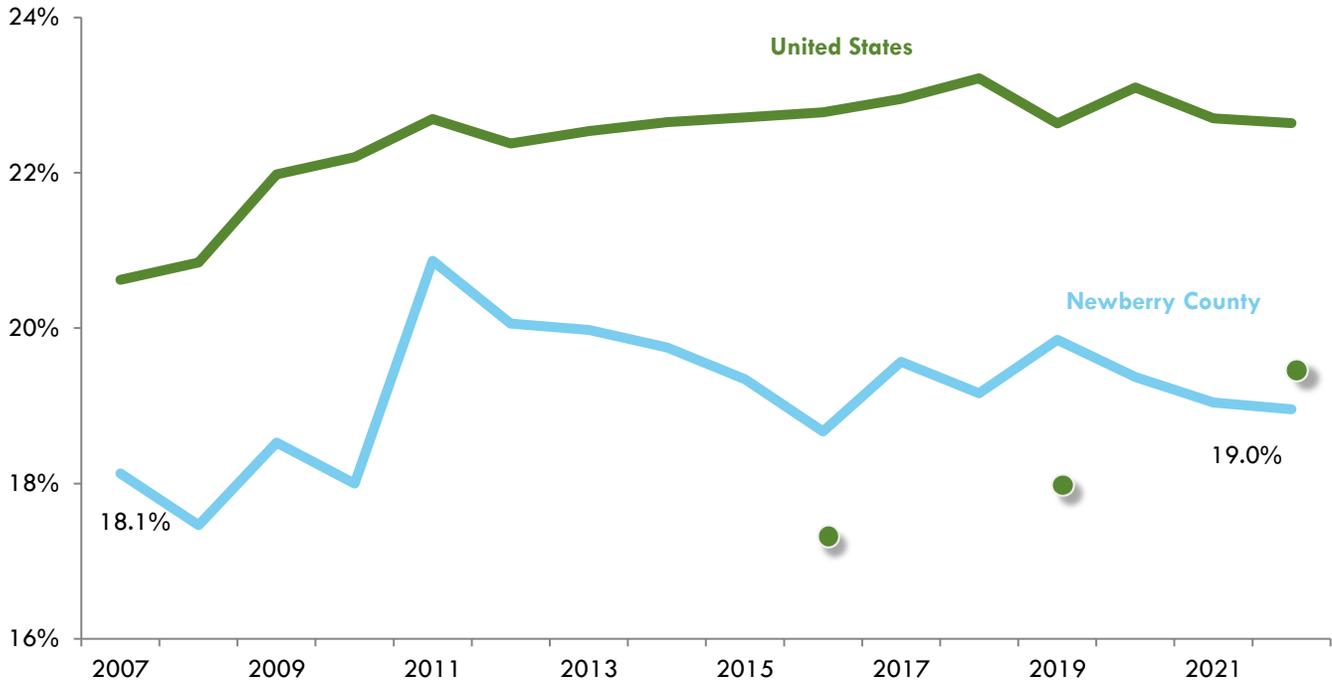
## National Percentage of Working from Home by Occupation, May 2020 vs April 2022



Source: BLS (2022)

Gig work and entrepreneurship has also pulled some workers out of the traditional economy. This may be affecting the younger age groups from traditional labor force participation. Data on self-employment shows again Newberry County is bucking this national workforce trend. The county had one of the lowest rates of self-employment in the state. Local companies today still must compete with gig opportunities and the flexibility of working for oneself. This helps give workers more power in setting their schedule and pay.

## Self-Employment as Percentage of Total Employment, 2007-2021



Source: Lightcast 2022.3

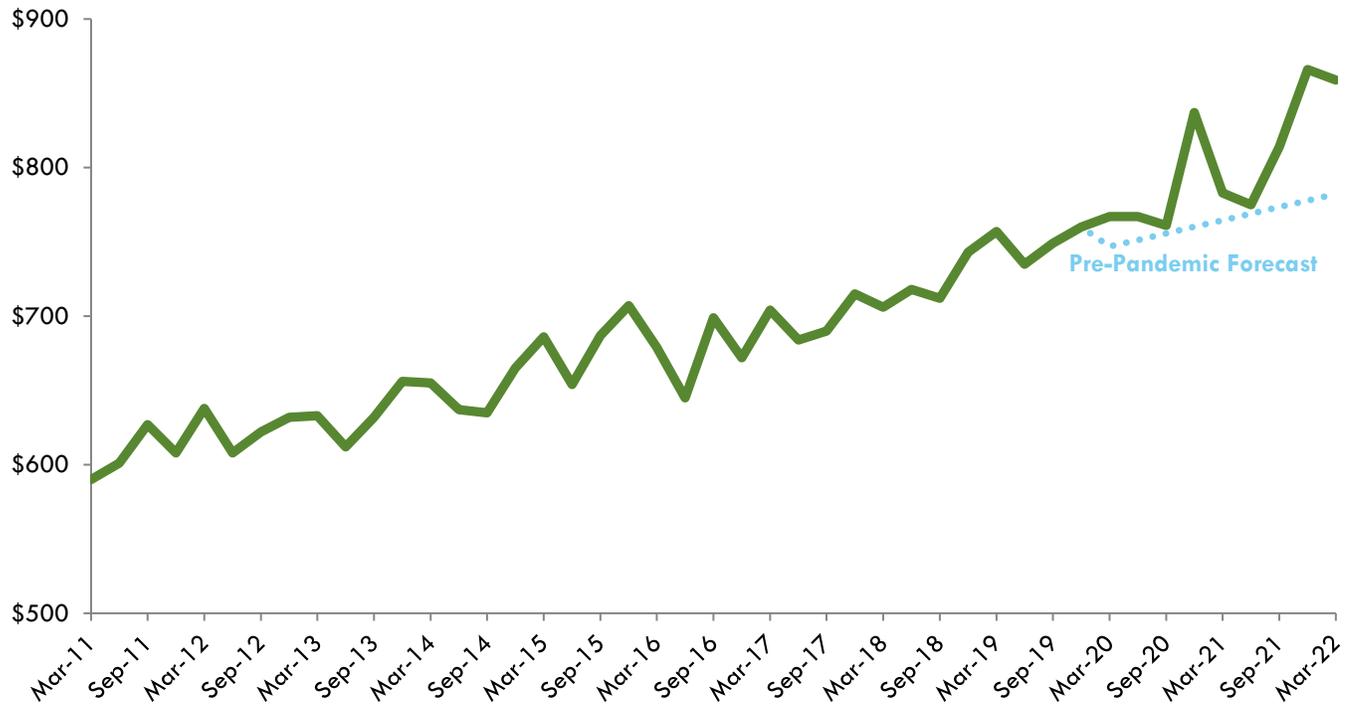
## Lowest Self-Employment as Percentage of Total Employment by SC County, 2022



Source: Lightcast 2022.3

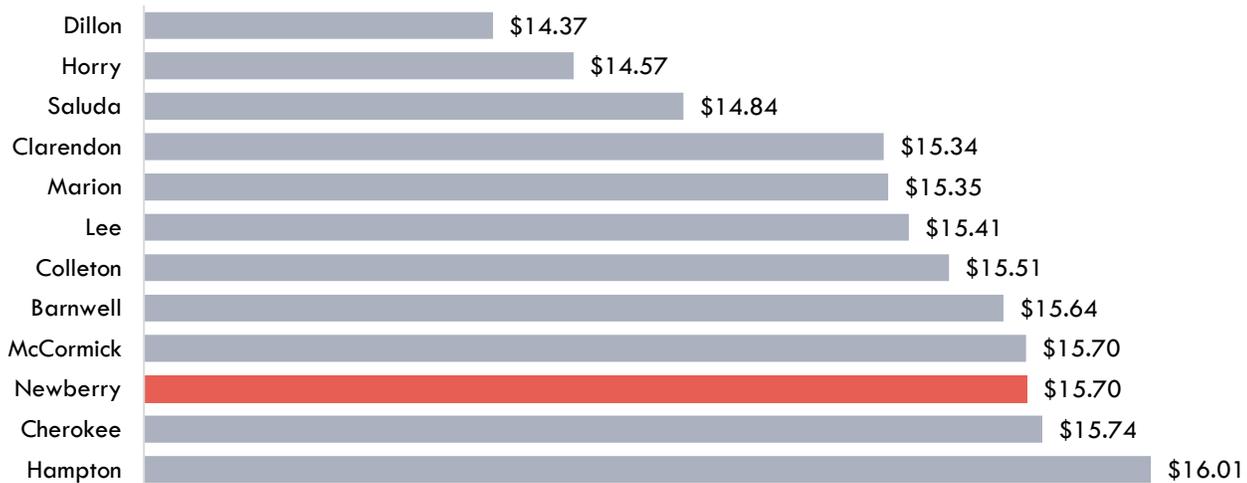
As jobs remain difficult to fill, employers have turned to raising their wages to recruit and retain employees. Newberry County's average weekly wage is trending up and at higher levels than would have been predicted before the pandemic. This shows local employers are still having to compete heavily to recruit and retain their workforce.

## Newberry County, SC Average Weekly Wage, Q1 2011 – Q1 2022



Source: BLS (2022)

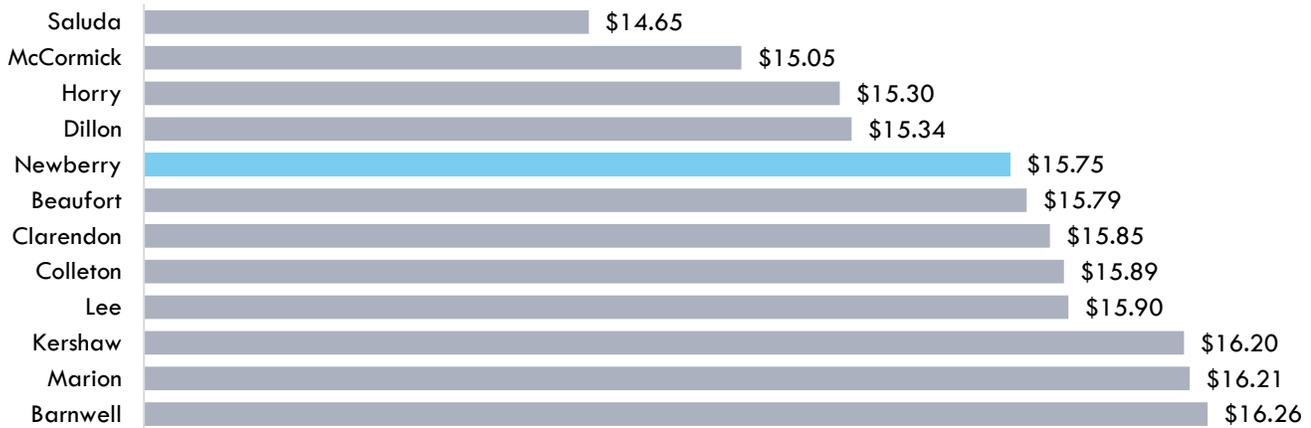
## Lowest Median Hourly Earnings by SC County, 2021



Source: Lightcast 2022.3

Despite these increases the median hourly wage across all jobs in Newberry County is \$15.70. This is among the lowest across the state. Workers will balance their offered wages with the cost of goods and services in an area. A cost-of-living index (COLI) can be applied to a region's wage to compare the different costs across regions. Newberry County has a low cost of living compared to the national average, but adjusting for this does not increase Newberry's wage standings in the state.

## Lowest Cost of Living Index (COLI) Adjusted Median Hourly Earnings by SC County, 2021

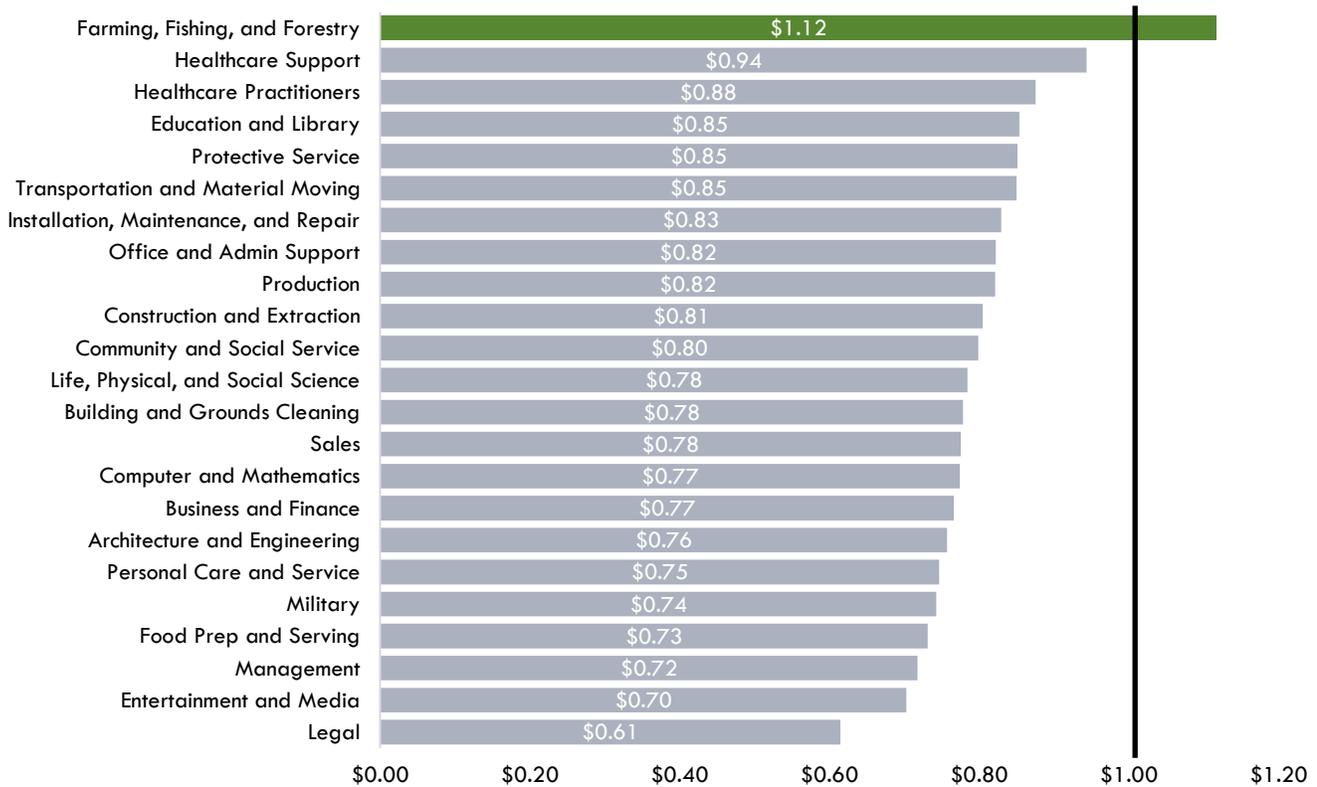


Source: Lightcast 2022.2

This cost-of-living adjustment can also be applied to occupations groups. When adjusted for cost of living and compared to the national median hourly wage, only one occupation group in the county offers workers higher earning power than elsewhere in the country. Farming, fishing, and forestry occupations are the only group with competitive wages in the region. Notably, knowledge-based workers (management, tech, engineering, healthcare practitioners, etc.) are earning less than the national average when cost-of-living is included. These knowledge workers may be choosing other regions where their adjusted wages might be higher.

## Newberry County, SC COLI-Adjusted Wage Disparity by Occupation, 2021

\$1.00 = US Average Wage

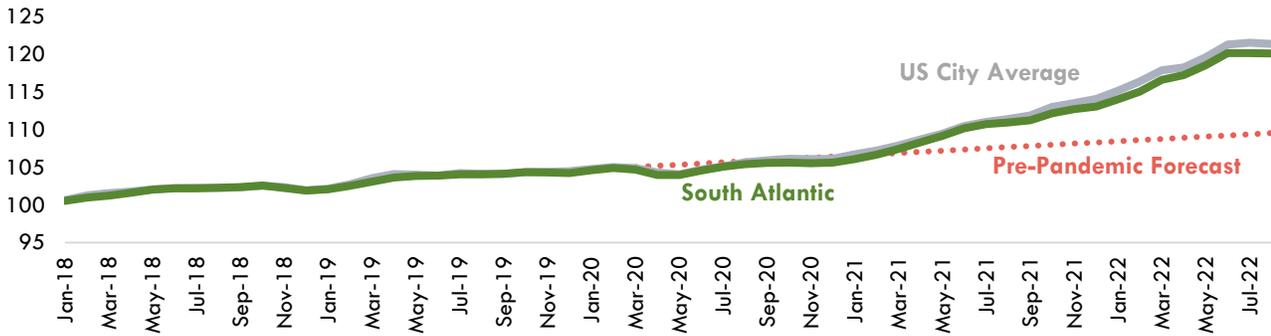


Source: EL calculations based on Lightcast 2022.3

While wages have increased significantly, workers are facing a headwind in their personal budgets with the rising cost of goods. The highest levels of inflation seen in decades may be keeping workers on the sidelines. A perfect storm of global supply chain back-ups, consumer spending shifting towards durable goods, an oil refinery shortage, rising wages, and Russian gas sanctions have resulted in inflation rates the United States has not since the early 1980s. There is not specific inflation data for Newberry County, but we can use the regional South Atlantic estimates as a proxy. The consumer price index (CPI) is the measure of the cost of goods in U.S. cities. Both the regional and national urban CPI have spiked in the last year and a half. Levels are now well above what would have been predicted before the onset of the pandemic.

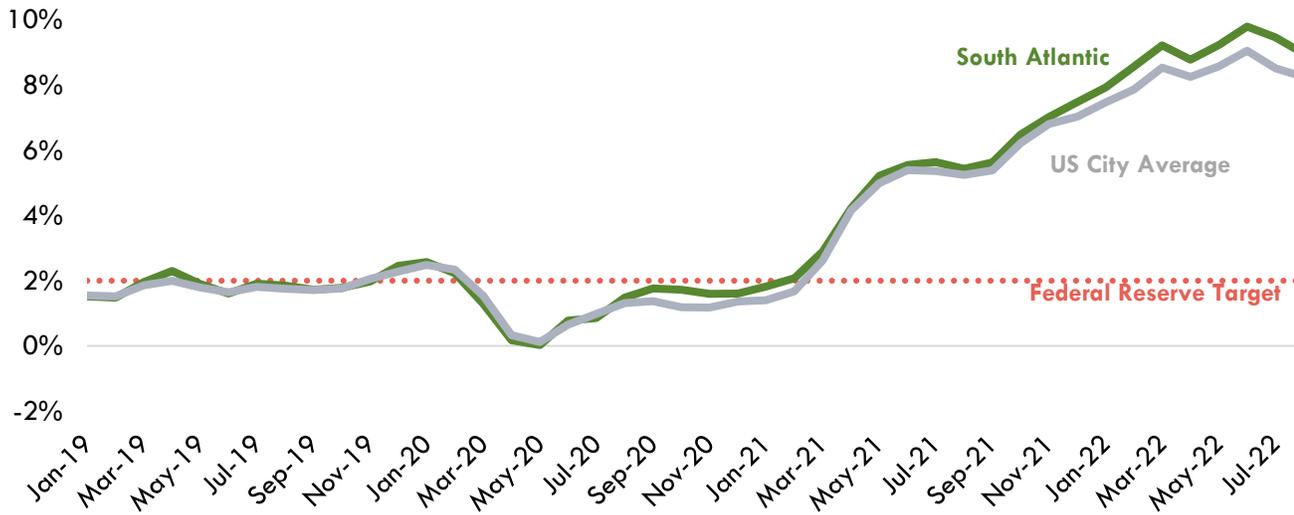
## Consumer Price Index – All Items, Jan 2018 – Aug 2022

Base 100 = December 2017 Price Levels



Source: BLS (2022)

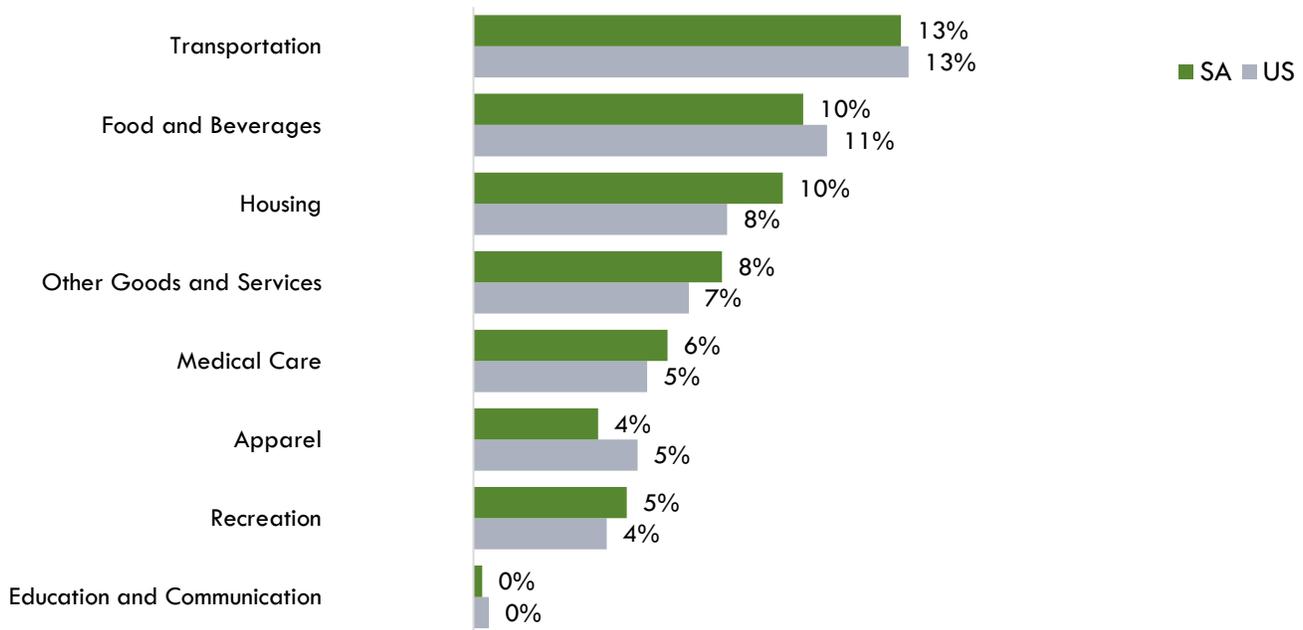
## Year over Year Inflation Rate – All Items, Jan 2019 – Aug 2022



Source: BLS (2022)

Data shows that inflation has been rising at higher rates in the South Atlantic region. Inflation is occurring at different rates across different goods and services in the economy. In the last year, food and beverage increases have jumped almost 10 percent in the South Atlantic region. The cost of transportation (mainly gasoline prices) has risen 13 percent in the region. This means the cost of traveling to non-remote work has increased for many workers. Workers currently on the sidelines may not be enticed as easily as in the past to commute to a job. Some companies have started offering workers gas cards, remote work, and four-day work weeks to help combat these extra costs for workers (Vox Media 2022).

## Year over Year Percent Change in Inflation by Item Type, Aug 2021 – Aug 2022

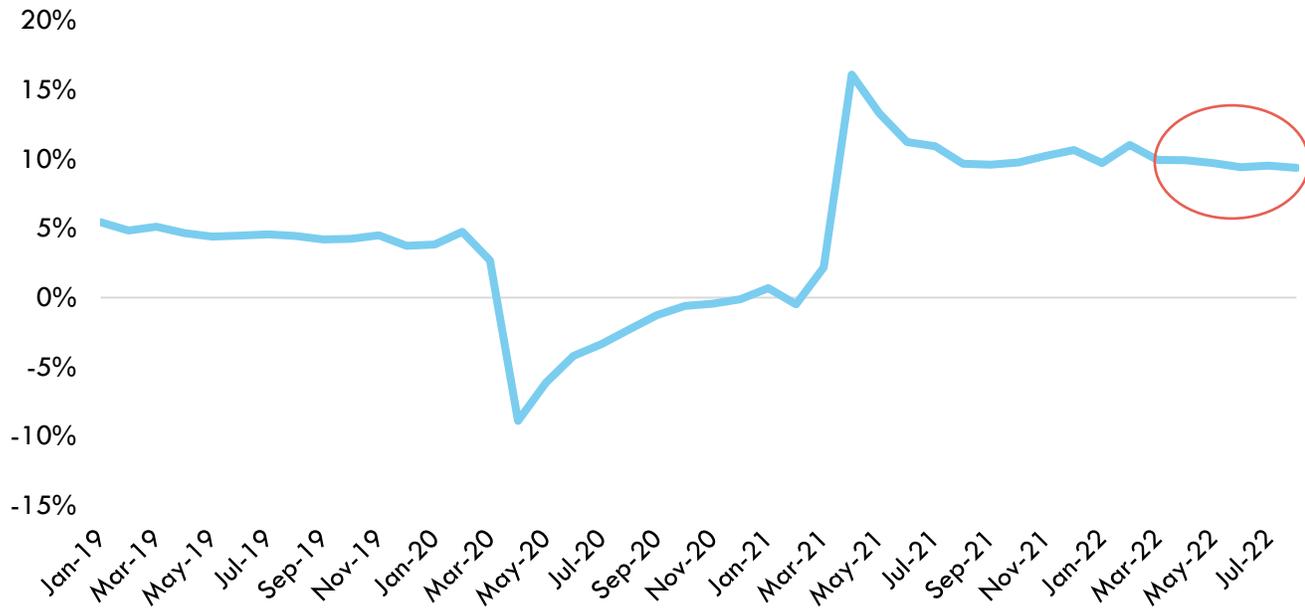


Source: BLS (2022)

There's been numerous speculations as to what has caused this spike in inflation. According to a decomposition analysis of the CPI data by Moody's Analytics, it is believed that the majority of year over year increase in prices is attributable to the Russian invasion of Ukraine and subsequent sanctions and the fallout from the COVID-19 pandemic (reopening, labor shortages, and supply chains). Corporate profits, money supply, and government spending do not appear to be playing a significant role according to Moody's.

If oil prices adjust to sanctions and decline, which they appear to have started doing in July 2022, and the COVID impacts continue to iron themselves out, it's likely that year over year inflation should level off and begin to decline. The federal reserve is also hiking interest rates in an effort to provide relief and tame inflation sentiment. Data on payroll indicate that wage increases have started to level off in recent months and should not fuel further inflation.

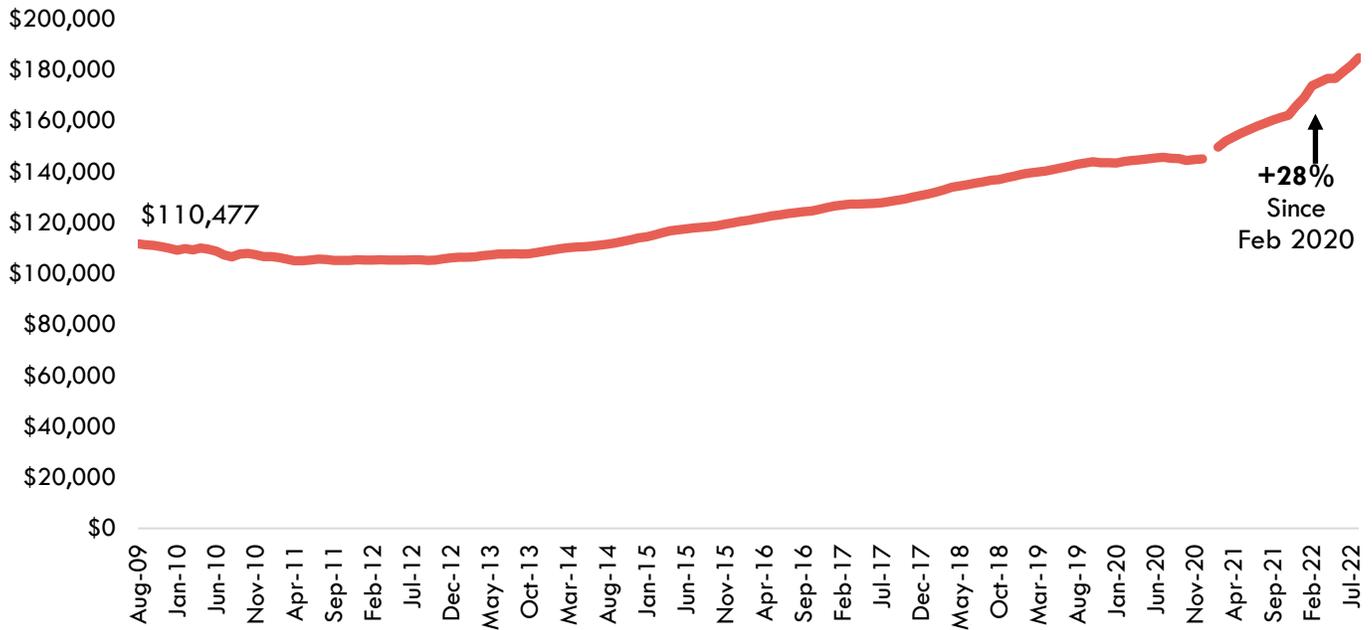
## National Year over Year Percent Change in Aggregate Payroll, Jan 2019 – Aug 2022



Source: BLS (2022)

One element of inflation that is likely to remain high and keep inflation away from the Federal Reserve's target potentially until the mid-decade is housing. While the inflation rate of housing costs are lower than some other goods and services at 10 percent, given the percent of income that goes to housing this can also greatly affect worker's choices. Housing prices, unlike say gasoline, are "sticky," and once prices go up they are very unlikely to go back down. The software company Zillow creates a Zillow Home Value Index (ZHVI) that measures the value of homes in a region in the 65<sup>th</sup> to 95<sup>th</sup> percentile. This estimate includes single-family homes and condominiums. The ZHVI offers a glimpse at the typical home value of all homes in a region, not just those on the market. Using this estimate for Newberry County, the data indicates large increases to housing prices. Since the onset of the pandemic, prices have spiked 28 percent. This surge in housing costs is limiting worker mobility and opportunities.

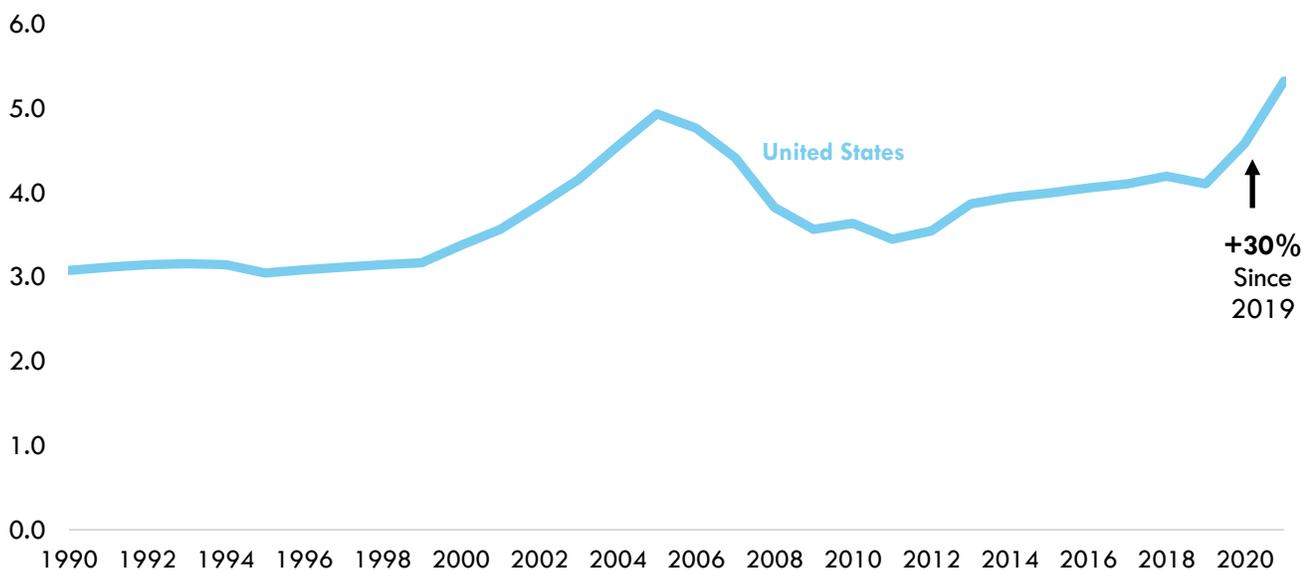
## Newberry County, SC Typical Home Value, Jan 2009 – Aug 2022



Source: Zillow (2022)

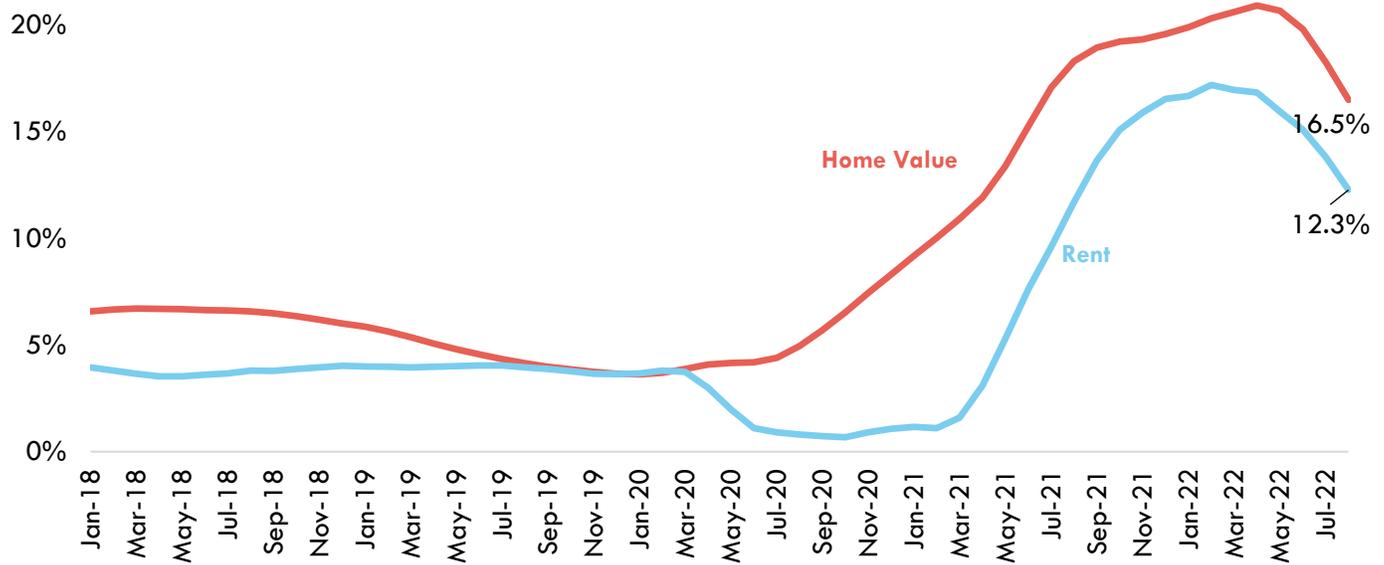
While there have been some increases in wages, these have been smaller relative to housing cost increases. The ratio of median home price to median income increased 30 percent in the U.S. since 2019. Increases in the home market also accelerate rates for renters. Nationally rents peaked around a 17 percent rate increase from the previous year.

## Median Home Price-to-Median Income Ratio, 1990-2021



Source: Harvard Joint Center for Housing Studies (2022)

## National Year over Year Percent Change in Housing, Jan 2015 – Aug 2022



Source: EL calculations based on Zillow (2022)

Another high-cost household service that has seen its rates rise is childcare. The cost and availability of childcare can have major impacts on a parent's ability to rejoin the workforce. While it is difficult to gather county-level childcare cost data that can be comparable, state data shows a steady and consistent increase in costs. Looking at the estimates for South Carolina, childcare at a facility in 2020 cost on average between \$9,900 and \$11,100 depending on the age of the child.

### Cost of Full-Time, Center-Based Child Care by State, 2020

State	Infant	Toddler	4-Year Old	Before/After School
South Carolina	\$11,180	\$10,660	\$9,932	\$6,600

Source: Childcare Aware of America (2022)

When compared to median household incomes in the state, childcare for one infant can account for over 12 percent of annual income for a married couple household and almost 44 percent for a single-parent household in South Carolina. Obviously, in households with multiple children under the age of 5, these percentages increase. Childcare costs are playing a big role in the limited return to the labor force for women.

### Cost of Full-Time, Center-Based Child Care for Infant by State and Median Income, 2020

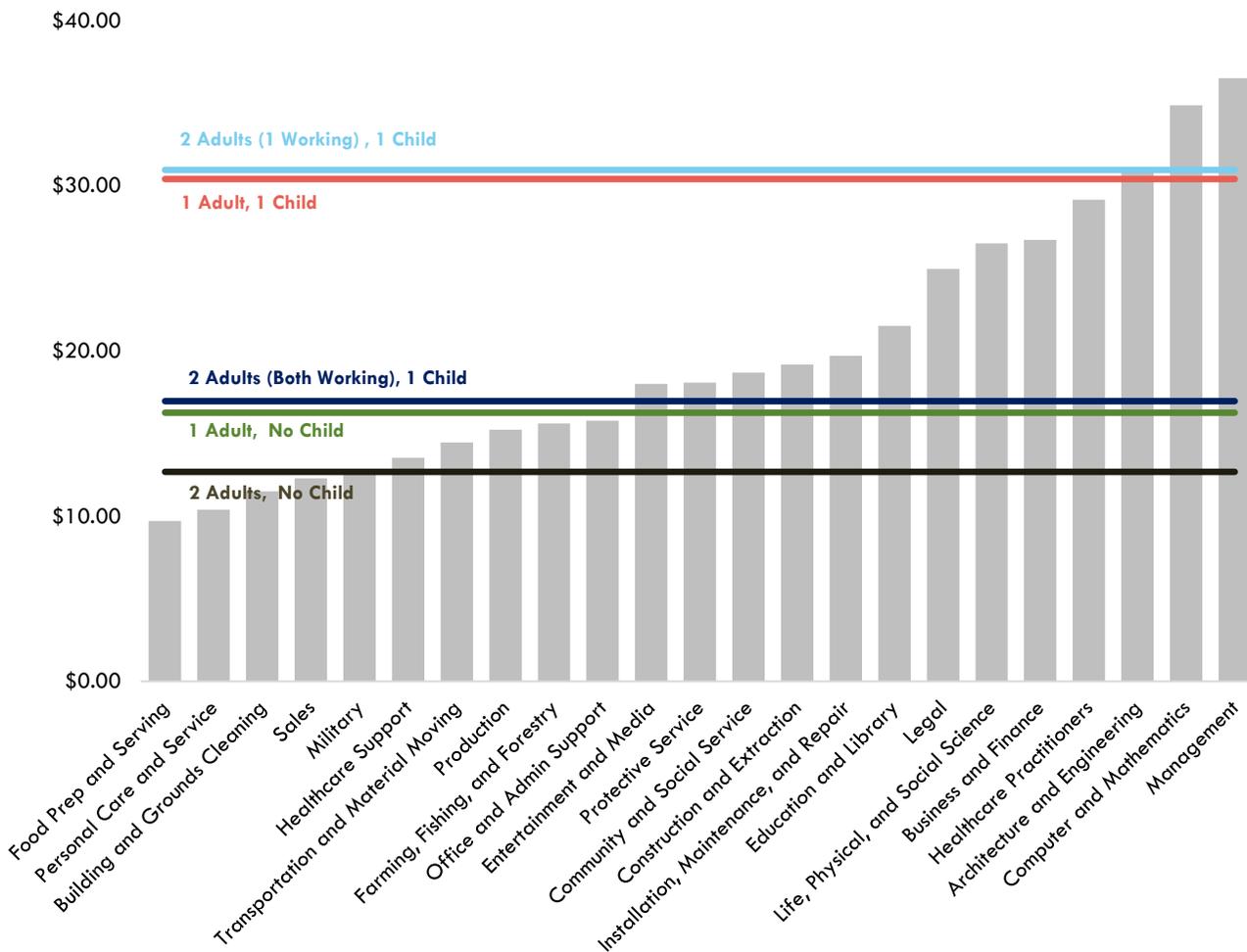
State	Infant Cost	Single-Parent Median Income	% of Income	Married Couple Median Income	% of Income
South Carolina	\$11,180	\$25,461	43.9%	\$89,003	12.6%

Source: Childcare Aware of America (2022)

Based on the cost of childcare and other basic needs in a region, MIT creates a living wage baseline for states and regions. This living wage estimate is the baseline need a worker must earn to support themselves and their family. The assumptions for this estimate are that the worker is working full-time hours and not receiving any form of public assistance. For households with two working adults, the estimate is the needed wage per working adult.

Looking at the various living wage estimates based on household structure and the median hourly earnings by occupation in Newberry County, the data demonstrates that most occupations offer a living wage for those without children (coupled or uncoupled). However, once just one child enters the household, the living wage need rises. Even with both parents working full-time, certain jobs like food preparation, agriculture, and health care support offer median wages below this threshold. The living wage jumps significantly if only one adult is working. Very few occupations in the region provide a wage high enough for a single parent to be entirely self-sufficient. Again, if more children are present in a household the wage requirements increase. In Newberry County, if two working adults go from one child to two children, their living wage baseline increases from \$16.96 an hour to \$21.23 an hour.

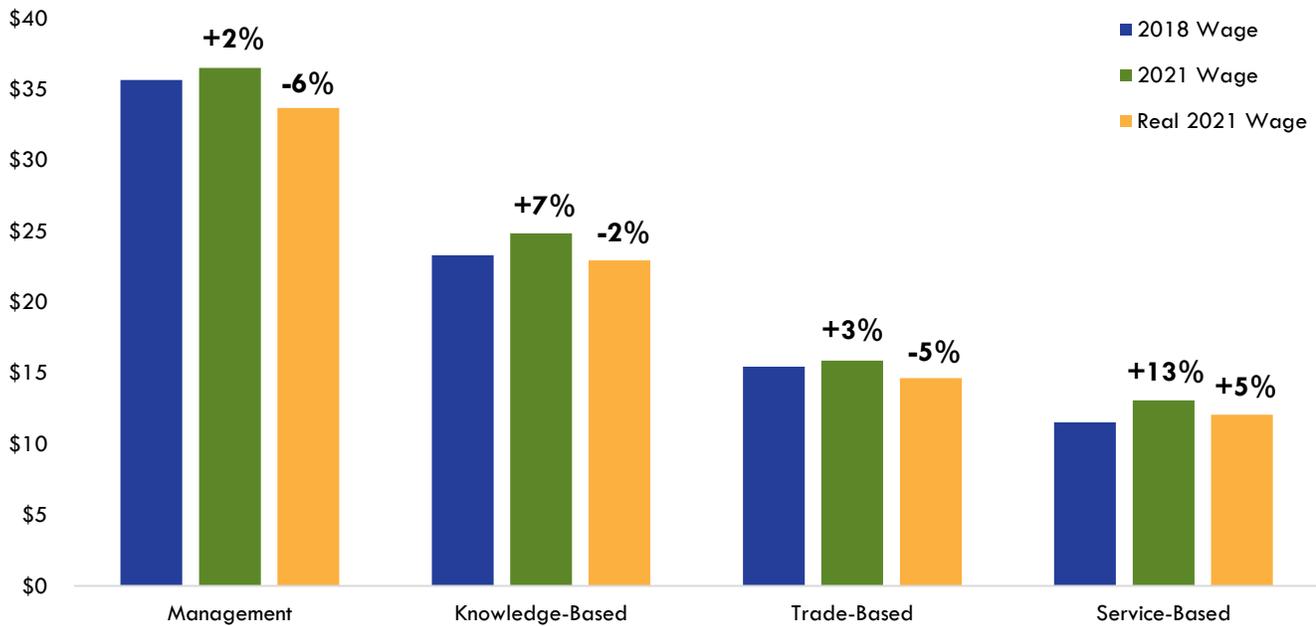
### Newberry County, SC Median Hourly Wages by Occupation vs Living Wages, 2022



Source: Lightcast 2022.3 and MIT (2022)

Given all these financial stressors on households, inflation is wiping out most of the gains in wages since 2018. Many workers, particularly women, cannot afford to work in relation to these costs. These systemic issues are playing a large role in decisions to work and what types of jobs they will work and what wages they are willing to accept. In the county, only service-based occupations have seen their wages increase after adjusting for inflation. Service workers in the area have seen 5 percent increase in real wages since 2018. This is good insight for the region’s economy, as many of the workforce challenges exist in these fields. Trade-based jobs are accounting for many of the cluster growth in the county, but wages have not kept pace with inflation.

## Newberry County, SC Median Hourly Wages Adjusted for Inflation by Occupation Type

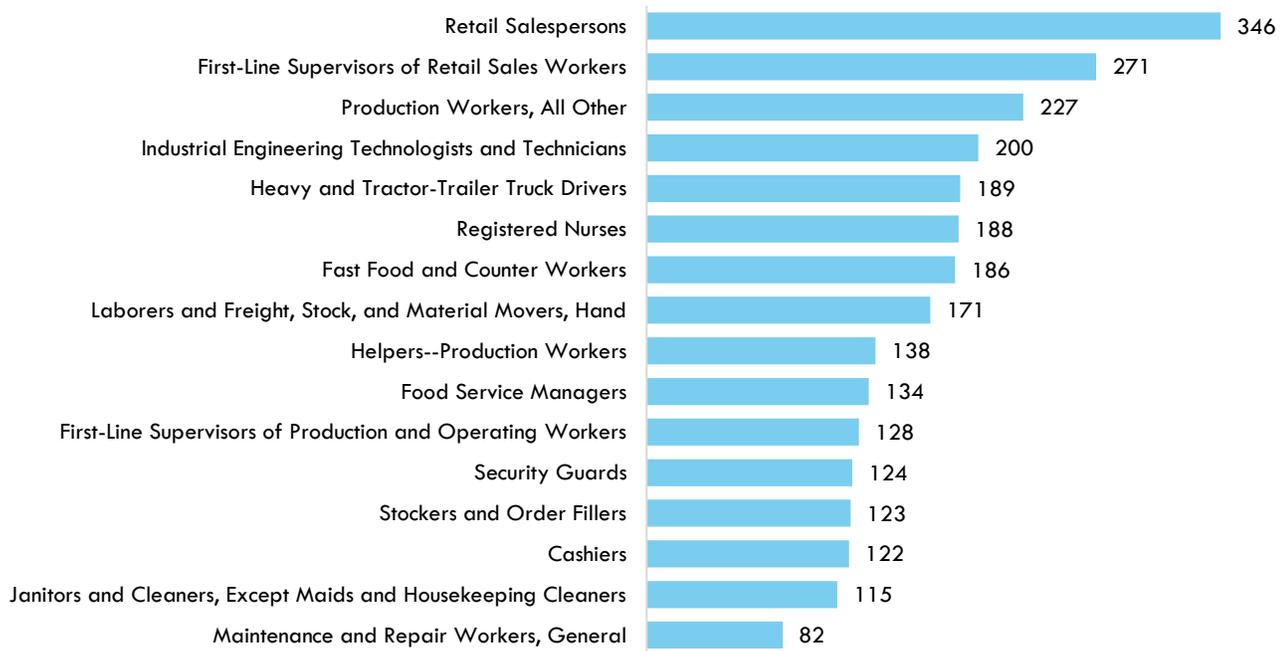


Source: EL calculations based on Lightcast 2022.3 and BLS (2022)

## Where Newberry County ED Can Have an Impact

After understanding the larger forces at play in workforce, we can now look specifically at the occupations in Newberry County where workforce efforts could be focused. Unique job postings are a helpful real-time data point to help start this process. Looking at the top job postings by occupation we see that demand is strong in retail, health care (particularly nursing), maintenance, and production.

Newberry County, SC Top Unique Job Postings by Occupation, Oct 2019-Aug 2022



Source: Lightcast 2022.3

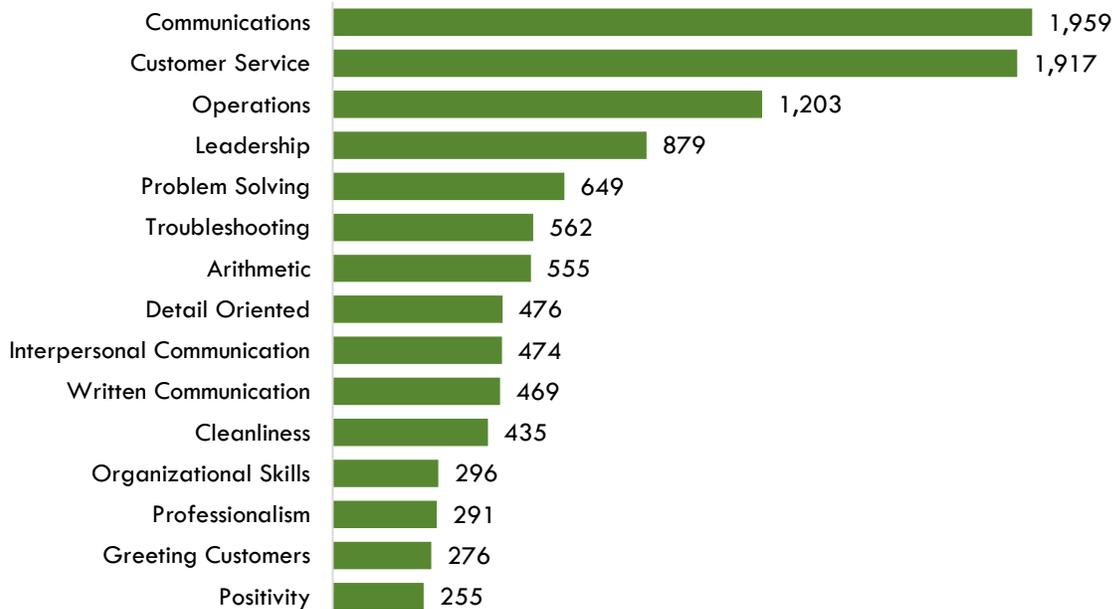
When the job postings are broken down by the specialized skills listed in the posting, several industrial-based skills are present. Many of the trade-based managers will say they just need someone who is familiar with the basic tools of the trade, and they can teach them the rest.

## Newberry County, SC Job Postings by Top Specialized Skills, Oct 2019-Aug 2022



Source: Lightcast 2022.3

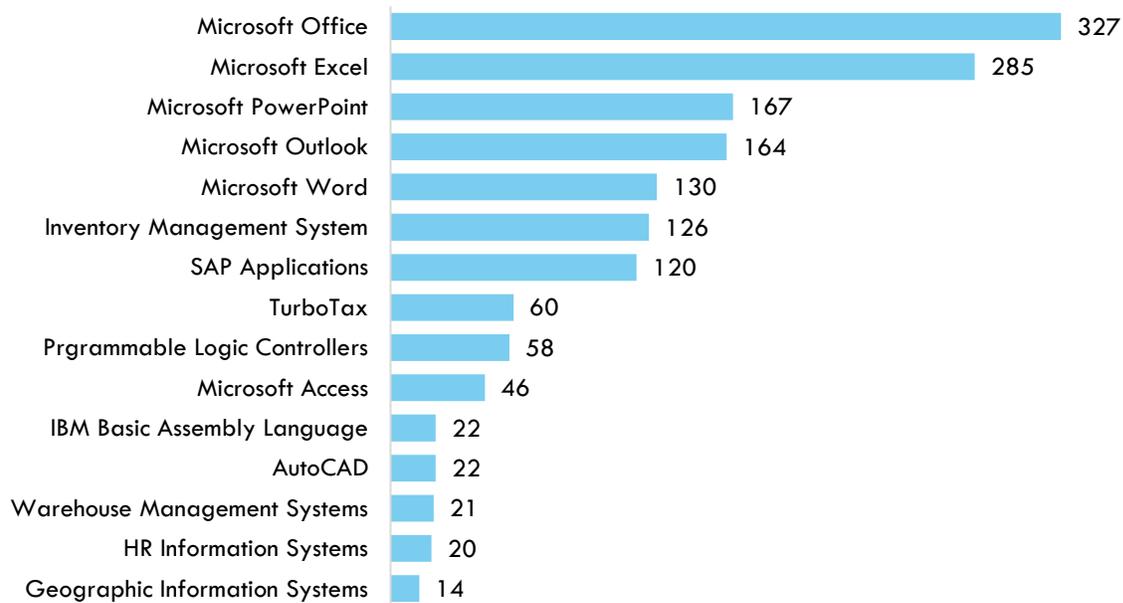
## Newberry County, SC Job Postings by Top Soft Skills, Oct 2019-Aug 2022



Source: Lightcast 2022.3

Communication and problem solving are some of the top soft skills employers are posting. Although not captured in the data, other soft skills like responsibility, punctuality, motivation, and such are likely soft skills that are a prerequisite for successful employment. Many job postings express software competencies. Understanding of Microsoft Office programs tops the list. Inventory and warehouse management and AutoCAD are relevant to the region’s large manufacturing and transportation and warehousing sectors.

## Newberry County, SC Job Postings by Top Software Skills, Oct 2019- Aug 2022

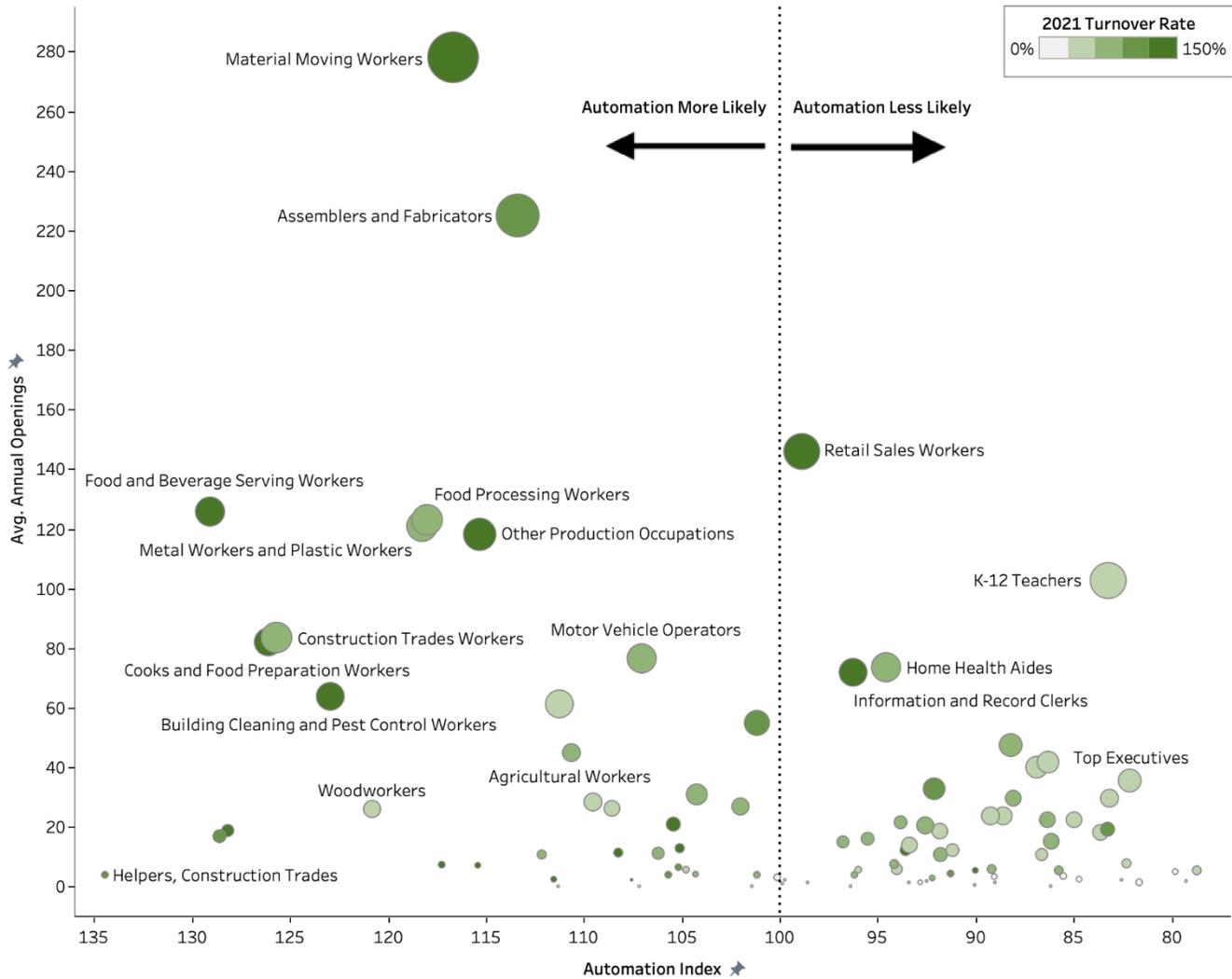


Source: Lightcast 2022.3

Other data that can help understand demand is the average number of annual openings. This is a calculation of the jobs needed to be added each year to replace retiring workers and keep pace with growth. When we also combined this data with the automation index (the likelihood of an occupation being automated is more likely if the value is higher than 100), we see that many of the jobs that have the most current needs are those most likely to be automated.

For an economic development group, one common goal is to train and provide job openings that provide long-range opportunities. Therefore, the jobs that have high annual openings but have a lower automation index offer the best long-range opportunities. This data can be used to determine the jobs most at risk of automation and where they might need to be upskilled for the jobs of the future.

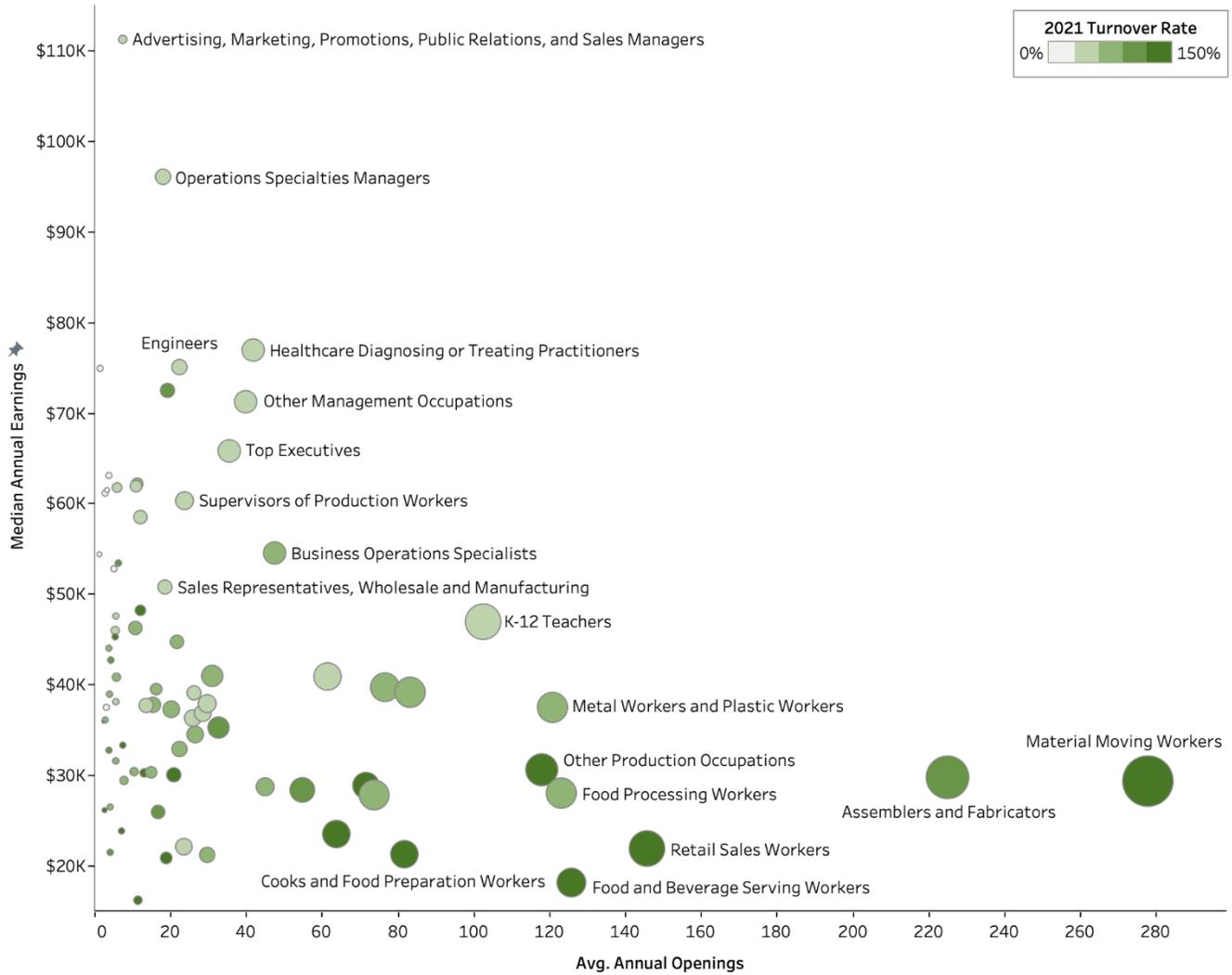
# Newberry County, SC Top Occupations by Openings and Automation Index



Source: Lightcast 2022.3

Similarly, the occupations with the top annual openings are often lower paying. Economic developers typically prioritize creating opportunities for local workers to be earning higher wages. Some of the jobs in Newberry County that are in a high need of workers but that also pay above \$50,000 are management, finance, and engineering. The county has high needs for assemblers, maintenance and repair technicians, and food processing workers, but these positions do not offer a median annual wage that is above average.

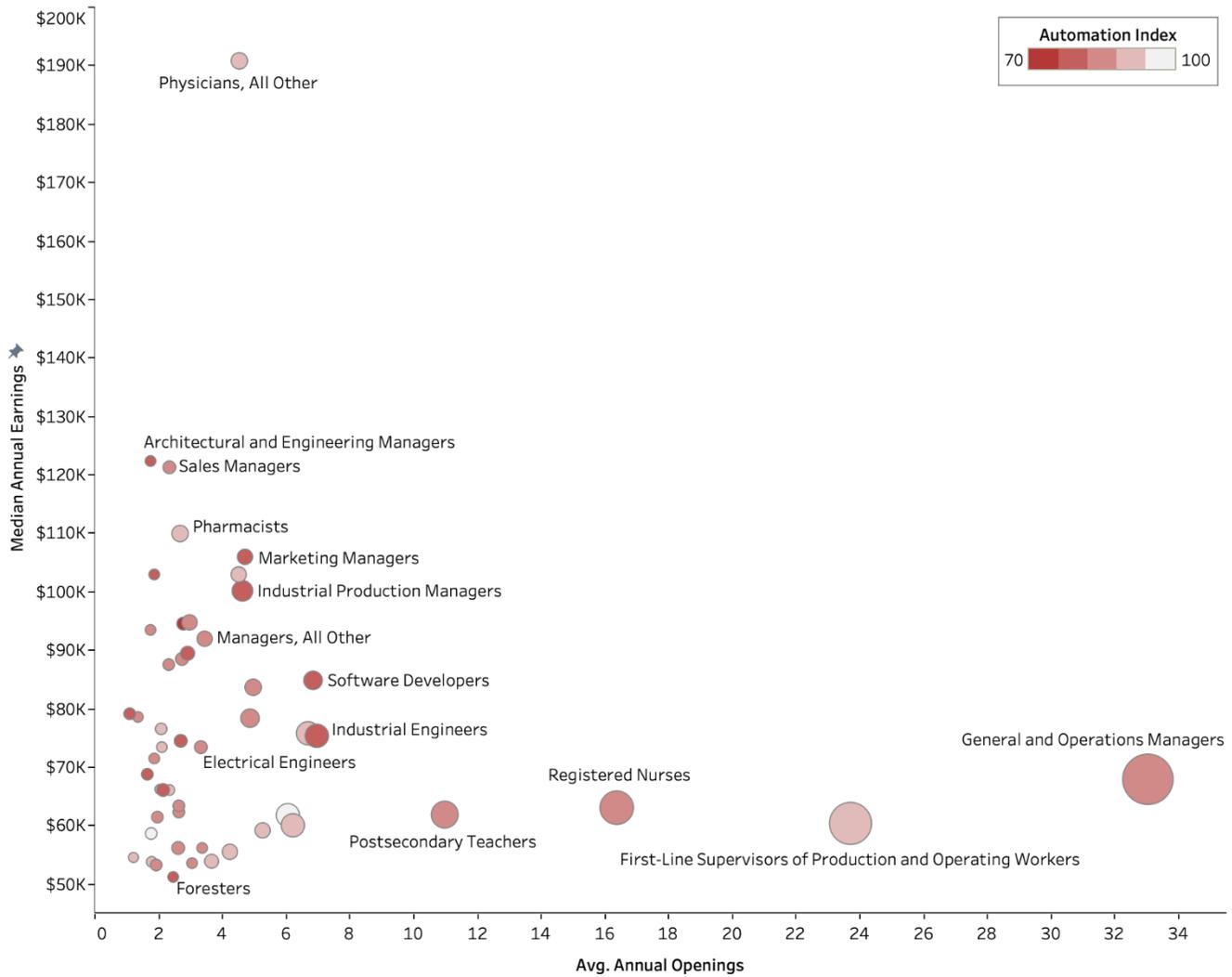
# Newberry County, SC Top Occupations by Openings and Annual Earnings



Source: Lightcast 2022.3

Since it can be hard to find the top needs that also pay higher wages and are not at a great threat of being automated, we filtered for jobs that pay more than \$50k per year and have an automation index below 100. This group would be some of the best options for upskilling and recruiting workers. We also expanded the occupation list from the 3-digit SOC codes to the 5-digit to get a more granular understanding.

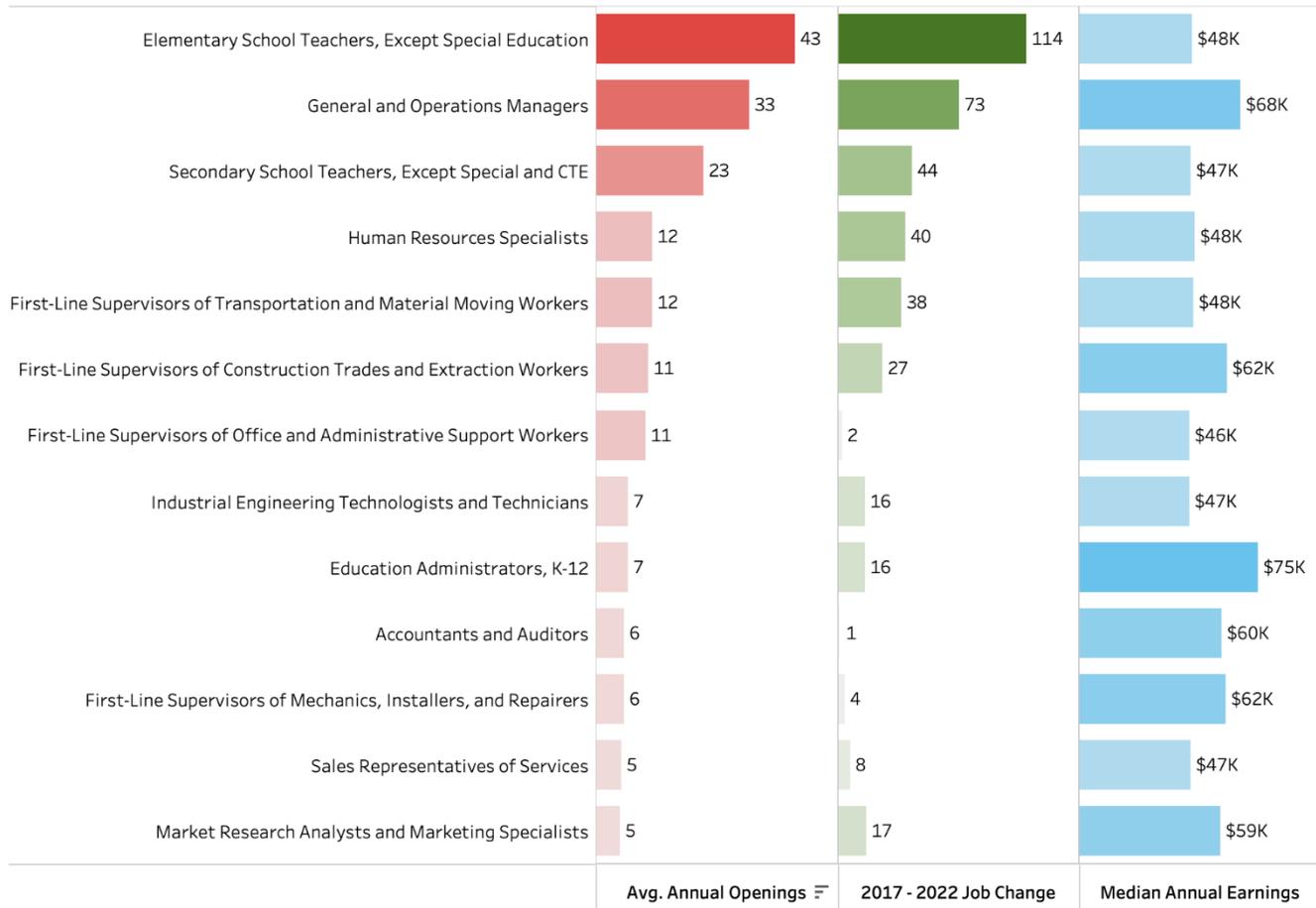
## Newberry County, SC High Wage and Low Automation Occupations



Source: Lightcast 2022.3

Many of the top jobs in this search group are in health care. Health care can be a great track to a higher wage career. Most of the higher-paying health care jobs require a specialized degree that may require significant amounts of student loans. It may not be the right choice for some prospective workers. To find the best opportunities and highest demand beyond healthcare, we expanded the automation index threshold down to 110, expanded the minimum median earnings to \$45,000, and removed healthcare jobs. In this group, we find several education and supervisor jobs.

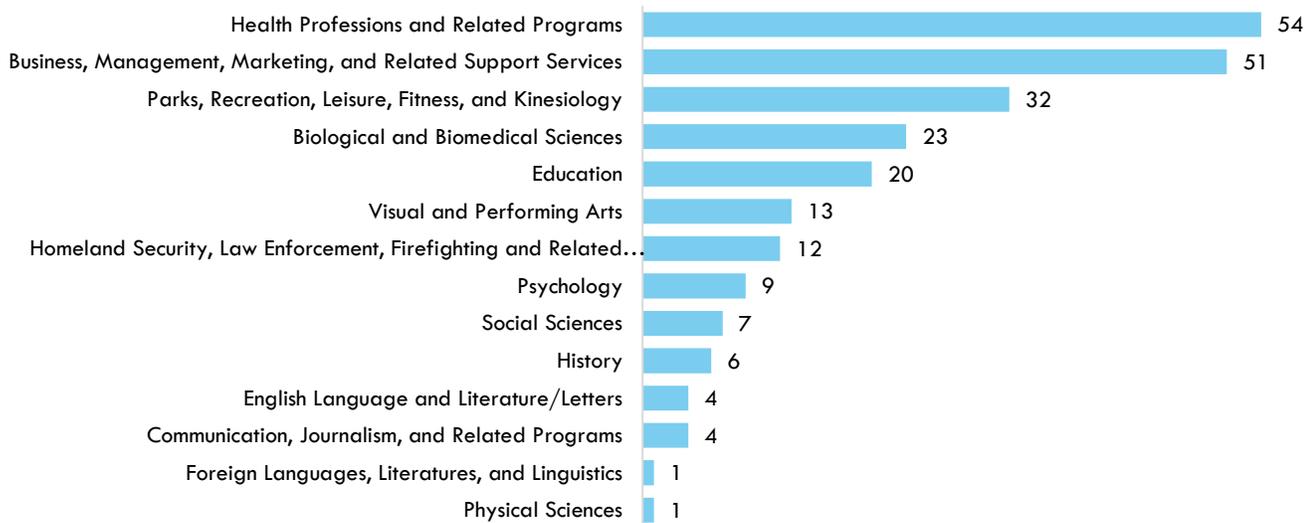
## Top Non-Healthcare Occupations by Demand, Growth and Wage in Newberry County, SC



Source: Lightcast 2022.3

Comparing this data with the with the number of students who complete a degree or post-secondary certificate from Newberry County’s institutions shows some misalignment between demand and supply. Business and management professions are in high demand and have become the top post-secondary path in the region. There are no precision production or mechanic completions offered to help support the advanced manufacturing industry. (A regional overview of education and training is provided later in the report.)

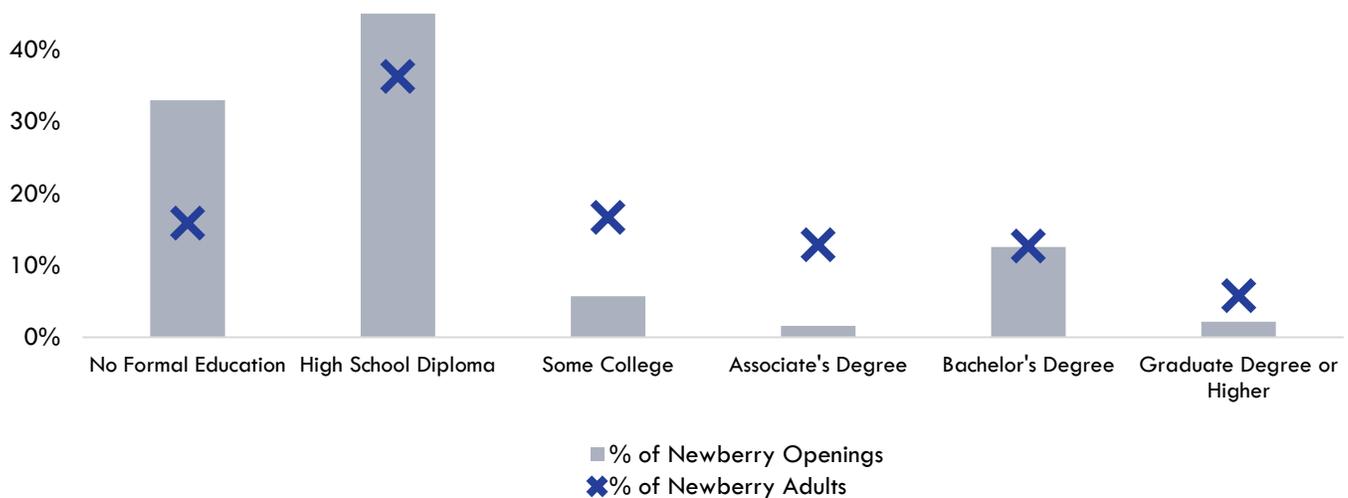
## Postsecondary Completions by Selected Fields of Study in Newberry County, 2020



Source: Lightcast 2022.3

Many of the top demand, non-health care occupations usually require a bachelor's degree. This is changing as HR teams begin to shift away from focus on education to skills, but this is happening slowly. In the region, adults with a bachelor's or advanced degree make up a slightly higher percentage of the population than the percentage of job openings that require these degrees. A higher percentage of the openings are in jobs that do not have specific education demands.

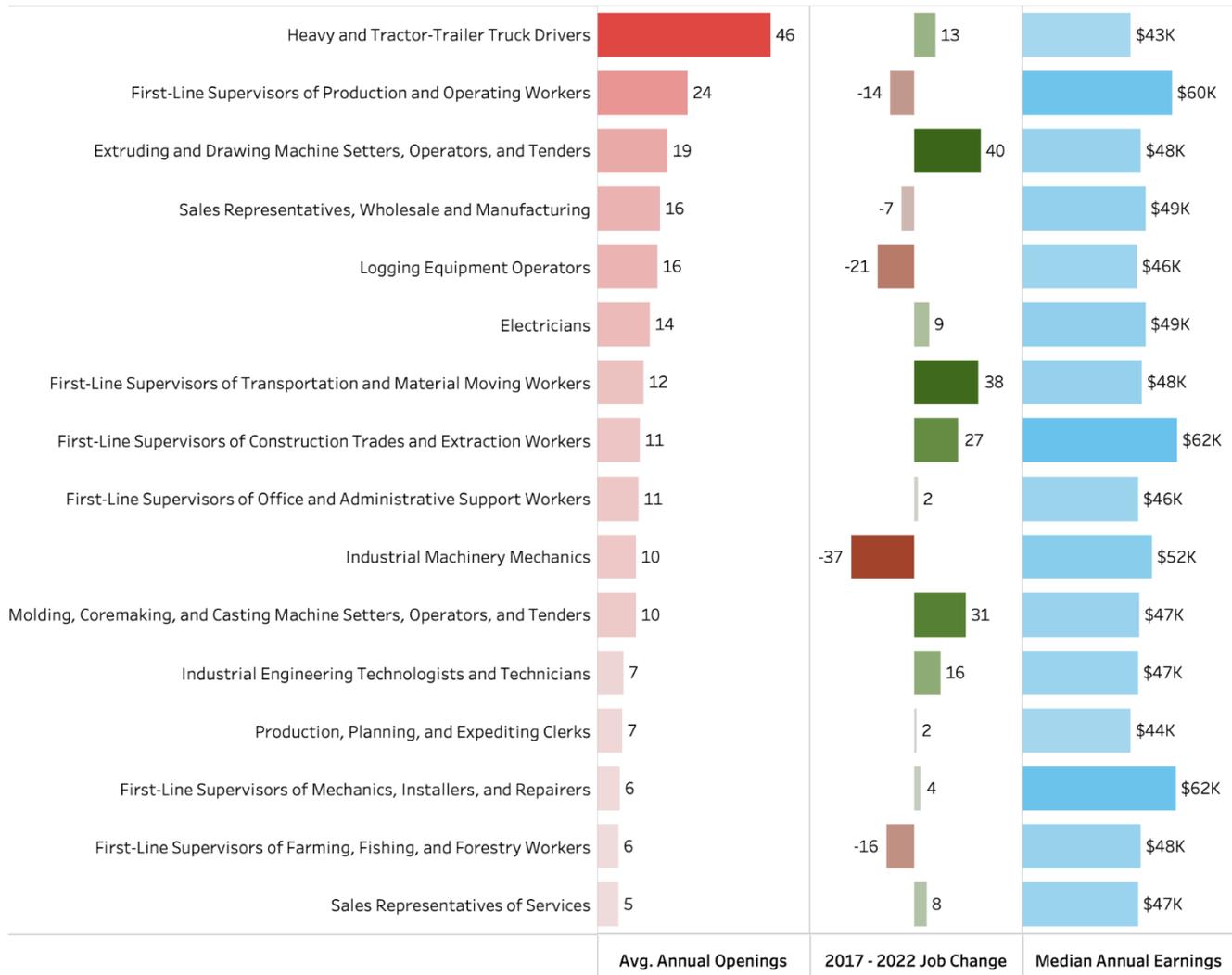
## Newberry County, SC Average Annual Job Openings Vs Educational Attainment, 2021



Source: Lightcast 2022.3

Good job opportunities exist below the four-year degree education level. We created another top demand list of jobs that did not require a bachelor's degree or more education. To keep the list expansive, we moved the median wage requirement to \$40,000 and an automation index of 120.

# Newberry County Top Occupations by Demand, Growth & Wage Requiring Less than a Bachelor's Degree



Source: Lightcast 2022.3

In this list, heavy truck drivers is the occupation the most in demand in Newberry County. We also see that supervisors of production, transportation, construction, and first responder workers make the cut of being in high-demand and offering a solid median wage. This type of data may be helpful in showing students and parents the opportunities in the trades. If students enter the trades and move up into management, they could be earning as much as a marketing analyst or project management specialist. Non-supervisor roles in the trades also offer high demand opportunity and strong wages, including equipment operators, machinery mechanics, and electricians. Even some of the occupations that are losing jobs overall have annual openings due to retirement in the workforce.

## Newberry County Data Take Aways

- Both employment and labor force are above pre-pandemic levels
- Very strong growth in job postings with low unemployment
- Leading SC county for labor force participation
- Increased opportunities are driving intense competition for low-wage workers
- High local turnover rate
- Not experiencing much impact from national trends toward early retirement, work-from-home, or self-employment
- Wages rising, but still very low even when adjusted for cost of living
- Home and daycare costs are likely limiting labor mobility and women's return to work
- Better wage job opportunities exist

## The Broader Labor Shed

Data about Newberry County is important for planning purposes, but it is also important to understand the economy and economic performance of the broader labor shed. Workers often travel across county lines for work.

On average in 2021, 7,427 workers from outside Newberry County in-commuted each day for jobs in the county.

Counties that have the highest number of workers traveling into jobs in Newberry County included:

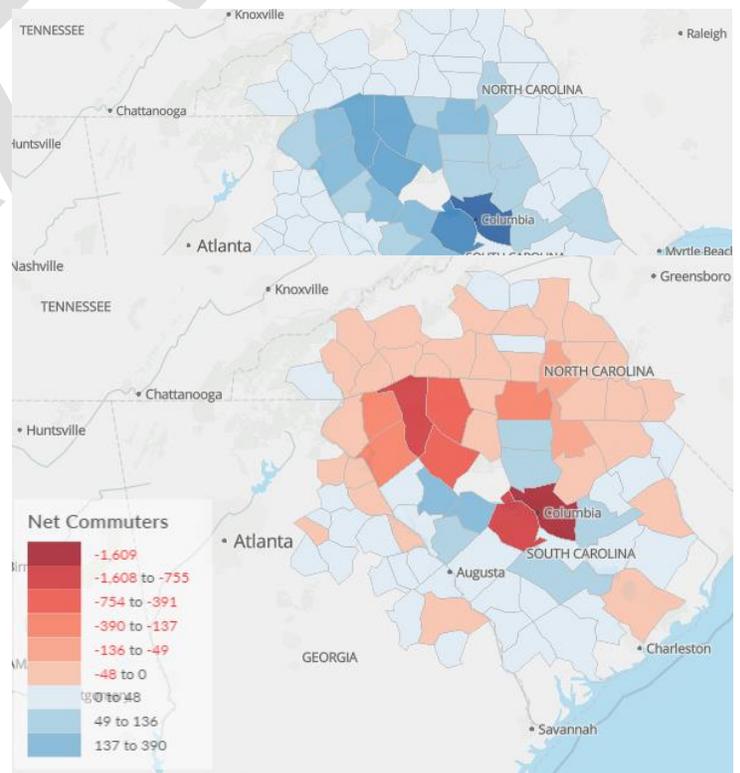
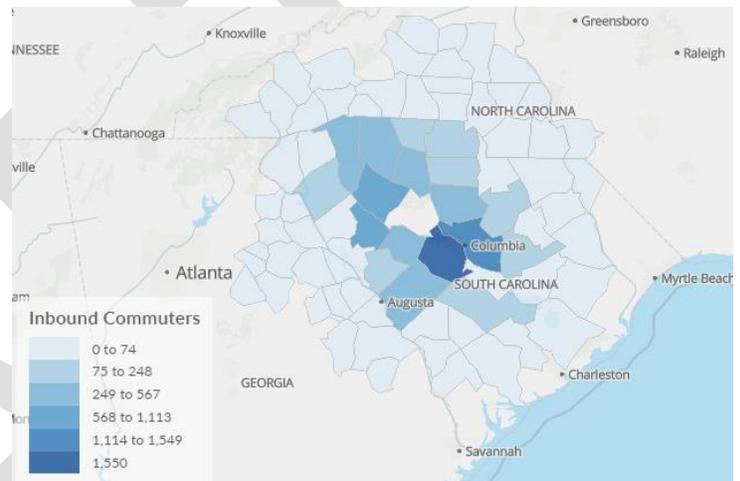
Lexington County	1,550
Richland County	1,114
Laurens County	639
Greenwood County	568
Saluda County	393

Each day 11,417 Newberry resident workers out-commuted to jobs in surrounding counties.

Counties receiving the largest number of outbound commuters included:

Richland County	2,723
Lexington County	2,381
Laurens County	1,031
Greenville County	1,005
Spartanburg County	781

On an average day, Newberry County had almost 4,000 more workers traveling outbound than were inbound.





## Labor Shed Education Data

In the 45-minute drive-time labor shed, there were 8 postsecondary institutions with program completions in 2010. Two of those were no longer in business and had no completions in 2020 (the most recent year available). There were no master's degrees conferred.

Description	2010 Completions	2020 Completions	Certificate 2020	AA Degree 2020	Bachelor's Degree 2020	Doctor's Degree 2020
Kenneth Shuler School of Cosmetology and Nails-Columbia	99	47	47	Not Offered	Not Offered	Not Offered
Newberry College	145	237	Not Offered	Not Offered	237	Not Offered
Presbyterian College	298	270	Not Offered	Not Offered	224	46
Southeastern College-Columbia	148	116	110	6	Not Offered	Not Offered
ITT Technical Institute-Columbia	60	Not Offered	Not Offered	Not Offered	Not Offered	Not Offered
Regency Beauty Institute-Columbia	23	Not Offered	Not Offered	Not Offered	Not Offered	Not Offered
Remington College-Columbia Campus	142	57	57	Not Offered	Not Offered	Not Offered
Fortis College-Columbia	0	186	156	30	Not Offered	Not Offered
<b>TOTAL IN REGION</b>	<b>915</b>	<b>913</b>	<b>370</b>	<b>36</b>	<b>461</b>	<b>46</b>

The institutions with completions in 2020 had certificates and degrees in 40 different programs. There were no Master's Degrees conferred.

Description	2010	2020	Certificates	AA Degree	BA degree	Doctor's Degree
Allied Health and Medical Assisting Services	115	160	140	6	14	0
Business Administration, Management and Operations	92	74	0	0	74	0
Biology, General	46	61	0	0	61	0
Dental Support Services and Allied Professions	0	59	59	0	0	0
Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing	0	56	0	30	26	0
Cosmetology and Related Personal Grooming Services	135	47	47	0	0	0
Health and Medical Administrative Services	61	47	38	0	9	0
Pharmacy, Pharmaceutical Sciences, and Administration	0	46	0	0	0	46

Somatic Bodywork and Related Therapeutic Services	101	45	45	0	0	0
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/Technician (HAC, HACR, HVAC, HVACR)	0	41	41	0	0	0
Psychology, General	22	36	0	0	36	0
History	39	32	0	0	32	0
Sports, Kinesiology, and Physical Education/Fitness	14	27	0	0	27	0
Teacher Education and Professional Development, Specific Levels and Methods	34	24	0	0	24	0
Political Science and Government	12	23	0	0	23	0
Criminal Justice and Corrections	3	12	0	0	12	0
English Language and Literature, General	36	10	0	0	10	0
Accounting and Related Services	0	10	0	0	10	0
Applied Mathematics	0	9	0	0	9	0
Design and Applied Arts	0	9	0	0	9	0
Teacher Education and Professional Development, Specific Subject Areas	7	8	0	0	8	0
Marketing	0	8	0	0	8	0
Business/Managerial Economics	2	7	0	0	7	0
Romance Languages, Literatures, and Linguistics	14	6	0	0	6	0
Physics	7	6	0	0	6	0
Sociology	15	5	0	0	5	0
Parks, Recreation, and Leisure Studies	8	5	0	0	5	0
Biochemistry, Biophysics and Molecular Biology	0	5	0	0	5	0
Health Services/Allied Health/Health Sciences, General	0	5	0	0	5	0
Music	15	4	0	0	4	0
Fine and Studio Arts	11	4	0	0	4	0
Chemistry	7	4	0	0	4	0
Communication and Media Studies	0	4	0	0	4	0
Drama/Theatre Arts and Stagecraft	8	3	0	0	3	0
Religious Education	6	3	0	0	3	0
Philosophy and Religious Studies, General	0	3	0	0	3	0
International/Globalization Studies	0	2	0	0	2	0
Linguistic, Comparative, and Related Language Studies and Services	0	1	0	0	1	0
Biomathematics, Bioinformatics, and Computational Biology	0	1	0	0	1	0
International Relations and National Security Studies	0	1	0	0	1	0

Using U.S. Census data from the American Community Survey 5 Year for 2020 (table S1501), we were able to find educational attainment data for the largest of the region's zip codes. The educational attainment data is the percent of adults ages 25 and older with that level of education.

ZIP	ZIP Name	2022 Jobs	Less than High School	High School Only	Some College and AA	BA and more
29210	Columbia	29,610	10.3%	28.1%	33.7%	27.8%
29169	West Columbia	20,344	11.7%	27.4%	27.8%	33.0%
29063	Irmo	13,722	3.2%	17.3%	34.7%	44.8%
29212	Columbia	13,340	4.9%	20.2%	30.7%	44.1%
29325	Clinton	11,004	16.7%	33.6%	23.7%	25.8%
29108	Newberry	9,860	18.4%	35.7%	28.1%	17.7%
29036	Chapin	6,848	4.5%	20.4%	26.6%	48.5%
29138	Saluda	2,537	26.1%	32.8%	25.0%	16.2%
29127	Prosperity	2,512	11.0%	35.0%	29.0%	25.0%
29335	Enoree	2,094	19.8%	45.8%	27.5%	6.7%
29126	Pomaria	1,894	7.0%	34.9%	33.9%	24.1%
29178	Whitmire	662	21.3%	34.1%	28.3%	16.3%
29075	Little Mountain	608	8.3%	37.9%	34.3%	19.6%
29351	Joanna	355	23.0%	38.5%	23.9%	14.6%
29355	Kinards	241	24.8%	14.2%	47.7%	13.4%
29037	Chappells	110	24.8%	30.0%	27.4%	17.9%
29145	Silverstreet	77	43.0%	32.4%	18.9%	5.7%
29065	Jenkinsville	48	11.8%	43.7%	15.3%	29.3%

There are 80 separate industry 3-digit NAICS codes represented in the labor shed. The top 20 industries for 2021 employment are:

NAICS	Description	2022 Jobs
561	Administrative and Support Services	13,733
903	Local Government	13,088
722	Food Services and Drinking Places	8,664
902	State Government	6,557
524	Insurance Carriers and Related Activities	6,540
621	Ambulatory Health Care Services	4,725
541	Professional, Scientific, and Technical Services	4,026
336	Transportation Equipment Manufacturing	4,006
311	Food Manufacturing	2,730
623	Nursing and Residential Care Facilities	2,573
611	Educational Services	2,361
484	Truck Transportation	2,328
493	Warehousing and Storage	2,150
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	2,062
452	General Merchandise Stores	2,047
238	Specialty Trade Contractors	1,983
901	Federal Government	1,976

441	Motor Vehicle and Parts Dealers	1,940
624	Social Assistance	1,918
445	Food and Beverage Stores	1,750

For the ten years preceding COVID, the labor shed grew the total amount of net new jobs by 20,892. Like many places across the country, the Newberry labor shed experienced job gains and losses. The industries with the largest number of net new jobs from 2009 to 2019 are:

NAICS	Description	Job Growth 2009-2019
561	Administrative and Support Services	6,437
336	Transportation Equipment Manufacturing	3,486
722	Food Services and Drinking Places	2,017
484	Truck Transportation	1,655
493	Warehousing and Storage	1,305
335	Electrical Equipment, Appliance, and Component Manufacturing	919
621	Ambulatory Health Care Services	916
902	State Government	702
541	Professional, Scientific, and Technical Services	594
711	Performing Arts, Spectator Sports, and Related Industries	535
524	Insurance Carriers and Related Activities	488
622	Hospitals	465
441	Motor Vehicle and Parts Dealers	416
237	Heavy and Civil Engineering Construction	319
811	Repair and Maintenance	299
238	Specialty Trade Contractors	255
325	Chemical Manufacturing	230
611	Educational Services	214
311	Food Manufacturing	199
721	Accommodation	199

The industries with the largest net jobs losses from 2009 to 2019 are:

NAICS	Description	Job Growth 2009-2019
903	Local Government	(1,167)
443	Electronics and Appliance Stores	(275)
623	Nursing and Residential Care Facilities	(232)
522	Credit Intermediation and Related Activities	(222)
322	Paper Manufacturing	(210)
333	Machinery Manufacturing	(199)
221	Utilities	(182)
315	Apparel Manufacturing	(171)
323	Printing and Related Support Activities	(120)
334	Computer and Electronic Product Manufacturing	(109)
551	Management of Companies and Enterprises	(100)
423	Merchant Wholesalers, Durable Goods	(98)
313	Textile Mills	(93)
236	Construction of Buildings	(89)

321	Wood Product Manufacturing	(71)
332	Fabricated Metal Product Manufacturing	(46)
532	Rental and Leasing Services	(42)
331	Primary Metal Manufacturing	(28)
515	Broadcasting (except Internet)	(22)
901	Federal Government	(21)

From the pre-pandemic year of 2019 through projected 2022, the region gained 3,098 net new jobs. 37 of the 80 separate industries experienced net new job gains. The top industries with job gains are:

NAICS	Description	job growth 2019-2022 (COVID)
561	Administrative and Support Services	2,417
493	Warehousing and Storage	854
624	Social Assistance	567
621	Ambulatory Health Care Services	480
541	Professional, Scientific, and Technical Services	463
623	Nursing and Residential Care Facilities	429
336	Transportation Equipment Manufacturing	345
524	Insurance Carriers and Related Activities	307
611	Educational Services	253
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	221
335	Electrical Equipment, Appliance, and Component Manufacturing	213
339	Miscellaneous Manufacturing	163
445	Food and Beverage Stores	147
325	Chemical Manufacturing	144
444	Building Material and Garden Equipment and Supplies Dealers	135
713	Amusement, Gambling, and Recreation Industries	129
441	Motor Vehicle and Parts Dealers	64
424	Merchant Wholesalers, Nondurable Goods	61

The industries with the largest net jobs losses from 2019 to 2022 are:

NAICS	Description	Job Growth 2019-2022
903	Local Government	(870)
311	Food Manufacturing	(794)
448	Clothing and Clothing Accessories Stores	(404)
721	Accommodation	(306)
711	Performing Arts, Spectator Sports, and Related Industries	(290)
237	Heavy and Civil Engineering Construction	(275)
622	Hospitals	(184)
902	State Government	(172)
551	Management of Companies and Enterprises	(166)
722	Food Services and Drinking Places	(140)
221	Utilities	(106)
238	Specialty Trade Contractors	(106)
322	Paper Manufacturing	(91)
512	Motion Picture and Sound Recording Industries	(80)

812	Personal and Laundry Services	(73)
112	Animal Production and Aquaculture	(52)
518	Data Processing, Hosting, and Related Services	(51)
423	Merchant Wholesalers, Durable Goods	(51)
425	Wholesale Electronic Markets and Agents and Brokers	(49)
532	Rental and Leasing Services	(48)

Projections for Newberry County were shown earlier. Over the next ten years, from 2022 through 2032, 50 of the 80 industries in the labor shed are expected to gain jobs. The industries with the largest number of projected net new jobs from 2022 to 2032 are:

NAICS	Description	Projected Jobs Growth 2022-2032
561	Administrative and Support Services	3,217
722	Food Services and Drinking Places	2,179
336	Transportation Equipment Manufacturing	909
623	Nursing and Residential Care Facilities	847
624	Social Assistance	771
621	Ambulatory Health Care Services	723
611	Educational Services	525
335	Electrical Equipment, Appliance, and Component Manufacturing	473
541	Professional, Scientific, and Technical Services	468
713	Amusement, Gambling, and Recreation Industries	413
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	284
721	Accommodation	224
339	Miscellaneous Manufacturing	222
484	Truck Transportation	195
325	Chemical Manufacturing	189
493	Warehousing and Storage	169
814	Private Households	141
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	138
335	Electrical Equipment, Appliance, and Component Manufacturing	85
515	Broadcasting (except Internet)	76

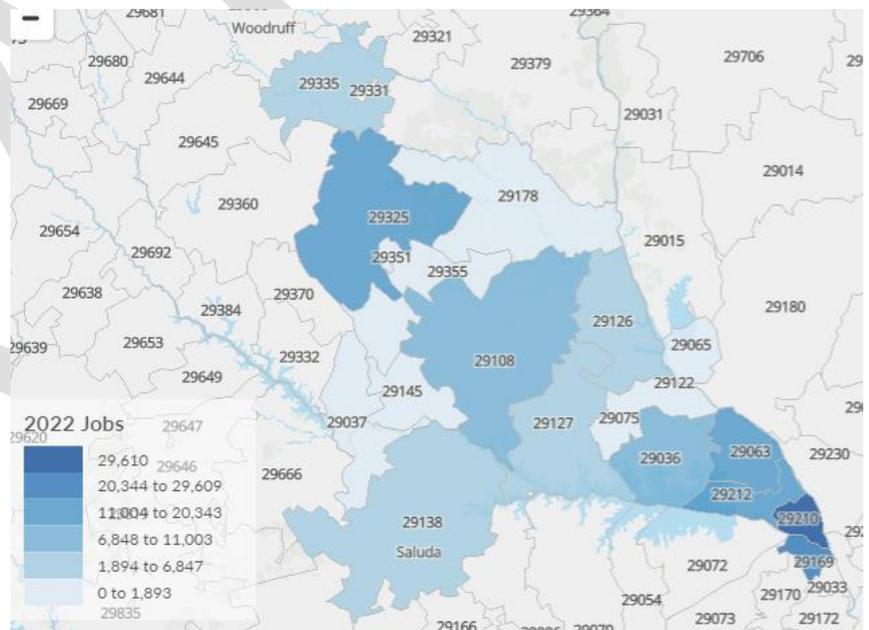
Overall, the labor shed is expected to continue to experience job growth, gaining 10,108 additional jobs. The industries with the most projected job losses are:

NAICS	Description	Projected jobs growth 2021-2031
311	Food Manufacturing	(936)
903	Local Government	(604)
452	General Merchandise Stores	(207)
237	Heavy and Civil Engineering Construction	(172)
221	Utilities	(149)
522	Credit Intermediation and Related Activities	(147)
551	Management of Companies and Enterprises	(113)
238	Specialty Trade Contractors	(109)
902	State Government	(109)

112	Animal Production and Aquaculture	(102)
453	Miscellaneous Store Retailers	(79)
446	Health and Personal Care Stores	(71)
322	Paper Manufacturing	(68)
313	Textile Mills	(67)
443	Electronics and Appliance Stores	(59)
447	Gasoline Stations	(56)
901	Federal Government	(56)
334	Computer and Electronic Product Manufacturing	(37)
113	Forestry and Logging	(37)
492	Couriers and Messengers	(36)

There are 22 separate zip codes that make up the region. Jobs are not evenly distributed across the zip codes, and are concentrated in Columbia, Irmo, Newberry, and Clinton. Competition for labor will be fierce.

ZIP	ZIP Name	2021 Jobs
29210	Columbia	29,610
29169	West Columbia	20,344
29063	Irmo	13,722
29212	Columbia	13,340
29325	Clinton	11,004
29108	Newberry	9,860
29036	Chapin	6,848
29138	Saluda	2,537
29127	Prosperity	2,512
29335	Enoree	2,094
29126	Pomaria	1,894
29178	Whitmire	662
29075	Little Mountain	608
29351	Joanna	355
29002	Ballentine	282
29355	Kinards	241
29037	Chappells	110
29145	Silverstreet	77
29177	White Rock	64
29065	Jenkinsville	48
29122	Peak	40
29221	Columbia	16



There are also different concentrations of industries in the zip codes. Below are the top 10 industries in each of the largest zip codes.

29210	Columbia	2022 Jobs
561	Administrative and Support Services	7,760
524	Insurance Carriers and Related Activities	5,341
902	State Government	2,286

541	Professional, Scientific, and Technical Services	1,408
903	Local Government	1,145
722	Food Services and Drinking Places	1,072
621	Ambulatory Health Care Services	970
623	Nursing and Residential Care Facilities	884
441	Motor Vehicle and Parts Dealers	697
901	Federal Government	641
<b>29169</b>	<b>West Columbia</b>	<b>2022 Jobs</b>
903	Local Government	4,241
621	Ambulatory Health Care Services	1,175
722	Food Services and Drinking Places	1,154
541	Professional, Scientific, and Technical Services	1,131
311	Food Manufacturing	973
561	Administrative and Support Services	881
624	Social Assistance	794
452	General Merchandise Stores	748
623	Nursing and Residential Care Facilities	745
424	Merchant Wholesalers, Nondurable Goods	588
<b>29063</b>	<b>Irmo</b>	<b>2022 Jobs</b>
902	State Government	2,704
903	Local Government	1,651
561	Administrative and Support Services	1,268
722	Food Services and Drinking Places	897
901	Federal Government	619
541	Professional, Scientific, and Technical Services	543
621	Ambulatory Health Care Services	476
452	General Merchandise Stores	404
238	Specialty Trade Contractors	373
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	328
<b>29212</b>	<b>Columbia</b>	<b>2022 Jobs</b>
722	Food Services and Drinking Places	2,852
903	Local Government	1,114
448	Clothing and Clothing Accessories Stores	664
621	Ambulatory Health Care Services	638
561	Administrative and Support Services	598
541	Professional, Scientific, and Technical Services	483
493	Warehousing and Storage	432
445	Food and Beverage Stores	426
902	State Government	424
446	Health and Personal Care Stores	311
<b>29325</b>	<b>Clinton</b>	<b>2022 Jobs</b>
336	Transportation Equipment Manufacturing	3,405
903	Local Government	1,248
722	Food Services and Drinking Places	992
561	Administrative and Support Services	873
611	Educational Services	753
325	Chemical Manufacturing	556
621	Ambulatory Health Care Services	445
313	Textile Mills	422

623	Nursing and Residential Care Facilities	275
713	Amusement, Gambling, and Recreation Industries	209
<b>29108</b>	<b>Newberry</b>	<b>2022 Jobs</b>
903	Local Government	1,080
311	Food Manufacturing	952
335	Electrical Equipment, Appliance, and Component Manufacturing	894
722	Food Services and Drinking Places	865
321	Wood Product Manufacturing	641
611	Educational Services	452
621	Ambulatory Health Care Services	372
238	Specialty Trade Contractors	323
624	Social Assistance	312
561	Administrative and Support Services	277
<b>29036</b>	<b>Chapin</b>	<b>2022 Jobs</b>
903	Local Government	1,025
493	Warehousing and Storage	796
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	492
722	Food Services and Drinking Places	491
561	Administrative and Support Services	381
621	Ambulatory Health Care Services	332
445	Food and Beverage Stores	302
902	State Government	266
541	Professional, Scientific, and Technical Services	210
336	Transportation Equipment Manufacturing	200

Concentration of working age population, ages 25 to 64, is also varied.

ZIP	ZIP Name	2022 Population Ages 25-64	Percent of 2022 Population Ages 25- 64
29063	Irmo	18,941	51.0%
29210	Columbia	17,132	57.3%
29169	West Columbia	13,205	54.0%
29212	Columbia	11,997	50.4%
29036	Chapin	9,728	49.5%
29108	Newberry	9,334	47.9%
29138	Saluda	8,472	48.2%
29325	Clinton	8,071	47.5%
29127	Prosperity	4,373	46.7%
29335	Enoree	2,146	46.3%
29178	Whitmire	1,638	50.7%
29126	Pomaria	1,374	46.1%
29221	Columbia	1,197	62.8%
29351	Joanna	931	51.4%
29075	Little Mountain	865	48.7%
29065	Jenkinsville	460	58.5%
29145	Silverstreet	376	48.9%

29002	Ballentine	312	43.8%
29177	White Rock	299	43.8%
29037	Chappells	275	47.9%
29355	Kinards	145	49.6%
29122	Peak	1	48.7%

In the region the largest industries:

NAICS	Description	2022 Jobs	2016 Average Earnings Per Job	2021 Average Earnings Per Job	% change 2016- 2021
561	Administrative and Support Services	13,733	\$34,797	\$43,240	24.3%
903	Local Government	13,088	\$65,760	\$78,500	19.4%
722	Food Services and Drinking Places	8,664	\$17,011	\$21,683	27.5%
902	State Government	6,557	\$55,194	\$64,893	17.6%
524	Insurance Carriers and Related Activities	6,540	\$77,734	\$85,795	10.4%
621	Ambulatory Health Care Services	4,725	\$54,543	\$68,521	25.6%
541	Professional, Scientific, and Technical Services	4,026	\$65,715	\$86,199	31.2%
336	Transportation Equipment Manufacturing	4,006	\$69,849	\$67,926	-2.8%
311	Food Manufacturing	2,730	\$44,062	\$63,507	44.1%
623	Nursing and Residential Care Facilities	2,573	\$35,725	\$38,289	7.2%
611	Educational Services	2,361	\$37,457	\$41,578	11.0%
484	Truck Transportation	2,328	\$54,630	\$74,998	37.3%
493	Warehousing and Storage	2,150	\$38,494	\$46,839	21.7%
813	Religious, Grantmaking, Civic, Professional, & Similar Orgs.	2,062	\$28,933	\$32,527	12.4%
452	General Merchandise Stores	2,047	\$24,407	\$31,128	27.5%
238	Specialty Trade Contractors	1,983	\$52,997	\$60,297	13.8%
901	Federal Government	1,976	\$74,970	\$84,898	13.2%
441	Motor Vehicle and Parts Dealers	1,940	\$51,021	\$70,370	37.9%
624	Social Assistance	1,918	\$24,262	\$31,116	28.3%
445	Food and Beverage Stores	1,750	\$25,759	\$28,343	10.0%

The industries in the region with the highest wages

NAICS	Description	2022 Jobs	2016 Average Earnings Per Job	2021 Average Earnings Per Job	% change 2016- 2021
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	260	\$131,496	\$183,908	39.9%
425	Wholesale Electronic Markets and Agents and Brokers	277	\$91,476	\$140,473	53.6%
221	Utilities	573	\$118,950	\$138,968	16.8%
511	Publishing Industries (except Internet)	141	\$86,608	\$134,640	55.5%
334	Computer and Electronic Product Manufacturing	100	\$92,927	\$111,533	20.0%
482	Rail Transportation	84	\$88,071	\$108,771	23.5%
622	Hospitals	753	\$60,641	\$96,997	60.0%

551	Management of Companies and Enterprises	398	\$75,974	\$95,223	25.3%
423	Merchant Wholesalers, Durable Goods	1,448	\$89,175	\$90,842	1.9%
212	Mining (except Oil and Gas)	34	\$75,620	\$87,639	15.9%
322	Paper Manufacturing	122	\$69,396	\$87,026	25.4%
541	Professional, Scientific, and Technical Services	4,026	\$65,715	\$86,199	31.2%
524	Insurance Carriers and Related Activities	6,540	\$77,734	\$85,795	10.4%
901	Federal Government	1,976	\$74,970	\$84,898	13.2%
332	Fabricated Metal Product Manufacturing	583	\$67,858	\$84,379	24.3%
325	Chemical Manufacturing	743	\$76,874	\$84,016	9.3%
518	Data Processing, Hosting, and Related Services	65	\$80,855	\$83,393	3.1%
522	Credit Intermediation and Related Activities	1,165	\$62,698	\$83,381	33.0%
321	Wood Product Manufacturing	899	\$59,365	\$82,656	39.2%
236	Construction of Buildings	476	\$61,375	\$81,047	32.1%

The industries with the highest percentage wage growth.

NAICS	Description	2022 Jobs	2016 Average Earnings Per Job	2021 Average Earnings Per Job	% change 2016-2021
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	946	\$21,711	\$40,047	84.5%
622	Hospitals	753	\$60,641	\$96,997	60.0%
511	Publishing Industries (except Internet)	141	\$86,608	\$134,640	55.5%
488	Support Activities for Transportation	83	\$41,141	\$63,570	54.5%
425	Wholesale Electronic Markets and Agents and Brokers	277	\$91,476	\$140,473	53.6%
711	Performing Arts, Spectator Sports, and Related Industries	396	\$14,161	\$21,682	53.1%
311	Food Manufacturing	2,730	\$44,062	\$63,507	44.1%
112	Animal Production and Aquaculture	263	\$28,666	\$41,157	43.6%
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	260	\$131,496	\$183,908	39.9%
321	Wood Product Manufacturing	899	\$59,365	\$82,656	39.2%
485	Transit and Ground Passenger Transportation	71	\$31,449	\$43,585	38.6%
441	Motor Vehicle and Parts Dealers	1,940	\$51,021	\$70,370	37.9%
484	Truck Transportation	2,328	\$54,630	\$74,998	37.3%
111	Crop Production	189	\$26,138	\$35,590	36.2%
532	Rental and Leasing Services	393	\$43,831	\$58,470	33.4%
522	Credit Intermediation and Related Activities	1,165	\$62,698	\$83,381	33.0%
448	Clothing and Clothing Accessories Stores	1,107	\$19,206	\$25,423	32.4%
236	Construction of Buildings	476	\$61,375	\$81,047	32.1%
541	Professional, Scientific, and Technical Services	4,026	\$65,715	\$86,199	31.2%
315	Apparel Manufacturing	65	\$34,066	\$44,396	30.3%

The location quotients for the largest industries in the region.

NAICS	Description	2022 Jobs	2017 Location Quotient	2022 Location Quotient	2032 Location Quotient
561	Administrative and Support Services	13,733	1.83	2.07	2.33
903	Local Government	13,088	1.31	1.25	1.13
722	Food Services and Drinking Places	8,664	1.00	1.06	1.11
902	State Government	6,557	1.74	1.66	1.59
524	Insurance Carriers and Related Activities	6,540	3.20	2.94	2.80
621	Ambulatory Health Care Services	4,725	0.78	0.77	0.76
541	Professional, Scientific, and Technical Services	4,026	0.48	0.52	0.52
336	Transportation Equipment Manufacturing	4,006	3.09	3.21	3.80
311	Food Manufacturing	2,730	3.34	2.18	1.37
623	Nursing and Residential Care Facilities	2,573	0.76	1.12	1.35
611	Educational Services	2,361	0.72	0.77	0.83
484	Truck Transportation	2,328	2.24	1.99	2.06
493	Warehousing and Storage	2,150	2.26	1.59	1.54
813	Religious, Grantmaking, Civic, Professional, & Similar Orgs.	2,062	1.00	1.00	0.98
452	General Merchandise Stores	2,047	0.94	0.89	0.85
238	Specialty Trade Contractors	1,983	0.60	0.54	0.48
901	Federal Government	1,976	0.54	0.53	0.52
441	Motor Vehicle and Parts Dealers	1,940	1.32	1.30	1.32
624	Social Assistance	1,918	0.43	0.59	0.65
445	Food and Beverage Stores	1,750	0.69	0.74	0.77

The highest location quotients in the region.

NAICS	Description	2022 Jobs	2017 Location Quotient	2022 Location Quotient	2032 Location Quotient
113	Forestry and Logging	250	6.90	6.16	5.20
313	Textile Mills	422	5.81	5.89	5.89
335	Electrical Equipment, Appliance, and Component Manufacturing	1,448	2.67	4.81	5.87
336	Transportation Equipment Manufacturing	4,006	3.09	3.21	3.80
524	Insurance Carriers and Related Activities	6,540	3.20	2.94	2.80
321	Wood Product Manufacturing	899	3.13	2.85	2.79
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	946	1.12	2.41	3.29
311	Food Manufacturing	2,730	3.34	2.18	1.37
561	Administrative and Support Services	13,733	1.83	2.07	2.33
484	Truck Transportation	2,328	2.24	1.99	2.06
323	Printing and Related Support Activities	447	1.30	1.67	2.06
902	State Government	6,557	1.74	1.66	1.59
493	Warehousing and Storage	2,150	2.26	1.59	1.54
448	Clothing and Clothing Accessories Stores	1,107	1.51	1.44	1.44

327	Nonmetallic Mineral Product Manufacturing	439	1.31	1.43	1.68
221	Utilities	573	1.70	1.39	1.07
446	Health and Personal Care Stores	1,037	1.36	1.33	1.27
441	Motor Vehicle and Parts Dealers	1,940	1.32	1.30	1.32
711	Performing Arts, Spectator Sports, and Related Industries	396	1.59	1.28	1.13
903	Local Government	13,088	1.31	1.25	1.13

## Labor Shed Data Take Aways

- Over 110,000 working age adults in the labor shed
- Dynamic market with high numbers of inbound and outbound commuters
- Newberry has 4,000 more workers out commuting each day than in commuting
- 6 educational institutions provide certificates and degrees
- Health care and business are the highest concentration of completers
- Job concentrations vary significantly across the labor shed offering choice

## Occupation Groupings

SOC	Description	Occupation Grouping
11-0000	Management	Management
13-0000	Business and Finance	Knowledge-Based
15-0000	Computer and Mathematics	Knowledge-Based
17-0000	Architecture and Engineering	Knowledge-Based
19-0000	Life, Physical, and Social Science	Knowledge-Based
21-0000	Community and Social Service	Knowledge-Based
23-0000	Legal	Knowledge-Based
25-0000	Education and Library	Knowledge-Based
27-0000	Entertainment and Media	Service-Based
29-0000	Healthcare Practitioners	Knowledge-Based
31-0000	Healthcare Support	Service-Based
33-0000	Protective Service	Service-Based
35-0000	Food Prep and Serving	Service-Based
37-0000	Building and Grounds Maintenance	Service-Based
39-0000	Personal Care and Service	Service-Based
41-0000	Sales	Service-Based
43-0000	Office and Admin Support	Service-Based
45-0000	Farming, Fishing, and Forestry	Trade-Based
47-0000	Construction and Extraction	Trade-Based
49-0000	Installation, Maintenance, and Repair	Trade-Based
51-0000	Production	Trade-Based
53-0000	Transportation and Material Moving	Trade-Based

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# Appendix E: Workforce Development Best Practices and Programs

## Collaboration Between Economic Development and Workforce Development

Nationally: In a survey highlighted in a 2019 report by the Federal Reserve System, 97 percent of stakeholders in the Federal Reserve’s Cleveland region said that close alignment of the workforce development and economic development systems is crucial to their region’s future. However, 55 percent of respondents said that, in reality, the two are only “somewhat aligned,” with 24 percent saying, “not aligned” and just 21 percent “very aligned.” Participants said that the private sector is hesitant to engage with the public workforce system because they view it as “a social service rather than a business resource.” And in general, those active in either economic or workforce development “see combining efforts as an encroachment upon their territory.”

The Federal Reserve System’s report noted that there are some common ways in which areas are increasing alignment of the two systems. Practices cited most often as helpful include:

- Sector-based training partnerships – 73%
- Public-private partnerships – 58%
- Sharing resources such as data, physical space, and staff – 50%
- Financial collaborations – 38%<sup>i</sup>

Among the main challenges preventing better alignment are:

- 1) The lack of a lead organization,
- 2) Gaps in communication, data, and information,
- 3) Differences in goals and/or funding sources,
- 4) Lack of support services.

Having a lead entity responsible for alignment can help solve other challenges by creating more consistent communication and use of shared data, by having broad agreement on goals and objectives, and by tapping into public and private sector funds.

## Talent Attraction and Retention

- In recent years, communities and companies in east-central **Wisconsin’s Fox River Valley** region have collaborated on several attraction and retention initiatives:
  - The Fox Cities Regional Partnership and Fox Cities Chamber of Commerce hosted a three-day **Talent Upload** event to introduce engineering, business, and computer science majors from around the Midwest to leading employers, career opportunities, and the region’s quality of life.
  - **Fox Cities Days** is an on-campus recruitment event where businesses travel to colleges in the upper Midwest.
  - **Future Fox Cities Career Expo & Conference** is a two-day event for middle and high school students in three counties to learn about regional career opportunities in six clusters.
- One common incentive to reach young college graduates is a student loan repayment or forgiveness program. Several community foundations in counties bordering Lake Huron in **Michigan** have banded together to create the **Come Home** program, targeted at recent college graduates in a STEAM field. Over a recent four-year period, 15 Come Home awards were made to individuals with an average student debt

load of nearly \$75,000. The average award amount was \$7,575. All but one of the awardees continue to live in the area.

- The **Northwest Arkansas Council's Finding NWA** program and website helps corporate recruiters with easy access to the information they need to communicate with out-of-state prospects. The Finding NWA site features a *Cool Jobs Alert: Do What You Love!* section, along with descriptions of entertainment, outdoor recreation, and education offerings. Northwest Arkansas also holds an annual **Young Professionals Summit** to develop young talent in the region. At its first event in 2016, more than 280 young professionals from across the region attended.
- The availability, quality, and affordability of housing can be an important factor in location decisions. Grant County is a central **Indiana** county of about 66,000 people, located between Indianapolis and Fort Wayne. Since 2012, the **Grant For Grads** initiative has helped more than 60 college graduates to obtain housing within the county. It provides home buyers up to \$7,500 (including an employer match) in down payment assistance. Grant For Grads is a creation of the county's Economic Growth Council and the county's Affordable Housing & Community Development Corporation.
- **Oregon's Rural Practitioner Tax Credit Program** offers personal income tax credits for doctors, nurses, optometrists and others – even volunteer EMS personnel are eligible. Oregon also subsidizes medical malpractice insurance premiums for doctors and nurse practitioners working in rural parts of the state.

### Priming the Pipeline-Career Awareness

- **Surry-Yadkin Works** in north-central **North Carolina** is a new collaboration between four public school districts, businesses, and Surry Community College. It seeks to significantly ramp up paid internships for high school students, with internships available in 16 career areas. Surry Community College is providing intern training covering such topics as soft skills, LEAN manufacturing, personal finance, Outlook, and Excel. Surry-Yadkin Works also seeks to expand other work experiences including job shadowing and apprenticeships.
- In **Alabama**, regional **Career Coaches** are responsible for networking with businesses in their region and preparing workforce demand reports, particularly for use in high school CTE programs. Career coaches also provide employability skills training and arrange job shadowing and industry tours. Alabama now has 93 peer coaches, based at the state's workforce centers and serving 366 schools.
- **Career Opportunity Websites**. In addition to statewide sites such as **Mississippi's Get on the Grid** and **Arkansas' Be Pro Be Proud**, there are smaller regional websites that focus on opportunities close to home. **Inspire Rock County** connects students, teachers, parents, and employers in southern **Wisconsin**. Inspire Rock County focuses on career planning, work readiness, and work experience opportunities for local students.
- In rural southwest **Virginia**, **United Way's Ignite Program** has affected over 29,000 students since 2016. The Ignite Program brings career awareness tools to every middle school and high school in the area, including a) self-exploration and career planning software; b) classroom talks and regional employer tours; and c) a career expo for seventh graders. Ignite also provides a full range of skill development tools, such as project-based learning modules, soft skills curriculum, and work internships.

## Increasing and Improving Apprenticeships

- **Charleston, SC, Youth and Adult Apprenticeships.** The Charleston region is fortunate to have experienced robust job and population growth. But despite the new residents, major employers such as Boeing, Bosch, and Volvo have difficulty finding enough skilled workers. The Charleston Regional Youth Apprenticeship Program and Trident Technical College are addressing the workforce pipeline with two-year paid youth apprenticeships in 17 fields. The program is open to high school juniors and seniors, who also receive one year of college credit at no cost. There are 130 participating companies in the region.

Many companies also partner with Trident Tech for adult apprenticeships, available in 13 occupational areas. South Carolina provides a \$1,000 tax credit per apprentice hired. The manufacturing firm Bosch has had an apprenticeship program in Charleston since 1979. A company official notes that retention of those completing a Bosch apprenticeship is five times the retention rate of external candidates, and the average tenure of a skilled trade employee at this location is 17 years.

- More insurance companies, states, and higher learning institutions are teaming up to create **Insurance Apprenticeships** for sales, claims, and other industry positions. The Hartford now offers apprentice programs with colleges in Minnesota, Illinois, Connecticut, Florida, and Arizona. Liberty Mutual worked with state agencies in Arizona to launch a year-long Registered Apprenticeship program there in 2018. Zurich offers two-year apprenticeships in the U.S. in General Insurance, I.T., Cybersecurity, and other tracks. Late in 2020, Aon announced the expansion of its apprenticeships to six more cities including Minneapolis.

## Adult Worker Training and Upskilling

- **Conexus Indiana** is a non-profit created in 2017 by business, government, and foundation partners. Corporate sponsors include Fifth Third Bank and Community Health Network; the Lilly Endowment is a major funder. Conexus' talent programs include **Catapult Indiana** to teach individuals the basic work skills needed for advanced manufacturing jobs. The four-week, 160-hour work-and-learn program has had more than 3,000 completers and is offered not just in Indianapolis but in small towns such as Greensburg (population 12,000).
- **Online schools** such as Southern New Hampshire University (SNHU) are becoming more responsive to employer and employee upskilling needs by offering **Competency-Based Education and Micro-Certificate Programs**. SNHU's **College for America** offers flexibility and affordability by allowing students to demonstrate skill competency through projects and assessments rather than traditional, scheduled classes. College for America content covers the most common workforce skill gaps such as communications, critical thinking, and problem solving. The school's short-term certificate programs include Computer Programming and Operations & Supply Chain Management. Corporate partners include insurance giant Anthem, Grifols, and Swift Transportation.

## Industry Sector Strategies

- In order to combat the stigma associated with work in advanced manufacturing, companies and workforce partners in two northern **Colorado** counties formed the **NoCo Manufacturing Partnership**. The partnership has helped its 450 manufacturing members grow much deeper relationships with K-12 schools and community colleges. Programming includes internships, apprenticeships, a P-Tech initiative, site tours, parents' night, and teacher externships. NoCo believes that school curriculum is now better aligned with the skills needed by industry in the region.

## Improving Outreach to Disconnected Youth

- **YouthBuild in Little Rock, AR**, targets young people 18 to 24 years old. Seventy-five percent of participants are high school dropouts, and 25 percent are lacking in basic skills. YouthBuild's Education and Occupational Skills component operates for 32 weeks of the year, with content 50 percent in academics; 40 percent in occupational skills; and 10 percent in community service and leadership development. In addition to existing career pathways in construction, nursing, and commercial driving, YouthBuild recently added paths for home health care and industrial technician certifications.

DRAFT

# Appendix F: Sites and Buildings Inventory Assessment

Newberry County promotes 10 industrial sites on its website and through the Department of Commerce. The sites total nearly 1,300 acres. Two are certified sites. A South Carolina Certified property is defined as one that has completed the Palmetto Sites Program and has met industrial certification criteria including developability and utility standards within corresponding timelines in order to minimize development risks.

A criterion often used to advance in the site selection process is having water and wastewater onsite. Five of the sites have water and wastewater onsite or adjacent, including the rail served site. Two have either water or wastewater onsite. Four of the sites have neither water nor wastewater onsite.

Newberry County has made investments in qualifying and certifying sites, as well as extending infrastructure to industrial sites. The inventory with infrastructure is approximately 700 acres. The next step in site development will be to prepare graded pads.

## Site Inventory

Site Name	Address	Available Acres	Zoning
 Newberry South Industrial Site	Hwy 34 BY-PASS, Newberry, SC 29108	192.45 acres	
Boyd's Crossing Rail Site	CR Koon Hwy, Newberry, SC 29108	80 acres	Industrial
Dickert Rail Site	US Hwy 76 & Old Whitmire Hwy, Newberry, SC 29108	70 acres	Industrial
Griffin Tract	I-26/SC Hwy 121, SC 29108	181 acres	R-2
I-26 Public Works Site	11494 Hwy 34, Newberry, SC 29108	65 acres	Basic Industrial
 Mid Carolina Commerce Park	SC Hwy 773 & I-26, Prosperity, SC 29127	381 acres	Basic Industrial
Suber Site	SC Hwy 121, Whitmire, SC 29178	70 acres	Rural
Leaman Site	Horseshoe Circle, Whitmire, SC 29178	91 acres	R-2 Rural
Cockrell Industrial Site	591 Cockrell Drive, Newberry, SC 29108	40 acres	Basic Industrial
Carlton Industrial Site	SC Hwy 34/121, Newberry, SC 29108	119 acres	Basic Industrial

Source: [newberrycountysc.org/properties](http://newberrycountysc.org/properties)

Newberry County markets eight buildings ranging from 3,261 SF to 189,000 SF. Three of the buildings are for industrial use. None of the industrial buildings have ceiling heights to support advanced manufacturing. The other five buildings are positioned for commercial, retail, and office use.

Approximately 62% of expanding companies want an existing building and another 17% prefer a building. The lack of industrial buildings that meet advanced manufacturing standards is a significant gap in Newberry County's industrial product inventory.

### Building Inventory

Building Name	Address	Available SF	Zoning	Ceiling Height
182 Bluewater Dr.	182 Bluewater Drive, Newberry, SC 29108	189,000 sq. ft.	Industrial	13.2'-19.2'
3240 Brittain Drive	3240 Brittain Drive, Newberry, SC 29108	182,160 sq. ft.	Industrial	15.3'
786 Wilson Rd.	786 Wilson Rd., Newberry, SC 29108	141,000 sq. ft.	Industrial Use	14'
1303 Main Street, Newberry	1303 Main St., Newberry, SC 29108	17,000 sq. ft.	Office Use	
First Community Bank Call Center	1735 Wilson Rd., Newberry, SC 29108	13,340 sq. ft.	Commercial	
1930 Main St.	1930 Main St., Newberry, SC 29108	7,200 sq. ft.	Commercial	
1318 Main St.	1318 Main St., Newberry, SC 29108	4,000 sq. ft.	Commercial	
Griffin Building	177 Thomas Griffin Rd., Newberry, SC 29108	3,261 sq. ft.	Commercial	

Source: [newberrycountysc.org/properties](http://newberrycountysc.org/properties)