



ECONOMIC DEVELOPMENT

The local economy affects every aspect of community life from jobs, earnings, and taxes to environmental quality. A healthy economic climate offers increased income potential for Newberry County residents, a supportive environment for business and industry to succeed, and increased fiscal stability of local governments that allows them to maintain and expand community services and infrastructure. A balanced and diversified economy can also help the County, its municipalities, and its residents and employers to successfully weather economic downturns.

The Economic Element focuses on the components of the economy of Newberry County and its municipalities within the context of the surrounding region. It examines labor force characteristics, income and wealth, commuting patterns, educational attainment and workforce readiness, occupational outlook, the existing business and industrial base, market forces, and realized and untapped economic assets. The element also considers the diversity of the economic base, current economic trends, and economic recruitment strategies.

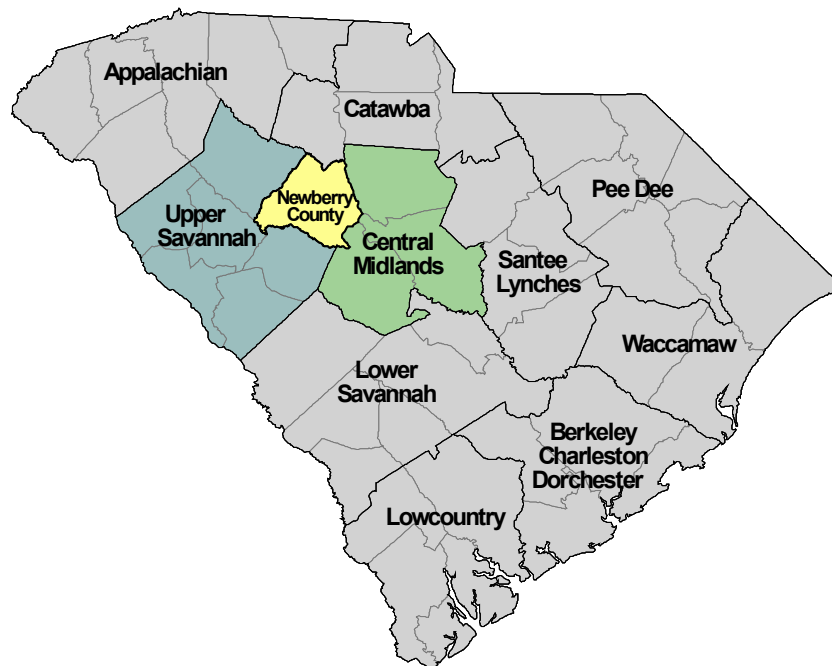
The intent of this Element is to promote the development of a sound and diverse economic base for the County that offers a wide range of employment opportunities for residents, supports the economic competitiveness and resiliency of existing and future employers, promotes a highly skilled and educated workforce, complements the community's rich cultural and natural resource base, and strengthens the overall health and quality of life for all residents.

4.1. Regional Economic Context

Economic diversity is a vital component in achieving community sustainability. The ability of residents to live near their places of work and the local availability of goods and services are major factors in a healthy economy. Newberry County is the northwest quadrant of the Midlands region of South Carolina, bisected east-to-west by the I-26 corridor that links the Columbia and the Greenville-Spartanburg Metro areas. This strategic location between Columbia and the Greenville-Spartanburg area offers the County opportunity for future growth.

The County is situated at the intersection of multiple planning, economic, workforce development, and employment delivery regions, with regional affiliation varying based on the service or issue. Together with Richland, Lexington, and Fairfield Counties, Newberry County is part of the four-county Central Midlands region for planning purposes; the ten-county region of the Central Alliance for industrial recruitment and economic development; and the seven-county Upper Savannah Workforce Investment Area for workforce development and job training and placement services (Map 4-1).

Map 4-1. Newberry County Regional Context Map



The Central Midlands region is home to a population of more than 768,800. The region has a combined civilian labor force of more than 388,100. With a population of nearly 38,000 residents, Newberry County has an active civilian labor force of nearly 18,600. The City of Newberry is the county seat and the largest of the County's seven municipalities with a population of 10,707 and a participating labor force of 4,932 – approximately 27% of the Newberry County labor force.



4.2. Income and Wealth

South Carolina as a whole has successfully navigated the transformation of its economy into a diversified base of manufacturing, trade, health care, services, and tourism activity over recent decades. The Midlands region shared in growth, with the infusion of new employers and rapid residential and commercial growth, particularly in neighboring Richland and Lexington Counties. Although not at the level of its urban neighbors to the east, Newberry County has experienced notable commercial and industrial development, with most growth concentrated in and around the City of Newberry as well as the Prosperity area. This diverse employment base also helped the Central Midlands region quickly rebound from the statewide economic repercussions of the COVID-19 pandemic.

The continued recruitment and expansion of existing industries and businesses will significantly strengthen the County by raising the tax base and increasing the number and quality of job opportunities available to local residents. However, economic development is more than job creation. A well-designed economic development strategy raises the standard of living and increases the assets and income levels of local residents. In addition to employment rates, companion measures of economic health include the property tax base, sales revenue, diversity of employment sectors, capital investment, income levels, educational attainment, and cost of living.

4.2.1. Property Tax Base

Property taxes are the leading source of revenue for local governments. The value of the property tax base impacts the ability of the County to provide vital services and facilities and to make the necessary public investments to encourage private investment. Assessment ratios applied to manufacturing, commercial, and other classes of real property are based on classifications and rates established by the State of South Carolina (Table 4-1). For residential uses, the assessment ratio is 4% for owner-occupied, principal residences and 6% for other non-principal residential uses. Residential owner-occupied properties are exempt from school property taxes. The State also offers a homestead exemption for residents based on multiple qualifying factors that include age and disability.

Table 4-1. South Carolina Real Property Assessment Rates

PROPERTY CLASSIFICATION	TAX RATE
Manufacturing ¹	9.0%
Residential Real Estate (Owner-Occupied)	4.0%
Commercial and Residential (Non-Owner-Occupied)	6.0%
Agricultural Property (Corporate)	6.0%
Agricultural Property (Private)	4.0%
Motor Vehicles	6.0%
Utilities	10.5%
All Other Personal Property	10.5%

¹Decreased from 10.5% to 9% in 2023

Source: 2022 Property Tax Report, S.C. Association of Counties

A tax rate of 6% applies to other real estate such as commercial properties and agricultural real property owned by corporations, while private agricultural properties are assessed at 4.0%. Manufacturers pay a tax rate of 9% for real and personal property as of 2023. The assessment ratio for all other businesses is 6% for real property and 10.5% for personal property.

There are three elements to South Carolina’s property tax system: the tax rate (millage); the assessment ratio for type of property; and the appraised and assessed property values. Although the State sets the assessment rates, only local governments levy property taxes. Newberry County levies a tax on both real and personal properties located within its boundaries.

The tax rate is generally reflected in mills or the millage rate. A mill is a unit of monetary value equal to one tenth of a cent, or one thousandth of a dollar, and is assessed at the rate per \$1,000 of assessed value. For example, a tax rate of 200 mills translates into a tax of \$200 per \$1,000 of assessed value. In general terms, the appropriate tax or millage rate is reached by dividing the assessed value of all property to be taxed by the revenues needed to be generated by the property taxes.

For densely populated areas and those with major tax contributors, the millage rate is generally lower than in areas with sparse development and few industries or major commercial businesses. Because individual property taxes are determined by multiplying the fair market value of the property by the assessment ratio and then by the tax rate (millage), the millage rate is a determining factor in how high taxes are on properties within a county.

The County’s base millage rate for operations, community services, and debt service was 133.0 mills with a value of one mil at \$160,370 in 2022. The School District of Newberry County also exacts an additional, overlapping millage of 233.0 countywide.

Table 4-2. Tax Millage Rates for Newberry County, the Newberry County School District and Municipalities

JURISDICTION	2021 MILLAGE RATE
Newberry County (base millage)	133.0
City of Newberry	80.7
Town of Little Mountain	44.1
Town of Pomaria	3.7
Town of Prosperity	41.0
Town of Whitmire	103.0
School District of Newberry County	233.0

Source: 2022 Property Tax Report, S.C. Association of Counties

The County had a total assessed property value of \$184,497,918 in 2022, of which \$111,593,442 (61%) was for real property that includes lots, acreage, associated improvements, and manufactured homes (*Newberry County Auditor, January 2024*). Property assessments related to industry and manufacturing, including fee-in-lieu and the industrial park, totaled \$22,805,042 (17% of all assessed property). The top ten taxpayers in Newberry County are listed in Table 4-3. These businesses include manufacturers and utilities that collectively paid more than \$12.4 million of the County’s total tax levy.

Table 4-3. Ten Largest Taxpayers in Newberry County

PROPERTY OWNER	TAXABLE ASSESSED VALUE	TOTAL TAX LEVIED
Kraft Foods	\$7,478,878	\$2,268,015
Dominion Energy	\$5,823,860	\$2,137,357
Newberry Electric Cooperative	\$4,621,850	\$1,696,219
Kiswire	\$3,293,894	\$1,208,859
Duke Energy Carolinas	\$2,979,400	\$1,093,440
Georgia Pacific Wood Products	\$3,657,720	\$1,091,671
West Fraser	\$2,985,905	\$1,070,427
Samsung	\$2,724,796	\$1,000,000
AT&T Mobility	\$1,095,390	\$ 402,008
Pioneer Frozen Foods	\$1,068,493	\$ 392,137

Source: Newberry County, 2023

4.2.2. Taxable Sales

Other key indicators of community wealth include revenues from retail sales, the local option sales tax, and accommodations and admissions taxes. The State of South Carolina has established a statewide base sales tax of 6% that is applied to the retail sale, lease, or rental of tangible personal property. Supplemental taxes can be added by South Carolina local governments based on community needs and voter approval for an additional one percent tax for local option, school district, transportation, capital projects, tourism development, county green space, and education capital improvement purposes. Newberry County is currently one of 22 counties statewide with a Capital Projects tax, raising the sales tax to 7% countywide.

The level of taxable sales generally reflects the overall state of the economy, which can influence purchasing decisions. The County had total retail sales approaching \$431 million in 2017, the most recent *Economic Census* reporting year. As the commercial hub of the County, the City of Newberry had more than \$270 million in annual retail sales, more than half of the County total. The City's retail sales per capita of \$26,205 was well above the statewide retail per capita of \$13,921 and the County per capita of \$11,230.

Travel and tourism is a leading industry in South Carolina. However, the State's tourism sector was devastated by the COVID-19 pandemic in 2020, with domestic travel expenditures dropping nearly 31% (*SCPRT, 2021*). In 2020, travel related spending generated \$18.5 billion, 26% lower than the previous year's revenue of \$24.4 billion (*SCPRT, 2022*). The decline in tourism spending directly impacted sales and employment in retail trade, food service, recreation, lodging, and transportation.

Prior to the pandemic, one of every ten jobs in the State was supported by tourism, with the greatest workforce impact in the food service and lodging sectors. State data reveals that despite the pandemic, tourism spending added more than \$1.37 billion in State and local tax revenues in 2020. Although this was a substantial drop from the 2019 contribution of \$1.8 billion, the 2020 tax revenue equated to a tax burden transfer from residents to tourists of \$716 per household (*U.S. Travel Association, 2022*). Locally, Newberry County had more than \$28 million in total expenditures related to travel and tourism in 2020, suffering a 27% loss in domestic travel revenue

over the pre-pandemic revenue of nearly \$38 million in 2019 (*SCPRT, 2021*). Despite this setback, the tourism sector is quickly rebounding with post-pandemic travel activity on the rise.

Admissions taxes are collected at a rate of 5% of the paid admission for any amusement venue for which an admission fee is charged, including night clubs, sporting events, amusement parks, golf courses, movie theaters, bowling alleys, concerts, and health clubs. Admissions taxes collected countywide totaled \$17,723 in FY 2021, the most recent data available. An additional 2% state sales tax is imposed on the gross proceeds from the rental of rooms, campground spaces, lodging, and sleeping accommodations. Accommodations tax distribution for all jurisdictions within Newberry County totaled \$285,068 in FY 2022, with the City of Newberry receiving the highest amount of \$158,402 in accommodations tax allocations. The County received \$118,431, with allocations to each smaller municipality ranging from \$118 to the Town of Peak to \$3,216 to the Town of Whitmire (*SCPRT, 2023*).

South Carolina local governments may also adopt a hospitality tax of up to 2% on prepared food and beverages sold within their jurisdiction. Hospitality tax revenues are generally used to fund necessary buildings and improvements related to tourism, such as beautification projects, advertising and promotional efforts, tourism-related facilities and tourism-related infrastructure.

Since much of the tourism activity in Newberry County is centered in the City of Newberry, the City also collects an additional 3% local accommodations fee on lodging. The City of Newberry generated \$915,701 in Hospitality Fee revenues in 2022 and an additional \$162,704 in Accommodations revenue (*City of Newberry CAFR, 2022*).

County and city governments may impose a business license and tax on businesses operating within their jurisdictional limits. The base tax rate is dependent upon the local jurisdiction and the nature of the business. While only nine of the State's 46 counties issue business licenses, nearly all municipalities have a license requirement. While Newberry County does not have a business license requirement, the City of Newberry and Towns of Prosperity, Pomaria, and Little Mountain have enacted business licensing ordinances.

4.2.3. Bank Deposits

The presence of financial institutions and growth in personal bank deposits are key indicators of individual wealth and economic independence. There are six FDIC-insured commercial banks in Newberry County, including branches of First Community Bank, First Citizens Bank & Trust, South State, Truist, TD Bank, and Wells Fargo. The total value of bank deposits in the County exceed \$583 million (*Federal Deposit Insurance Corporation, 2022*).

4.2.4. Commercial and Industrial Land Uses

The availability of desirable land for industrial and commercial purposes is necessary for economic growth. For planning purposes, industrial land areas are those used to manufacture, assemble, process, or fabricate goods and/or to store (warehouse) or transport goods. Examples include manufacturing plants, industrial parks, truck terminals, and warehouses. Industrial properties within the County comprise 0.3% (1,330 acres) of the County's total land area (Table 4-4). Of the eighteen industrial properties and vacant buildings marketed through the Newberry County

Economic Development Office, fifteen are in or near the City of Newberry, two are in Whitmire, and one is in Prosperity (Table 4-20).

Commercial land areas are used to conduct business, trade activities, administrative activities, professional activities or services, or personal services. Examples of commercial uses include establishments for retail sale or wholesale of goods and services, restaurants, entertainment facilities, administrative or professional offices, gas stations, grocery stores, clothing stores, furniture stores, hair stylists, dry cleaners, car sales, law offices, doctor offices, real estate offices, hotels/motels, lumber sales, private gyms, post offices, and nursery or garden centers. Less than one percent (0.8%) of land in the County (3,036 acres) is in commercial use. Commercial uses are primarily concentrated in and around the City of Newberry and along Interstate 26, U.S. Highway 76, and S.C. Highways 34, 219, and 391, with additional concentrations in and around the towns of Little Mountain, Prosperity, and Whitmire.

Table 4-4. Existing Industrial and Commercial Land Use by Area in Newberry County

EXISTING LAND USE	ACRES	PERCENTAGE OF AREA
Commercial	3,035.8	0.8%
Industrial	1,329.7	0.3%
Vacant Land	11,575.2	3.0%
All Other Land Uses	374,610.5	95.9%
Total of all Uses	390,551.2	100.0%

Source: Newberry County, 2022

4.2.5. Capital Investment

Industrial-related capital investment is an important contributor to the local economy, yielding more tax revenue per investment dollar to schools and local governments than residential and commercial development. Capital investments by employers include equipment, buildings, and land. These investments create a multiplier effect in the form of benefits that spread across other parts of the economy through spin-off industries, jobs creation, suppliers, contractors, and retail and associated spending. The economic multiplier for manufacturing industries is much higher than for retail, health services, and personal business services. On average, one manufacturing job generates another 4.4 jobs in other parts of the local economy (*National Association of Manufacturers, 2021*).

Efforts to recruit new employers to Newberry County have targeted industries in timber, energy, automotive components, and advanced materials and manufacturing. Diversified industrial growth has included international investment in facilities and job creation. The County is now home to facilities of international companies based in Canada (West Fraser, Arctichill/Trane), Germany (MM Technics), Japan (Komatsu America, ISE Newberry), South Korea (Samsung, KRA Operations, Kiswire), and the United Kingdom (Trucast). From 2013 to mid-2023, new and expanded manufacturing capital investment in Newberry County surpassed \$663.7 million and yielded 1,755 new jobs (*S.C. Department of Commerce, 2023*). The largest economic impact to date was by Samsung Electronics in 2017, with a capital investment of \$380 million and the addition of 950 jobs.

Table 4-5. New Capital Investments, 2013 through 2022

YEAR	EMPLOYER	JOBS CREATED	CAPITAL INVESTMENT	PRODUCT
2013	Kiswire (E)	30	\$13,000,000	Steel Cord
2014	West Fraser (E)	0	\$27,700,000	Lumber and Wood Products
2014	Metal Masters (E)	20	\$ 3,000,000	Metal Products
2014	Kiswire (E)	45	\$30,000,000	Bead Wire
2015	Sea Pro Boats (N)	238	\$ 5,500,000	Boats
2016	Falcon Boats (N)	35	\$ 1,500,000	Boats
2016	West Fraser, Inc. (E)	0	\$33,000,000	Lumber and Wood Products
2016	MM Technics (N)	65	\$12,600,000	Metal Stamping
2016	ThermaFlo (N)	20	Undisclosed	Industrial Steam and Fluid Systems
2017	Samsung Electronics (N)	950	\$380,000,000	Home Appliances
2017	Trucast (E)	10	\$ 3,000,000	High-precision Alloy Components
2018	Pioneer Frozen Foods (E)	0	\$ 6,000,000	Dough Products
2019	Big Gun Robotics (E)	16	\$ 3,600,000	Robotic Welding
2019	MM Technics (E)	35	\$ 6,000,000	Metal Stamping
2019	Hecate (N)	0	\$ 5,000,000	Solar
2019	Metal Masters (E)	20	\$ 2,000,000	Metal Products
2020	KRA Operations (N)	57	\$ 11,500,000	Home Appliance Washer Parts
2020	American Appliance (N)	34	\$ 1,100,000	Components for Home Appliances
2021	Sea Pro Boats (E)	50	\$ 3,700,000	Boats
2021	KRA Operations (E)	120	\$ 23,500,000	Home Appliance Washer Parts
2022	Ecoplexus (N)	0	\$ 89,000,000	Photovoltaic Solar Farm
2022	Trucast (E)	10	\$ 3,000,000	High-precision Alloy Components

(N) – New Industry; (E) - Expansion

Source: S.C. Commerce; Newberry County Economic Development, 2023

4.2.6. Leading Employers

The top public and private employers in Newberry County represent manufacturing, health care, PK-12 and higher education, retail, and local government (Table 4-6). The list is topped by Kraft Heinz Foods, followed by the Newberry County School District.

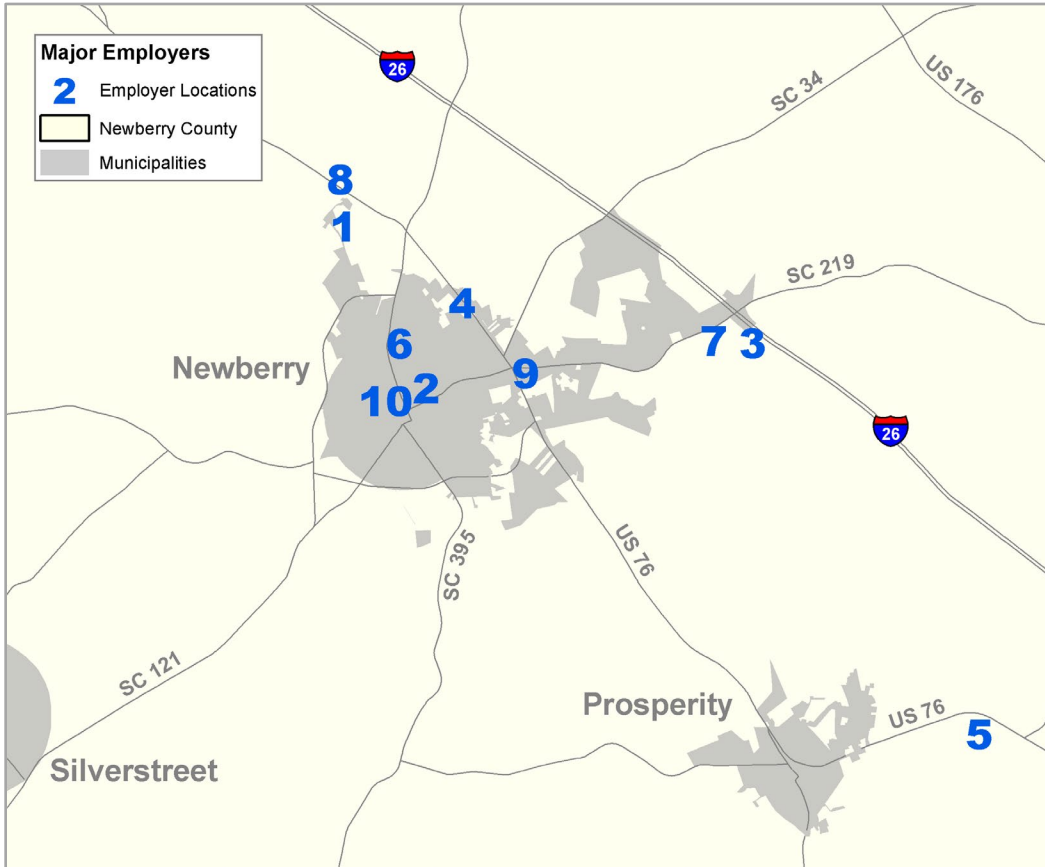
Table 4-6. Major Employers in Newberry County

RANK	EMPLOYER	EMPLOYED	EMPLOYER TYPE
1	Kraft Heinz Foods	1,330	Manufacturing
2	Newberry County School District	924	Public - K-12 Education
3	Samsung	650	Manufacturing
4	Newberry County Memorial Hospital	447	Public - Health Care
5	Georgia Pacific	295	Manufacturing
6	Newberry College	237	Private – Higher Ed
7	Komatsu	225	Manufacturing
8	Valmont Composite Structures	200	Manufacturing
9	Walmart	187	Retail
10	County of Newberry	180	Public - Government

Sources: City of Newberry CAFR, 2022; Newberry County Economic Development, 2023

Map 4-2 depicts the location of these major manufacturing and non-manufacturing employers by numbered rank as listed in Table 4-6.

Map 4-2. Major Employers in Newberry County



4.2.7. Income

Income is measured through a variety of indicators that include per capita income, total personal income, poverty levels, living wage indicators, and earnings. *Per capita income* is an income average computed for each individual in the population. Per capita income for Newberry County residents at \$28,591 is considerably lower than per capita incomes for the State at \$32,823 and nation at \$37,638. Median Household Income for County residents is \$50,950 compared to a statewide median of \$59,318 and a national median of \$69,717.

Poverty level data is based on thresholds established by the Federal government that are linked to changes in the cost of living and the Consumer Price Index (CPI). Poverty is defined as having insufficient resources to meet basic living expenses, including the costs of food, shelter, clothing, transportation, and medical expenses. The percentage of Newberry County residents living in poverty is 15.7%, notably higher than the percentages of State and national residents in poverty at 14.6% and 12.8%, respectively.

Low and moderate income (LMI) households are those households with incomes below 80% of median family income. As detailed in the *Housing Element*, 44.3% of Newberry County residents are considered to be in LMI households, compared to more than half (55%) of City of Newberry

residents, 70% of Peak residents, and 48% of Whitmire residents. The Towns of Pomaria, Prosperity, and Silverstreet have lower percentages of LMI populations that range from 25% to 36%. The Town of Little Mountain has the lowest LMI population at less than 8% (*Housing Element, Table 3-23*).

The Bureau of Economic Analysis also maintains a county-level database of *economic distress criteria* using unemployment and per capita personal income. This information is used for some federal funding opportunities to measure community economic need and eligibility. The County's local two-year unemployment rate was lower than State and national averages, while both the five-year per capita money income (PCMI) and 2021 per capita personal income (PCPI) for County residents were only 76% and 73% of the national per capita, respectively (Table 4-7).

Table 4-7. Economic Distress Criteria for Newberry County

AREA	24 MONTH UNEMPLOYMENT	BEA PCPI	ACS 5-YEAR PCMI
Newberry County	2.93	\$46,917	\$28,591
United States	4.05	\$64,143	\$37,638

Sources: U.S. Census Bureau, 2017-2021 American Community Survey (ACS); Stats America, 2023

Living wage indicators determine the market-based cost of living within communities in each state. The living wage estimate for families living and working in Newberry County projects the full-time hourly rate that a resident (employed full-time at 2,080 hours annually) must earn to support family expenses for food, childcare, transportation, medical, and housing costs (Table 4-8).

Table 4-8. 2022 Living Wage Estimates for Newberry County

CATEGORY	HOUSEHOLD SIZE					
	1 ADULT	1 ADULT, 1 CHILD	1 ADULT, 2 CHILDREN	2 ADULTS	2 ADULTS, 1 CHILD	2 ADULTS, 2 CHILDREN
ANNUAL EXPENSE						
Food	\$ 3,926	\$ 5,795	\$ 8,707	\$ 7,198	\$ 8,966	\$ 11,564
Childcare	\$ 0	\$ 5,294	\$ 10,589	\$ 0	\$ 0	\$ 0
Medical	\$ 3,041	\$ 7,777	\$ 7,787	\$ 6,350	\$ 7,787	\$ 7,713
Housing	\$ 7,687	\$ 10,176	\$ 10,176	\$ 7,736	\$ 10,176	\$ 10,176
Transportation	\$ 5,477	\$ 9,851	\$ 12,045	\$ 9,851	\$ 12,045	\$ 14,484
Civic	\$ 3,074	\$ 6,107	\$ 6,821	\$ 6,107	\$ 6,821	\$ 9,300
Other	\$ 4,253	\$ 7,420	\$ 8,755	\$ 7,420	\$ 8,755	\$ 9,610
ANNUAL INCOME						
Required After-Tax Income	\$ 27,589	\$ 52,551	\$ 65,011	\$ 44,793	\$ 54,682	\$ 62,977
Annual Taxes	\$ 4,160	\$ 8,961	\$ 11,755	\$ 6,100	\$ 8,392	\$ 10,292
Before Tax Income Required	\$ 31,750	\$ 61,511	\$ 76,766	\$ 50,894	\$ 63,075	\$ 73,269
WAGES						
Living Wage (Hourly)	\$ 15.26	\$ 29.57	\$ 36.91	\$ 24.47	\$ 30.32	\$ 35.23
Poverty Wage	\$ 6.53	\$ 8.80	\$ 11.07	\$ 8.80	\$ 11.07	\$ 13.34
Minimum Wage	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25

Note: All models assume one working adult

Source: *Living Wage Calculator, MIT, 2023*

Using the *Living Wage Calculator* formula, the working head of household for a typical family of four in the County would have to make approximately \$35.23 an hour to support the family's basic needs for housing, medical, childcare, transportation, and food.

The *Basic Family Budget Calculator* developed by the Economic Policy Institute (EPI) estimates the minimum income needed to cover basic living expenses to provide a secure, yet modest standard of living. Under the EPI model, a family of four with two adults and two children living in Newberry County would need an annual income of \$65,433 (a monthly income of \$5,453) to adequately provide for basic housing, food, transportation, childcare, taxes, and health care costs (*Economic Policy Institute, 2020*).

Wage data by industry also provides additional insight into the income potential of local residents. South Carolina had nearly 2.1 million wage and salary occupational employees in 2021 with an average hourly wage per worker of \$22.83 (*S.C. Economic Analysis Report, 2022*). The highest average wages were in Utilities, Management of Companies, Information, Wholesale Trade, Finance and Insurance, and Professional, Scientific & Technical Services. Accommodations and Food Services and Arts, Entertainment and Recreation had the lowest average annual wages statewide.

As detailed in Table 4-9, the highest average annual wages in Newberry County are generated in the Wholesale Trade sector at \$72,592, followed closely by Utilities at \$63,648.

Table 4-9. Comparison of Average Annual Wage by Industry, 2022

INDUSTRY	NEWBERRY COUNTY	UPPER SAVANNAH WORKFORCE REGION	SOUTH CAROLINA
Accommodation and Food Services	\$ 17,992	\$ 17,472	\$ 25,012
Administrative & Waste Management Service	\$ 28,964	\$ 32,032	\$ 45,032
Agriculture, Forestry, Fishing and Hunting	\$ 46,800	\$ 47,476	\$ 46,332
Arts, Entertainment, and Recreation	\$ 12,792	\$ 16,848	\$ 26,572
Construction	\$ 57,876	\$ 52,780	\$ 66,092
Educational Services	\$ 44,668	\$ 44,356	\$ 51,584
Finance and Insurance	\$ 42,380	\$ 55,952	\$ 82,420
Health Care and Social Assistance	\$ 39,416	\$ 54,704	\$ 63,076
Information	\$ 53,560	\$ 59,956	\$ 83,148
Management of Companies and Enterprises	N/A	\$ 72,332	\$ 89,024
Manufacturing	\$ 57,720	\$ 58,344	\$ 67,600
Mining, Quarrying, and Oil and Gas Extraction	N/A	\$ 68,016	\$ 81,016
Other Services (except Public Administration)	\$ 40,976	\$ 39,000	\$ 45,240
Professional, Scientific & Technical Services	\$ 43,056	\$ 58,708	\$ 87,880
Public Administration	\$ 45,916	\$ 43,940	\$ 56,160
Real Estate and Rental and Leasing	\$ 51,272	\$ 41,964	\$ 61,152
Retail Trade	\$ 29,640	\$ 30,108	\$ 36,764
Transportation and Warehousing	\$ 54,392	\$ 49,556	\$ 55,588
Utilities	\$ 63,648	\$ 69,056	\$ 92,508
Wholesale Trade	\$ 72,592	\$ 70,356	\$ 84,812

Source: S.C. Department of Employment and Workforce (Q3 2022), 2023

The Arts, Entertainment and Recreation and the Accommodation and Food Services sectors yielded the lowest average annual wages in the County at \$12,792 and \$17,992, respectively. At more than \$57,000, a Manufacturing sector job in Newberry County offers more than four times the average annual wage of an Arts, Entertainment and Recreation sector job and almost double the Retail Trade wage of \$29,640. While the local average sector wages for eight industries are higher in Newberry County than those of the Upper Savannah workforce region, the annual wage of all industry sectors are below statewide wage averages with the exception of Agriculture, Forestry, Fishing and Hunting.

Local wages by sector are particularly relevant when considering the minimum living wage estimates previously provided in Table 4-8. Community economic development strategies should consider the need to provide a balanced economic sector mix to ensure adequate earnings opportunity for County residents. Although the services sector represents a growing segment of the national and local economy, these jobs often offer lower pay and fewer benefits than many other sector employment opportunities such as manufacturing. Local over-reliance on lower paying jobs can have an impact on consumer activity, homeownership rates, the tax base, and the demand for public assistance and social services within a community.

4.3. Workforce

Information on the population base and labor force characteristics can provide insight into the ability of Newberry County to attract and retain employers, as well as adapt to changing global economic trends. An understanding of the community's workforce requires an examination of underemployment and unemployment, education and skill levels of the incumbent and entering workforce, population growth, and commuting patterns.

Employers require access to a qualified workforce to survive and grow, making the composition and size of a community's labor force one of the most critical factors in employer location and for building and maintaining a successful and strong economy. The labor force is the number of residents employed and those seeking employment and available for work. This number represents the combined pool of workers potentially available to employers. Therefore, a healthy economy requires a stable and growing population. Population growth is fueled by multiple factors including job creation and capital investment, residential housing supply, fuel prices, rate of natural increase, and migration. An expanding job market requires employers to compete in a larger labor region.

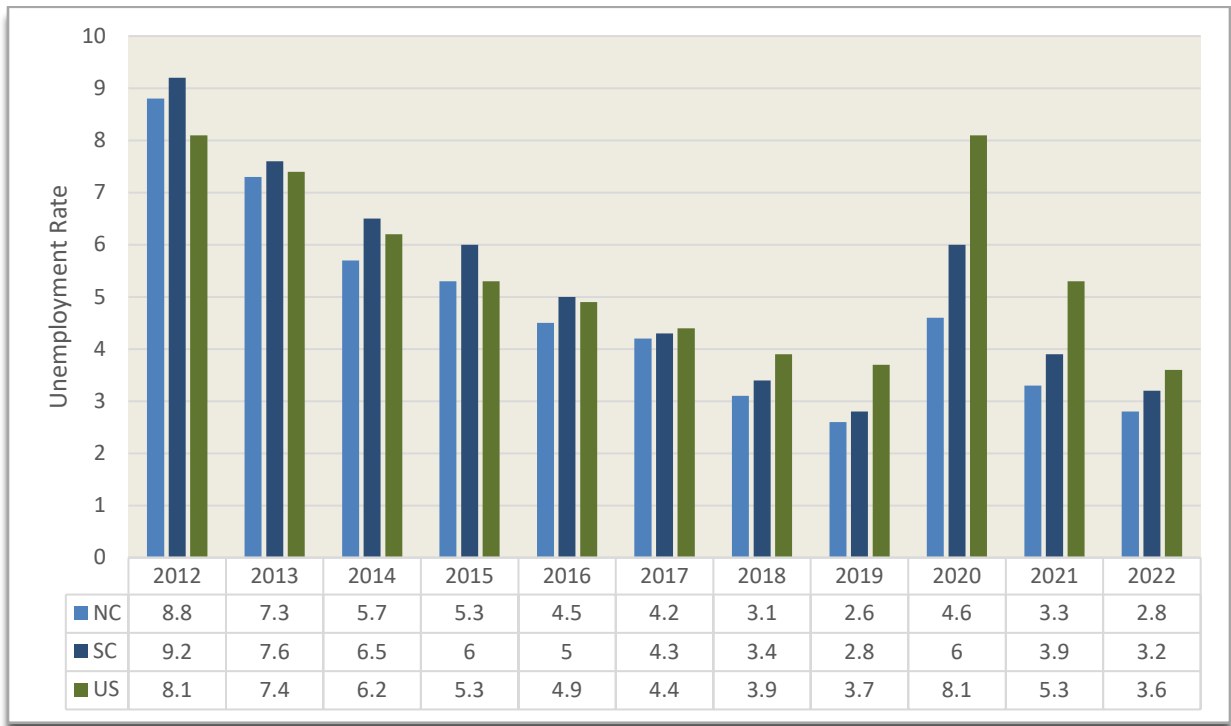
The seven-county Upper Savannah Workforce Investment Area covers the six member counties of the Upper Savannah Council of Governments with Newberry County included as a seventh for workforce development. This expanded seven-county workforce investment region is home to a population of more than 253,000 and a combined labor force of more than 110,000 adults. With an active workforce that exceeds 18,600 residents, Newberry County comprises 17% of the Upper Savannah regional civilian labor force. The neighboring three-county Midlands Workforce Investment Area is home to a population of nearly 768,800 and a workforce of more than 388,100. The larger nine-county Central SC Alliance economic development region that includes Newberry County has a combined population of more than 979,000 with a civilian workforce of 492,569. An estimated 110,000 working age adults are within the 45-mile Newberry County labor shed (*Newberry County Economic Development Strategic Plan, 2022*).

4.3.1. Workforce Participation

Newberry County has the 4th highest labor force participation rate in the state of South Carolina. In Newberry County, 56.4% of the population 16 and over are employed, while nearly 41% are not currently in the labor force. The statewide labor participation rate is slightly lower at 55.5%. Of County residents currently in the workforce, 66.2% are private wage and salary workers; 9.8% are employed in nonprofits; 16.2% work in federal, state, and local government; 2.8% are self-employed in an incorporated business entity; and 5.1% are self-employed in an unincorporated business (*American Community Survey, 2017-2021*).

The unemployment rate reflects the number of individuals who are without work and are actively seeking employment. Unemployment rates for Newberry County have consistently averaged at or below statewide and national unemployment rates. The COVID-19 pandemic prompted a sharp rise in the County’s unemployment from a low of 2.6% in 2019 to 4.6% in 2020. The regional unemployment rate for the Midlands peaked at 8.2% during the height of the pandemic but made a strong recovery over the last two years (*Central Midlands CEDS, 2022*). Recovery has been steady, with the Newberry County rate dropping to 3.3% in 2021 and 2.8% in 2022. This pattern mirrors regional, state, and national employment trends as the nation emerges from the pandemic. Figure 4-1 compares ten-year unemployment trends for Newberry County (NC), South Carolina (SC), and the United States (US).

Figure 4-1. Comparison of Ten-Year Unemployment Trends



Source: S.C. Department of Employment and Workforce, 2023

Data collected as part of the recent economic development strategic planning process revealed that among the County’s top five industries by Gross Domestic Product (GDP), the Food Processing, Wood Products, and Electrical Equipment and Appliances sectors have recovered and

surpassed pre-pandemic levels. However, the recovery for the Local Government and Construction sectors has been slower and remains under the pre-pandemic threshold of January 2020. A 2022 survey of County businesses on the lingering effects of COVID-19 revealed that the top two issues were supply chain disruptions and employee absences.

Another workforce concern is *underemployment*. An underemployed worker is generally one who is overqualified in a current job and interested in other employment. Many underemployed residents are in part-time or temporary jobs that may lack key benefits such as health insurance. Underemployed workers can increase the potential pool of qualified labor for new businesses looking to locate in Newberry. Underemployed workers are often the first to respond to new job opportunities with new and expanding industries and often have more skills than their jobs require. However, declining unemployment rates will make it more challenging for current and potential Newberry County employers to find and retain a qualified workforce.

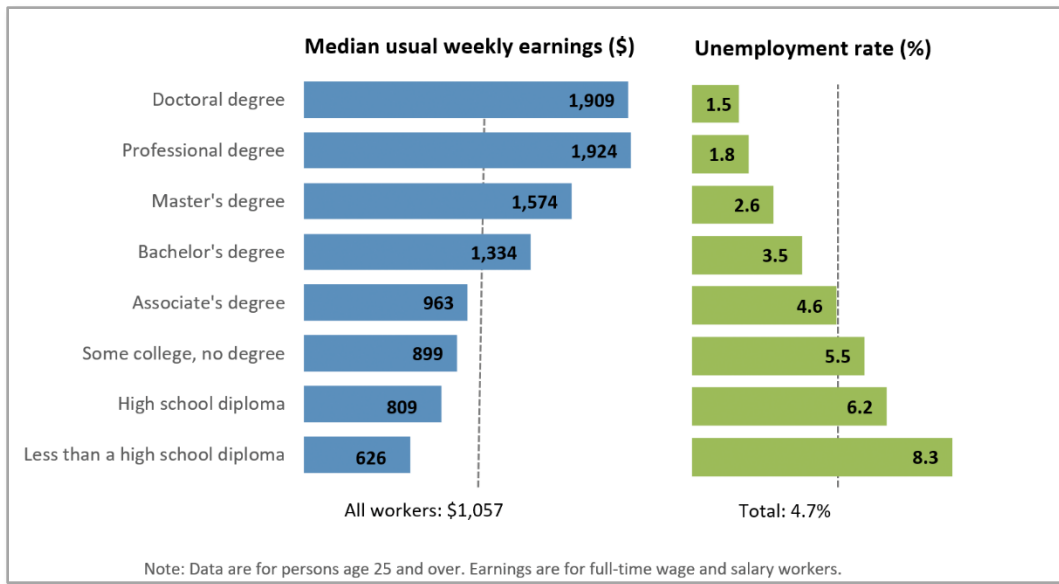
4.3.2. Education and Skills

An educated and skilled workforce is integral to building a strong local economy. Local educational attainment levels provide an important indicator of the long-term economic competitiveness of Newberry County. According to the South Carolina Department of Employment and Workforce, “critical needs” jobs account for 45 percent of the workforce, while only 29 percent of people have the necessary skills to fill these jobs (*S.C. Chamber of Commerce, 2023*). The top ten job skills for job openings in the State over the next decade include critical thinking, active listening, speaking, reading comprehension, monitoring, coordination, social perceptiveness, service orientation, time management, and writing (*South Carolina Economic Analysis Report, 2022*). The leading job knowledge categories for the State include proficiency in the English language, customer and personal service, mathematics, education and training, and administration and management. Local efforts to increase educational attainment and encourage postsecondary training in high-demand, skilled occupations can open new and rewarding job opportunities for County graduates that strengthen quality of life and community prosperity.

Educational attainment is also a significant indicator of current and future earnings potential. U.S. Department of Labor data reveals that the national median weekly earnings in 2021 were \$626 for a person without a high school diploma, compared to \$809 for a worker with a high school diploma and \$963 for an associate degree holder (Figure 4-2). Individuals with a bachelor’s degree or higher had median earnings ranging from \$1,334 to \$1,909 per week.

Unemployment is also generally lower for individuals with higher educational attainment. At the national level, residents with no high school diploma experienced an unemployment rate of 8.3%, compared to the rate for adults with a bachelor’s degree at only 3.5%. Individuals with a high school diploma, but no college, had an unemployment rate of 6.2%.

Figure 4-2. Earnings and Unemployment Rates by Educational Attainment in the U.S., 2021



Source: U.S. Bureau of Labor Statistics, Population Survey, 2021

In South Carolina, a worker with less than a high school diploma makes an average annual wage of \$24,433, compared to a high school graduate or GED holder who earns \$31,528 (American Community Survey, 2017-2021). In Newberry County, the annual earnings gap between a high school dropout (\$19,070) and a high school graduate (\$33,319) is substantially higher at \$14,249. A South Carolinian with some college or an associate degree earns an average of \$37,091, while income with a bachelor’s degree averages \$53,106. Newberry County residents with an associate degree or some college earn an annual average of \$36,648, while those with a four-year degree average \$42,708. A State resident with a graduate or professional degree has an annual average income of \$64,361. County residents with post-graduate degrees average \$56,276.

As detailed in Table 4-10, 86% of County residents aged 25 and older have completed high school. This is lower than the statewide average of 89.6%. The percentage of County residents with a Bachelor’s degree or higher is 21%. The percentage of County residents with an associate degree exceeds 11%. Statewide, 10% of South Carolinians have earned an associate degree and 31.5% have a baccalaureate degree or higher.

Table 4-10. Educational Attainment

EDUCATIONAL ATTAINMENT	NEWBERRY COUNTY	SOUTH CAROLINA	UNITED STATES
No High School Diploma/GED	13.9%	10.4%	10.6%
High School Graduate/GED	34.1%	28.5%	26.3%
Some College, No Degree	19.8%	19.3%	19.3%
Associate Degree	11.2%	10.3%	8.8%
Bachelor's Degree	13.8%	19.6%	21.2%
Graduate/Professional Degree	7.2%	11.9%	13.8%

Source: U.S. Census, 2017-2021 American Community Survey

Educational achievement and skill proficiency levels among the local workforce strongly influence employer interest in locating to the area, as well as productivity and satisfaction with the workforce

for existing employers. The path to educational achievement and job readiness starts in the Pre-K through 12 school system. Public schools are a vital community resource in attracting new employers and in preparing residents for a knowledge-based, global economy.

4.3.2.1. Pre-K-12 College and Career Readiness

Newberry County residents are served by a single, countywide school district that operates a total of 12 schools with a combined enrollment of 5,760 students. In addition to seven elementary schools, two middle schools, and two high schools, the School District of Newberry County also operates the Pre-K-12 Whitmire Community School, an alternative school, and the Newberry County Career Center. The Career Center provides specialized skills and hands-on training in 18 different career areas for students in grades 9 through 12. The Newberry County Adult Education program offers High School Equivalency (GED) classes and Career Readiness instruction and testing for out-of-school adults aged 18 years and older.

Strengthening the college and career readiness of high school graduates is important for raising state and local economic competitiveness. The District has enhanced instruction in STEM and STEAM activities at the elementary and middle school levels. The school system also offers advanced and extended learning opportunities that include Advanced Placement courses that provide college-level instruction and credit, career and technology education, virtual classes, and work-based learning.

The District also maintains articulation agreements with Piedmont Technical College to offer dual enrollment opportunities for high school students to gain both high school and college credit before graduation. Dual enrollment courses transfer to any state technical college or public university in South Carolina and can be taken at no cost for students meeting the minimum credit hours per semester. These credits give many local students a head start on postsecondary education and help reduce the total costs associated with college. Currently, 16.6% of Newberry County high school students participate in dual enrollment courses.

Table 4-11 details selected college readiness and career performance data for the School District of Newberry County relative to high school SAT/ACT exam scores, state-mandated *End of Course Test* (EOCT) pass rates, graduation rate, and percentage of high school seniors eligible for the merit-based *Legislative Incentive for Future Excellence* (LIFE) scholarships for students attending postsecondary institutions within the State.

Table 4-11. Comparison of Selected High School Performance Measures

SCHOOL DISTRICT	SAT ¹	ACT ¹	ACT COLLEGE READY ²	4-YEAR GRAD RATE	%LIFE ELIGIBLE	POSTSECONDARY ENROLL RATE ³
Newberry County	964	16.1	5.2%	82.3%	39.9%	54.7%
South Carolina	1023	18.5	---	83.8%	---	---

¹Composite score for public school students; ²All 4 subjects; ³Enrolled in a 4 or 2-yr college by fall after graduation

Source: 2021-22 School Report Cards, S.C. Department of Education

The 2022 on-time graduation rate for Newberry County high school students at 82.3% was slightly below the State average. LIFE eligibility for County graduates is almost 40%, with a postsecondary participation rate of nearly 55%. The average composite ACT exam score for County students at 16.1 was below the State average of 18.5. Newberry County public high school students taking

the SAT in 2022 posted a composite SAT score average of 964. This average was 59 points below the State score average of 1023.

The ACT also provides benchmarks as an indicator of individual student potential for college success. These benchmarks are based on minimum scores that correlate with a student having a 75% chance of making a C or higher in corresponding freshman college courses in each of four subjects. Only 5% of Newberry County high schoolers taking the ACT met college readiness benchmarks in all four subjects of English, Math, Reading, and Science. Slightly over 23% of Newberry students met the English benchmark, 11.8% met the Math threshold and 19.9% met the Reading benchmark, while 13.3% met the Science benchmark for college readiness.

In addition to the ACT and SAT college readiness testing options, South Carolina high school students can take the *Ready to Work* (R₂W) career readiness assessment. The test is administered to eleventh grade students to determine student achievement in Applied Mathematics, Reading for Information, and Locating Information. Soft skills are also assessed in areas such as problem solving, goal setting, decision-making, and self-direction. Of the 446 students taking the assessments, 76% received a certificate, with 44% of all graduating students earning a Silver or higher designation on the *Ready to Work* assessment (S.C. Department of Education, 2022). More than 350 high school students earned a state or national certification in a Career and Technical Education (CTE) pathway. Most of these credentials were earned in the Health Sciences pathway (145), followed closely by the Transportation, Distribution and Logistics pathway (132).

4.3.2.2. Postsecondary Education and Training

A recent labor supply-demand analysis shows that there were over 13,500 more job openings in 2020 than graduates from the state's colleges to fill them (S.C. Economic Analysis Report, 2022). In response, South Carolina has created two new programs to fill the workforce gap for high demand occupations. The *Workforce Scholarship for the Future* program was launched in 2021 in partnership with the S.C. Technical College System. The award incentivizes students to pursue a degree or certificate in high-demand fields such as manufacturing; healthcare; computer science and information technology; transportation, distribution and logistics; or construction at no cost to the student. The second initiative, the S.C. Workforce Industry Needs Scholarship (SCWINS), was created in 2022 to provide \$17 million in annual scholarships to students pursuing a professional certificate, industry-recognized credential (IRC), diploma, or degree in a statewide workforce need at one of the State's sixteen public, two-year technical colleges.

Piedmont Technical College (PTC) serves the seven-county Upper Savannah region through multiple campus locations, including a Newberry County campus in the City on Wilson Road. PTC operates under an open-door admissions mandate, providing a key entry point into higher education for many low-income, first generation, disabled, and other non-traditional student populations. PTC offers more than 80 postsecondary programs leading to degrees, diplomas, and certificates designed for direct job placement, as well as degree programs designed for transfer to the State's four-year colleges and universities. The College also delivers short-term continuing education courses, professional and career advancement programs, and customized training for businesses and industries, and health care and government agencies. The Newberry County Center is the College's largest satellite campus, serving nearly 700 local students in credit programs, 114 County high school students in dual enrollment courses, and 876 residents in

continuing education and workforce development training programs. Students at the Newberry Campus account for 12% of PTC’s credit hours and 50% of continuing education hours.

Newberry College is a four-year, private liberal arts institution located in heart of the City of Newberry. The 90-acre campus is home to more than 30 academic, administrative, athletic, and residential buildings and facilities that serve nearly 1,250 students. There are 71 full-time and 41 part-time faculty (NCES, 2022). The College offers 35 programs of study leading to a bachelor’s degree and two graduate programs.

The County’s central location and ready access to the Interstate and State highway networks enables a feasible commute to higher education facilities in the Columbia area including the University of South Carolina, Benedict College, Allen College, the Lutheran Theological Seminary, Columbia International University, Columbia College, and Midlands Technical College. Lander University in Greenwood and Presbyterian College in Clinton are also located within commuting distance for Newberry County residents.

4.3.3. Existing and Projected Employment by Sector

The occupation of employed residents provides an overview of the local and regional economic base and insight into individual earnings potential. Newberry County has a total of 914 businesses. Nearly 58% of all businesses in Newberry County have fewer than five employees, while another 19% employ fewer than ten. Manufacturing comprises the largest share of employment at 23% of total jobs countywide (Table 4-12). This is double the manufacturing share nationwide of only 10.1%. Educational Services and Health Care ranks second largest at 22.6% of the current workforce. Retail Trade employed 8.7% of the workforce. The lowest sector employment is found in the Information sector at less than one percent.

Table 4-12. Current County Employment by Sector

ECONOMIC INDUSTRY SECTOR	PERCENT OF TOTAL EMPLOYMENT		
	NEWBERRY COUNTY	SOUTH CAROLINA	UNITED STATES
Agriculture, Forestry, Fishing, Hunting, and Mining	1.6%	0.9%	1.6%
Construction	5.9%	7.0%	6.9%
Manufacturing	23.3%	13.5%	10.1%
Wholesale Trade	3.6%	2.1%	2.3%
Retail Trade	10.0%	11.4%	11.1%
Transportation, Warehousing and Utilities	4.4%	5.5%	5.9%
Information	0.9%	1.5%	1.9%
Finance and Insurance, Real Estate and Rental and Leasing	3.0%	6.2%	6.8%
Professional, Scientific and Technical Services	5.7%	11.4%	12.4%
Educational Services, Health Care and Social Assistance	22.6%	22.1%	23.5%
Arts, Entertainment & Recreation, Accommodations & Food Services	5.2%	8.9%	8.2%
Other Services except Public Administration	6.9%	4.9%	4.6%
Public Administration	6.8%	4.6%	4.8%

Source: American Community Survey, 2021

Newberry County is located at the intersection of two workforce regions, Upper Savannah and Central Midlands, that both influence the local economy. Although part of the Central Midlands region for the *Comprehensive Economic Development Plan (CEDS)*, the County is officially counted within the Upper Savannah Region for workforce development programs. The overall ten-year job growth rate within the seven-county Upper Savannah Workforce Investment Area (WIA) is projected to approach 10% by 2028, nearly two percentage points lower than the neighboring three-county Midlands region at 12%. The regional increase in job openings for the Upper Savannah region is projected to be strongest within the Management of Companies and Enterprises (30%); Professional, Scientific and Technical Services (28%); and Administrative and Support and Waste Management (27%). Other high growth industries include Wholesale Trade (23%), Construction (20%), and Real Estate and Rental and Leasing (15%) employment sectors. Lowest employment growth will occur in the Utilities (1.03) and Mining (1.37%) industries, with a negative growth rate of -6.31 in the Agricultural Forestry, Fishing and Hunting industry. This generally mirrors the labor outlook in the neighboring Midlands region. Labor market projections for the Upper Savannah workforce investment region that includes Newberry County show continued high growth in health care and manufacturing occupations. The latest available statewide industry employment projections cover the ten-year period from 2018 to 2028 (Table 4-13).

Table 4-13. Comparison of Labor Market Outlook by Industry, 2018 to 2028

INDUSTRY	% CHANGE 2018 TO 2028		
	UPPER SAVANNAH	CENTRAL MIDLANDS	SOUTH CAROLINA
Health Care and Social Assistance	11.90%	13.96%	16.76%
Construction	20.13%	19.41%	4.34%
Educational Services	4.31%	4.36%	9.38%
Administrative and Support and Waste Management	26.98%	27.14%	22.54%
Retail Trade	2.60%	2.56%	7.14%
Accommodation and Food Services	13.75%	13.68%	22.31%
Manufacturing	10.02%	8.34%	6.83%
Professional, Scientific and Technical Services	28.45%	28.43%	12.82%
Other Services (Except Government)	5.23%	7.80%	12.72%
Finance and Insurance	9.37%	10.71%	11.46%
Wholesale Trade	22.86%	24.63%	12.73%
Transportation and Warehousing	14.88%	N/A	19.51%
Arts, Entertainment and Recreation	12.87%	13.73%	27.05%
Real Estate and Rental and Leasing	15.24%	15.01%	11.82%
Management of Companies and Enterprises	29.86%	29.67%	7.78%
Information	5.67%	17.60%	17.81%
Utilities	1.03%	N/A	-2.64%
Mining	1.37%	2.76%	4.10%
Agriculture, Forestry, Fishing and Hunting	-6.31%	0.00%	1.25%
All Jobs	9.96%	12.02%	12.60%

Source: S.C. Dept. of Employment and Workforce, *Industry Projections, 2023; 2022 S.C. Economic Analysis Report*

4.3.4. Commuting Patterns

Nearly two-thirds (10,300) of Newberry County workers aged 16 and over both live and work in the County, with a third commuting outside of the County to work. Among those that live in a town or city, 10.8% also work in the same town or city – a lower percentage than statewide and nationwide at 16.8% and 32.4%, respectively. Of the 5,345 Newberry County residents who travel outside the County for work, nearly 31% commute to Richland County employers and 29.1% to Lexington County employers, followed by 16.3% of workers commuting to Laurens County. These outgoing commuters offer a potential labor pool for new and expanding industries and businesses as additional or better job opportunities are created closer to home. Nearly 4,800 workers from surrounding counties and nearby states travel to employers in Newberry County. Lexington County residents comprise the largest group of in-commuters at 19.6%, followed by workers from Richland County at 17%, Laurens County at 14.1%, and Saluda County at 12.9%.

The Census Bureau defines the mean travel time to work as the average travel time to work for workers who do not work at home. Given that the commute time to and from work can affect a worker’s productivity and quality of life, communities with shorter travel times to work can be more attractive to potential new residents. Mean travel time to work for Newberry County workers is 25.7 minutes, slightly longer than the commute time for workers statewide at 25.1 minutes, but lower than commuters throughout the nation at 26.9 minutes. Nearly one-third (30.4%) of Newberry County workers have a commute time of less than 15 minutes to work – a higher percentage than workers throughout South Carolina and the United States. One-in-four County workers have a commute of 30-to-59 minutes and nearly nine percent have a one-way drive of an hour or more to work. More detailed data on worker travel times, mode of travel, and commuter data are provided in the *Transportation Element*.

The *employment-residence (E-R) ratio* is a measure of the total number of workers working in an area relative to the total number of workers living in a place. An E-R ratio of greater than 1.00 occurs when there are more persons working in an area than living there. Census estimates reveal that the population of Newberry County decreases by 2.4%, or 925 persons, during the daytime due to an outflow of workers to neighboring communities (Table 4-14).

Table 4-14. Daytime Population and Employment Residence Ratios, 2022

EMPLOYMENT-RESIDENCE RATIO FACTOR	NEWBERRY COUNTY	SOUTH CAROLINA
Total resident population	38,329	5,091,517
Total workers* working in area	16,428	2,266,968
Total workers* living in area	17,353	2,304,196
Estimated daytime population	37,404	5,054,289
Daytime population change due to commuting	-925	-37,228
% DAYTIME POPULATION CHANGE DUE TO COMMUTING	-2.4%	-0.7%
Workers* who lived and worked in same area	11,197	1,624,034
% Workers* who lived and worked in same area	64.5%	70.5%
EMPLOYMENT RESIDENCE (E-R) RATIO	0.95	0.98

* Workers aged 16 and older

Source: U.S. Census Bureau, 2016-2020 American Community Survey

By comparison, the population of counties statewide decrease by an average of less than one percent during the daytime. The County's overall ratio of less than 1.0 reveals the employment pull of the neighboring Midlands region.

4.3.5. Computer and Internet Access

Access to computers and the internet influences the availability of education, training, and job search resources for residents, small businesses, and larger employers. Nearly 86% of Newberry County households and 92% of households statewide have a computer (*2021 American Community Survey*). Nearly three-fourths (76.8%) of County households have broadband internet subscriptions compared to 83% of households statewide. An estimated 66% of County households have a desktop or laptop, 80% have a smartphone, 50% have a tablet or other portable wireless computer, and less than 1% have some other type of computer. Of the households with internet subscriptions, 67% have cellular data plans, 42% used broadband sources including fiber optic and cable, and 14% have satellite.

4.4. Economic Development

Bolstered by direct Interstate access, expanded access to workforce training, and community investment in infrastructure, Newberry County is well-positioned for continued economic growth. The County offers a comparably low cost of doing business due to factors such as low taxes and utility rates, as well as a generally lower cost of living within proximity to the State capital.

State and local jurisdictions such as Newberry County can go even further in creating a positive business climate through the offer of tax incentives that help employers hold down operating costs and realize a return-on-investment, the provision of infrastructure, the promotion of higher educational attainment among residents, and the availability of low to no-cost specialized workforce development and training programs. Local governments can also streamline development review and permitting processes to facilitate clear communication of expectations and regulations; ensure the consistent enforcement of codes, ordinances, and regulations; and promote the protection of existing and future business operations through sound planning for infrastructure and compatible land use.

4.4.1. Incentives

Public investments and incentives, when part of a well-planned development strategy, can provide an attractive business climate and increase private investment. In addition to a low corporate income tax rate, multiple tax incentives to businesses are available from the State of South Carolina, Newberry County, and municipalities to encourage economic growth and investment. These incentives include job tax credits, fee-in-lieu of property taxes, and job development and retraining credits. Because the State does not tax real or personal property, property tax incentives must be implemented in conjunction with each county.

The State's 46 counties are classified annually by the South Carolina Department of Revenue in one of four tiers based on employment rates and per capita income. This ranking is used by the State to determine the amount of annual job tax credits allocated to eligible employers in each county for each new full-time job created, with the larger credit amounts going to counties with the greatest need. Credits range from a low of \$1,500 per job for Tier I counties to \$25,000 per



job in Tier 4 counties. Newberry County is currently ranked among eleven counties in the first tier, along with much larger counties such as Lexington, Richland, Charleston, and Greenville. The 2023 jobs tax credit amount for Newberry County is \$1,500 for each full-time job created.

Depending on the incentive, the ability to offer many of these incentives depends on the formal approval of the S.C. Department of Revenue, the S.C. Department of Commerce, the Coordinating Council for Economic Development, and local city and county councils. In addition to the incentives listed in Table 4-15, the wide range of tax credits available to employers includes credits for hiring displaced workers, conservation and habitat management, childcare, textile mill and abandoned sites revitalization, and minority businesses. There are also federal and state green incentives available to promote recycling facilities and energy conservation and renewable energy improvements such as solar energy systems, biomass, and renewable fuels.

Table 4-15. State and Local Business Incentives

INCENTIVES BY TYPE	AUTHORITY	
	STATE	LOCAL
Corporate Income Tax and Incentives		
Corporate Income Tax Credit	✓	
Jobs Tax Credit	✓	
Corporate Headquarters Credit	✓	
Research and Development Tax Credit	✓	
Investment Tax Credit	✓	
Recycling Facility Tax Credit	✓	
Solar Energy Tax Credit	✓	
Alternative Fuels Tax Credit	✓	
Energy Conservation and Renewable Energy Tax Credit	✓	
Small Business Jobs Tax Credit	✓	
Corporate Income Tax Moratorium	✓	
Sales and Use Tax Incentives		
Sales and Use Tax Exemptions	✓	
Sales Tax Caps	✓	
Local Property Tax Incentives		
5-Year Property Tax Abatement		✓
Property Tax Exemptions	✓	
Textile Revitalization Tax Credit	✓	✓
Abandoned Building Revitalization Tax Credit	✓	✓
Discretionary and Other Incentives		
Fee-In-Lieu of Taxes (FILOT)		✓
Job Development Credit	✓	
Job Retraining Credit	✓	
Port Volume Increase Fund	✓	
Port Transportation Tax Credit		
S.C. Agricultural Products Purchases Credit	✓	
Expedited Permitting		✓



INCENTIVES BY TYPE	AUTHORITY	
	STATE	LOCAL
Multi-County Industrial Park		✓
Infrastructure Development		✓
Certified Industrial Sites	✓	✓
Workforce Development and Training		
readySC™	✓	
Apprenticeship Carolina	✓	
Incumbent Worker Training	✓	

Source: 2023 S.C. Business and Manufacturing Incentives Guides, S.C. Department of Commerce

While many of these State and County incentives focus on larger industrial prospects, municipalities play a key role in promoting small business development for a more diversified economy. For example, the City of Newberry created a Welcoming and Enabling Business (WEB) program that promotes a team-based approach to supporting small business development in the City. New businesses have a guide for walking through a one-stop permitting process with easy to follow checklists and forms, along with an invitation for a preliminary meeting with multiple department staff prior to investment. The City also offers a property tax rebate for public infrastructure improvements including water, wastewater, road, sidewalk, and drainage investments. The City will rebate 50% of the annual property taxes collected from the subject property over a ten-year period in an amount equal to, but not exceeding, the investment. The City offers non-resident industrial rates for water and sewer. Although the in-city commercial and residential rates are doubled for out-of-city customers, the City provides service to industrial customers at a rate that closely approximates the in-city residential and wholesale rate. As described in the *Cultural Resources Element*, eligible building owners also have access to Federal and State Historic Preservation Income Tax Credits. The combined value of the credits can range from 30% to 45% of eligible building rehabilitation expenses as an incentive to assist in costly projects. The *Bailey Bill* also allows cities and counties in South Carolina to provide property tax incentives for improvements to historic structures.

4.4.2. Workforce Development

Local officials and employers in communities throughout the State consistently cite workforce development as the leading challenge in development efforts. The availability of a trained and highly skilled workforce is a major consideration in business location decisions for most employers. The growing emphasis of State, regional, and local economic recruitment efforts to attract higher-wage, higher-tech employers also requires a better-educated and more technologically proficient workforce. This shift makes advanced education and training a requisite to achieving higher incomes and an improved quality of life. For lower-skilled residents who are trying to pull out of the cycle of dependence, finding a job with adequate earnings to support a family is a daunting challenge. Without advanced training, residents with minimal education will increasingly be restricted to less secure, minimum wage jobs with little opportunity for advancement.

State and local job training and re-training programs help attract and retain employers by providing a pool of highly-skilled labor. Employment and training resources are offered by



providers to Newberry residents through the Pre-K-12 school system, technical college system, adult education, and specialized workforce training and job placement programs. These Current training resources are summarized in Table 4-16.

Table 4-16. County Workforce Training Resources

PROVIDER	WORKFORCE DEVELOPMENT ROLE
School District of Newberry County	<ul style="list-style-type: none"> ▪ PK-12 school system offering career and college readiness programs ▪ Middle and high school career pathway information and opportunities ▪ Apprenticeship and job shadowing experiences ▪ Advanced Placement and dual enrollment courses for high school and college credit
Newberry County Adult Education	<ul style="list-style-type: none"> ▪ Prepares out-of-school adults for the High School Equivalency Diploma (GED) ▪ Enrolls more than 200 GED and diploma graduates annually
Newberry County Literacy Council	<ul style="list-style-type: none"> ▪ Offers programs and classes, ranging from Pre-GED preparation to basic reading and math skills for adults, as well as family literacy and summer literacy programs for children ▪ Services include Reading, Writing, Math, English, Spanish, Pre-GED Tutoring, Computer Skills, and Reading Comprehension Literacy
Newberry Workforce Development, Inc.	<ul style="list-style-type: none"> ▪ Creates employer-led training partnerships in Newberry County with the objective of bringing together local businesses, government, and training providers to create a viable and sustainable workforce
Piedmont Technical College (PTC)	<ul style="list-style-type: none"> ▪ Serves a seven-county service area as one of 16 public, two-year colleges that comprise the S.C. Technical Education System ▪ Offers more than 80 programs of study, including complete Associate of Arts and Associate of Science degree programs on-site ▪ Offers targeted workforce training programs for employers
Newberry College	<ul style="list-style-type: none"> ▪ Four-year, private liberal arts institution located in heart of the City ▪ Offers 35 majors ▪ Maintains a 90-acre campus serving more than 1,200 students
Apprenticeship Carolina™	<ul style="list-style-type: none"> ▪ Joint program of S.C. Tech System and S.C. Department of Commerce to promote registered occupational apprenticeships using supervised on-the-job training and related technical instruction ▪ Leverages regional workforce investment funds and lottery tuition assistance to cover instruction and wages for trainees ▪ Participating employers qualify for income tax credits
readySC™	<ul style="list-style-type: none"> ▪ Statewide program offering employee recruitment, screening, and short-term training programs specifically tailored to the workforce needs of new and expanding companies in South Carolina at little or no cost ▪ Locally accessed through Piedmont Technical College
Upper Savannah WIA/SC Works	<ul style="list-style-type: none"> ▪ Meets workforce needs of employers and residents in seven-county region ▪ Offers labor market data, skills assessment, job placement, adult education and literacy, employment assistance, and unemployment insurance, ▪ Posts job openings for local employers seeking potential job candidates ▪ Serves Newberry County through one-stop location adjacent to the PTC campus

Newberry County has been certified as a South Carolina *Work Ready Community* (SCWRC) since 2014. *Work Ready* is an employee credentialing program based on the ACT WorkKeys assessment

tool that focuses on core job skills such as communication, interpersonal skills, and problem-solving. The assessment is used in creating job profiles, measuring skills levels of job applicants, and identifying skill gaps of the existing and potential workforce. Participants must take and pass tests in Applied Math, Reading or Information Comprehension, and Locating Information in order to earn the *SC Work Ready Career Readiness Certificate*. South Carolina was the first fully certified state in the nation, with all 46 counties achieving certification. The SCWRC is a voluntary collaboration between economic development and business leaders, chambers of commerce, the education community, and the S.C. Workforce Development Board. Certified counties such as Newberry demonstrate to potential businesses that they can provide a skilled workforce.

4.4.3. Transportation and Utilities

Public investment in physical infrastructure and essential services – roads, water and sewer, stormwater drainage, utilities, recreation, education, and public safety – comprises a substantial share of public expenditures. Infrastructure, community facilities, and support services are in large part provided by local governments and funded through taxes, fees, and State support. Such investments significantly influence and assist economic development efforts, with the location, timing, and pace of new infrastructure impacting the ability of the County to service new and existing employers and businesses. To maximize the economic benefit of costly infrastructure investments, the County must maintain a consistent and coordinated process for planning and prioritization of capital facilities and infrastructure needs. This process and infrastructure priorities are described in greater detail in the *Community Facilities, Transportation, and Priority Investment Elements*.

Although size and space needs for new businesses and industries can vary widely among employer types and sectors, an accessible transportation infrastructure that provides easy access to materials, supplies, customers, and markets is a common requirement. Depending on the specific needs of the employer, this infrastructure network can include major facilities such as interstates and highways, aviation facilities, rail service, and ports that provide convenient connectivity to areas nationwide and overseas for the County’s large manufacturers.

Newberry County benefits from direct interstate frontage, as well as a State and local road network that provides easy access to neighboring cities and the region that opens employment and shopping opportunities to residents and worker access to employers. Key elements of the transportation infrastructure for the economy are listed in Table 4-17. Additional details on the transportation resources of the County are presented in the *Transportation and Priority Investment Elements*.

Table 4-17. Transportation Infrastructure Supporting Economic Development

TYPE	DESCRIPTION
Highways and Interstates	
Interstate 26 (I-26)	<ul style="list-style-type: none"> ▪ County has direct frontage on I-26 with five interchanges, three leading into the City of Newberry ▪ Access to I-20, I-77, and I-85 less than 40, 45 and 65 miles away, respectively ▪ Provides strong interstate connections to markets in Columbia, Charlotte, Greenville, and Raleigh, and to the Ports of Charleston, Wilmington, and Savannah

TYPE	DESCRIPTION
U.S. and State Highways	<ul style="list-style-type: none"> ▪ U.S. Highway 76 provides access to markets and customers to the north and south ▪ S.C. Highways 34, 219, and 121 provide additional access to the Interstates and surrounding counties
Rail	
CSX Transportation and Norfolk Southern Railroad	<ul style="list-style-type: none"> ▪ Rail lines bisect the County paralleling U.S. Highway 76 and provide a cost-effective option for manufacturers that require shipments of bulk raw materials and finished products with access to Inland Ports in Greer and Dillon ▪ Rail service is provided by two Class I railroads operated by the CSX Corporation and Norfolk Southern (NS) ▪ NS lines connect CMCOG region with Charlotte to the north, Atlanta and Macon to the west, and Savannah to the south ▪ NS operates regular service between Greer and the Port of Charleston, passing through the Midlands ▪ CSX lines connect to Savannah, Charleston, Spartanburg, and Raleigh-Durham, NC
Airports	
Newberry County Airport	<ul style="list-style-type: none"> ▪ General aviation airport located two miles north of the City of Newberry ▪ Originally built in 1946, the county-owned airport expanded its paved and lighted runway in 2008 to 4,000 feet by 75 feet ▪ Available services include 100-octane fuel, tie downs, and hanger space
Columbia Metropolitan Airport (CAE)	<ul style="list-style-type: none"> ▪ Located in adjacent Lexington County, less than one hour away ▪ Serves more than one million passengers and 1.18 million tons of cargo annually with 8,600' x 150' and 8,000' x 150' runways ▪ Served by four passenger carriers and five freight carriers and is the site of a United Parcel Service (UPS) southeast regional air cargo hub and a 108-acre duty-free, quota-free Foreign-Trade Zone (FTZ 127)
Greenville-Spartanburg International Airport (GSP)	<ul style="list-style-type: none"> ▪ Located approximately one hour northwest of Newberry ▪ Served 1.79 million passengers and shipped 96,800 tons of cargo in 2021 through seven passenger carriers and numerous freight carriers ▪ Offers an average of 50 non-stop flights to 22 destinations with recent terminal expansion that increased capacity to 4 million passengers per year ▪ Site of a 120,000 square foot FedEx facility and an 11,001' x 150' runway ▪ Completion of 110,000 square foot cargo facility significantly increased domestic and international freight capacity
Ports	
Seaports – Charleston and Georgetown	<ul style="list-style-type: none"> ▪ Located 153 miles southeast of Newberry County ▪ Among the top ten busiest container ports on the East coast and the primary port service for S.C. businesses ▪ Handled 2.55 million containers in 2021

TYPE	DESCRIPTION
South Carolina Inland Ports – Greer and Dillon	<ul style="list-style-type: none"> ▪ Inland ports extend the Port of Charleston’s reach to provide shippers with access to more than 95 million consumers within one-day drive ▪ Boosts intermodal efficiency for international freight movements between the Port of Charleston and companies located across the Southeast ▪ Inland Port Greer is a partnership between the S.C. Ports Authority (SCPA) and Norfolk Southern, located one hour west on I-85 ▪ Inland Port Dillon is a partnership between the SCPA and CSX and located two hours east of Newberry on I-95 ▪ Set cargo records with a combined 192,829 rail moves in 2021 (Greer with 160,234 and Dillon with 29,412)

Industrial and commercial development is largely dependent on available water and sewer service. Industrial recruitment efforts generally center on sites and communities where water and sewer are either already available or can be extended with reasonable expense. Conversely, areas without water and sewer service are not as attractive to new industrial and commercial development. Along with ready access to major transportation routes, the availability of water and sewer is a major catalyst for economic development. Access to large capacity electric service, natural gas, and other utilities is also essential for most new and expanding industrial, commercial, and institutional employers. An inventory of utility providers is shown at Table 4-18. Additional details on each system are provided in the *Community Facilities Element*.

Table 4-18. Utilities Supporting Economic Development

TYPE	DESCRIPTION
Water and Sewer	
Newberry County Water and Sewer Authority (NCWSA)	<ul style="list-style-type: none"> ▪ Special purpose district established in 1963 to serve unincorporated area ▪ Serves approximately 9,910 people through 3,964 residential and 279 non-residential taps ▪ Also provides water to customers in the Towns of Little Mountain, Pomaria, and Silverstreet and sells water to the Town of Prosperity for distribution through their water system ▪ Provides approximately 1.2 million gallons of drinking water to customers daily ▪ Provides wastewater treatment for approximately 720 customers in the unincorporated area and the Town of Prosperity
City of Newberry	<ul style="list-style-type: none"> ▪ Combined public utility providing electricity, water, and sewer services to City residences, institutions, and businesses within the corporate limits and surrounding service territory ▪ Serves more than 4,608 water customers through 150 miles of water distribution pipes ▪ Provider of wastewater treatment to 3,992 customers within the City and surrounding area
Town of Whitmire	<ul style="list-style-type: none"> ▪ Provides water drawn from the Enoree River to customers within the town limits ▪ Provides wastewater treatment to 986 customers within its borders
Town of Prosperity	<ul style="list-style-type: none"> ▪ Provides water and sewer service to customers within the town limits and adjacent locations ▪ Purchases water from the Newberry County Water and Sewer Authority

TYPE	DESCRIPTION
Electric	
Newberry Electric Cooperative (NEC)	<ul style="list-style-type: none"> ▪ Member-owned, nonprofit electric distribution utility based in the City of Newberry ▪ Serves more than 12,000 homes, businesses, and industries in the majority of the unincorporated County and small areas along the county lines of Fairfield, Laurens, and Lexington Counties
Duke Energy	<ul style="list-style-type: none"> ▪ Provides power to an area of Newberry County between the City of Newberry and the Town of Prosperity and to the Whitmire area
City of Newberry	<ul style="list-style-type: none"> ▪ Exclusive provider of electric service within the corporate limits except areas where NEC or Duke Energy were serving existing customers at the time of annexation ▪ Obtains wholesale electric power from the Piedmont Municipal Power Agency
Town of Prosperity	<ul style="list-style-type: none"> ▪ Has provided electricity to town customers for nearly five decades ▪ Purchases electricity from NEC for residential and business customers
Dominion Energy	<ul style="list-style-type: none"> ▪ Provides electrical service in areas along the southern and eastern County borders ▪ Largest service territory includes an area extending from Little Mountain to Pomaria and east from Pomaria to the Parr Reservoir ▪ Also serves a number of smaller areas along Lake Murray including Billy Dreher Island and the Chappells area
Laurens Electric Coop	<ul style="list-style-type: none"> ▪ Member-owned, nonprofit organization that serves areas along the County's western border in the vicinity of S.C. Highway 56 and Interstate 26
Broad River Electric Coop	<ul style="list-style-type: none"> ▪ Member of Touchstone Energy Cooperatives ▪ Provides electric service to Maybinton, Tyger River, and Dogwalla Roads in the northeastern area of the County
Mid Carolina Electric Coop	<ul style="list-style-type: none"> ▪ Provides electricity to the area between Little Mountain and Peak in southeastern Newberry County
Natural Gas	
Clinton-Newberry Natural Gas Authority	<ul style="list-style-type: none"> ▪ Provides service to approximately 13,000 residential, commercial, and industrial customers ▪ Service area includes all of Newberry County
Telecommunications	
High-speed internet and mobile wireless providers	<ul style="list-style-type: none"> ▪ Available from a number of providers including AT&T, Xfinity, HughesNet, Spectrum, EarthLink, Viasat, T-Mobile Home Internet, Carolina Connect, and Newberry Electric Cooperative ▪ Mobile wireless services are available from a wide range of carriers including Alltel, AT&T, Cricket Wireless, Spectrum, Sprint, T-Mobile, and Verizon Wireless ▪ Local businesses and public facilities also have wireless internet (Wi-Fi) connection capabilities for customers and employees, including Newberry County Memorial Hospital, the libraries of the Newberry County Library System, and local businesses, restaurants, and motels

TYPE	DESCRIPTION
City of Newberry and WCFiber	<ul style="list-style-type: none"> ▪ Partnership offers a city-wide high-speed, fiber-optic network through 162 miles of fiber ▪ City provides maintenance and WCFiber provides internet service and customer service

4.4.4. Economic Development Sites

Adequate land area and suitable sites are necessary to provide space to accommodate new and expanding business and industry. The identification and inclusion of adequate commercial and industrial areas in land use planning and zoning becomes more pressing amid residential and institutional growth. Industrial development in the Newberry area is generally concentrated along the Interstate 26 corridor near the City of Newberry and the Mid-Carolina Industrial Park, while commercial uses are concentrated in and near the City of Newberry and along the interstate and major road corridors.

The County currently has ten available industrial sites totaling 1,300 acres. Three of the sites (MCCP, MCCP II, and the Newberry South Industrial Site) are South Carolina certified sites, having completed the Palmetto Sites Program and meeting industrial certification criteria including developability and utility standards. Five of the sites have water and wastewater onsite or adjacent, including the rail served site. Two have either water or wastewater onsite, with four sites without water and wastewater.

The reuse of existing vacant structures and infill within a developed area can maximize existing infrastructure investments. Newberry County is currently marketing one industrial building, the Bluewater Building (currently leased by Samsung), and five retail/office/residential buildings. Other areas that offer infill and reuse opportunities include downtown Newberry and commercial corridors along Wilson Road and C.R. Koon Highway (Table 4-19).

Table 4-19. Primary Available Commercial and Industrial Sites in Newberry County

SITE	LOCATION	SIZE	DESCRIPTION
Land			
Boyd's Crossing Rail	C.R. Koon Highway	80 acres	<ul style="list-style-type: none"> ▪ Undeveloped land zoned Industrial ▪ Located in Opportunity Zone
Carlton Industrial	S.C. Highway 34/121	119 acres	<ul style="list-style-type: none"> ▪ Undeveloped land zoned Industrial ▪ Located in Opportunity Zone
Cockrell Industrial	591 Cockrell Drive	40 acres	<ul style="list-style-type: none"> ▪ Undeveloped land zoned Industrial ▪ Located in Opportunity Zone
Dickert Rail	U.S. Highway 76/Old Whitmire Highway	70 acres	<ul style="list-style-type: none"> ▪ Undeveloped land zoned Industrial
I-26 Public Works	11494 S.C. Highway 34	65 acres	<ul style="list-style-type: none"> ▪ Undeveloped land zoned Industrial ▪ Located in Opportunity Zone
Griffin Tract	I-26/S.C. Highway 121	181 acres	<ul style="list-style-type: none"> ▪ Undeveloped land zoned Rural (R-2) ▪ Located in Opportunity Zone
Leaman Site	Horseshoe Circle (Whitmire)	91 acres	<ul style="list-style-type: none"> ▪ Undeveloped land zoned Rural (R-2) ▪ Located in Opportunity Zone

SITE	LOCATION	SIZE	DESCRIPTION
Mid Carolina Commerce Park	S.C. Highway 773 & I-26 (Prosperity)	381 acres	<ul style="list-style-type: none"> Undeveloped land zoned Industrial Located in Opportunity Zone
Newberry South Industrial Site	S.C. Highway 34 Bypass	192 acres	<ul style="list-style-type: none"> Undeveloped land zoned Industrial Located in Opportunity Zone
Suber Site	S.C. Highway 121 (Whitmire)	70 acres	<ul style="list-style-type: none"> Undeveloped land zoned Rural (R-2) Located in Opportunity Zone
Buildings			
Exchange Bank	1303 Main Street	17,000 SF	<ul style="list-style-type: none"> Historic, five-floor, high visibility building in Downtown Newberry (c. 1918) zoned Office
First Community Bank Call Center	1735 Wilson Road	13,340 SF	<ul style="list-style-type: none"> Close to Piedmont Technical College and Newberry County Memorial Hospital and zoned Commercial
Bluewater Drive	182 Bluewater Drive	189,000 SF	<ul style="list-style-type: none"> Includes single-story metal building on 22.83 acres and zoned Industrial
Griffin Building	177 Thomas Griffin Road	3,261 SF	<ul style="list-style-type: none"> Single story building on 16 acres zoned Commercial
Main Street	1930 Main Street	7,200 SF	<ul style="list-style-type: none"> Zoned Commercial
Main Street	1318 Main Street	4,000 SF	<ul style="list-style-type: none"> Zoned Commercial

Source: Newberry County Economic Development Strategic Plan, 2022

4.4.5. Economic Development Strategies and Focus Areas

Over the last decade, South Carolina has increasingly shaped its economic development strategy around target industries as part of a long-term economic strategy that aims to foster growth and raise the State's per capita income to the national average. Clusters, targets, and specialty sectors have been identified in multiple State and regional studies. These targets are used to identify areas for collaboration across jurisdictional boundaries that combine public and private investment to promote growth within each region.

Statewide economic growth potential is focused on the Advanced Manufacturing, Advanced Materials, Aerospace, Agribusiness, Automotive, and Life Sciences sectors. For the ten-county region that includes Newberry County, the Central SC Alliance has identified ten targeted sectors in Advanced Manufacturing, Advanced Materials, Aerospace, Automotive, Entrepreneurship & Start-Up, Food & Beverage, Information Technology & Office, Pharmaceuticals & Biotech, Wood & Paper, and Transportation, Distribution & Logistics (Table 4-20). At the County level, the Newberry County Economic Development Office seeks to build a vibrant and diversified economy by focusing on related industry targets in Automotive, Materials, Transportation and Logistics, and Food, Beverage and Agriculture (*Newberry County Economic Development Strategic Plan, 2022*).



4-20. State, Regional, and County Target Industry Clusters

TARGET SECTOR	DESCRIPTION	STATE	CENTRAL SC	COUNTY
Advanced Manufacturing	<ul style="list-style-type: none"> ▪ Provides 14% of the State's private sector jobs ▪ Sector employment grew by 7.2% between 2017 and 2022 and by 17% over last 10 years statewide ▪ Location quotient for manufacturing in Newberry County is very high at 3.75 ▪ Newberry County sector employers include Samsung, Sea Pro Boats, Falcon Boats, and Komatsu 	✓	✓	✓
Advanced & Engineered Materials	<ul style="list-style-type: none"> ▪ Cluster includes metal working and fabrication, technical textiles, plastics, innovative polymer and advanced composites, optics, metals, coatings, chemicals, and ceramics ▪ More than 900 advanced materials companies in S.C. ▪ Added 3,411 new jobs and \$890 million in capital investment statewide over last 5 years ▪ Large export market for materials ▪ Newberry employers include Valmont Industries 	✓	✓	✓
Aerospace	<ul style="list-style-type: none"> ▪ Annual statewide economic impact of more than \$28 billion and State's 6th largest export product ▪ State's 400 aerospace and aviation companies employ more than 136,000 workers 	✓	✓	
Agribusiness & Food Manufacturing	<ul style="list-style-type: none"> ▪ Encompasses traditional agriculture and forestry, livestock and food production, wood products ▪ 25,000 farms and 4.8 million acres of farmland in S.C. ▪ Statewide economic impact of \$51.8 billion and more than 259,000 direct jobs ▪ State's fastest-growing industry with a 25% growth rate over the last decade ▪ County ranks 6th highest in the State in total market value of agricultural sales ▪ Newberry employers include Kraft Foods, Pioneer Foods, ISE America, Carter & Holmes, Georgia Pacific, and West Fraser 	✓	✓	✓
Automotive	<ul style="list-style-type: none"> ▪ Includes all aspects of automotive manufacturing - parts suppliers, assemblers, tires, EV, and raw material producers ▪ Sector reached annual economic impact of \$27 billion ▪ State ranks 1st in both passenger vehicle exports and the production and export of tires ▪ State makes a third of the domestic tire market share, producing 133,000 tires a day ▪ Newberry employers include Kiswire, Trucast, MM Technics, and Creative Liquid Coatings 	✓	✓	✓

TARGET SECTOR	DESCRIPTION	STATE	CENTRAL SC	COUNTY
Bioscience, Life Sciences & Pharmaceutical	<ul style="list-style-type: none"> ▪ Biotechnology and pharmaceutical bulk manufacturers, healthcare, medical devices, chemical processors, generic and proprietary pharmaceutical developers, hygiene product producers and packagers, and related research and development ▪ Fastest growing life sciences sector in the Southeast ▪ Annual statewide economic impact of \$26 billion 	✓	✓	
Transportation, Distribution & Logistics	<ul style="list-style-type: none"> ▪ S.C. has one of nation's fastest-growing container ports, two inland ports, five interstates, 2,300 miles of rail lines and more than 41,000 miles of state highways ▪ Newberry County is centrally located with extensive transportation network including rail and Interstate 26 		✓	✓

Sources: S.C. Department of Commerce, Central SC Alliance, and Newberry County Economic Development, 2023

4.4.6. Economic Resiliency

Large employer closures, industry-specific shocks, or more general economic conditions such as a national recession, natural disasters, and public health hazards such as the recent pandemic can create economic disruptions. Communities depend on a strong economy for jobs, essential goods and services, and tax revenues that enable rebuilding after a disaster. Economic diversification, combined with high-demand and higher wage employment opportunities, can lessen the impact of future economic downturns.

As noted in the *Resiliency Element*, the *National Economic Resilience Data Explorer* (NERDE) is a tool sponsored by the Economic Development Administration to assist with local economic recovery and resilience planning. The online analysis tool generates county-level economic distress indicators based on unemployment and wage trends and identifies indicators associated with economic risk and resilience. NERDE data shows that although the current and 24-month unemployment rates for Newberry County have fared better than the national average, per capita income measures indicate continued vulnerability to economic distress.

The *Newberry County Economic Development Strategic Plan* completed in 2022 prioritizes economic diversification and the cultivation of businesses that offer quality, higher-wage jobs and strengthen the tax base. The diversity of industrial clusters in Newberry County has helped stabilize the local economy and quickened the rebound after the external shock of the COVID-19 pandemic. NERDE indicators show Newberry County has a strong manufacturing employment base that is more than triple the national share for this sector. Private manufacturing currently accounts for more than 30% of jobs in the County. Annual average manufacturing wages in Newberry County are generally double the wage of the retail sector and more than triple that of accommodations and food services (*Central Midlands CEDS, 2022*).

As part of the recent strategic planning process, the County Economic Development Office also conducted an extensive outreach process to identify weaknesses and barriers to economic growth. Among the countywide weaknesses are inadequate water and sewer infrastructure, a limited housing supply, road congestion, lack of internet in some communities, pressure on a limited tax base, workforce shortages and an aging workforce, and the potential for growth to outpace

infrastructure and service capacity. These issues largely mirror regional weaknesses identified in the *Central Midlands Comprehensive Economic Development Strategy* (CEDS) adopted in 2022. Opportunities to strengthen the economic resilience of the region and County include small business development and entrepreneurial support, workforce development and training, infrastructure upgrades, broadband expansion, recruitment of higher wage/higher tech jobs, and support for business continuity and preparedness planning. In addition to the County’s continued effort to recruit and retain traditional industrial employers, economic opportunities for the County and its municipalities can be found in tourism, agribusiness, downtown retail and cultural markets, and small business development. These activities further diversify the County’s economic base and build a more resilient economy.

4.4.6.1. Manufacturing

The recent strategic planning process included a cluster analysis that revealed several emerging sectors in the County, with most centered on manufacturing. The manufacturing sector in South Carolina has an economic multiplier that is more than triple (4.25) the average employment multiplier of 1.61 (*S.C. Manufacturers Alliance, 2021*). The manufacturing job concentration in Newberry County is four times the national average. Appliances manufacturing is the highest-concentrated cluster and had the most job growth in the County over the last five years (Table 4-21). This cluster was significantly boosted by the location of Samsung Electronics in 2017. Other local high growth clusters are automotive, boat manufacturing, lighting and electrical equipment, wood processing, transportation and logistics, and advanced materials to include plastics, paper and packaging, chemical, and metal products. The clustering of similar or complementary employers in industries can benefit regional economies because they tend to promote a workforce with a compatible skill set, focus workforce training programs, and reduce infrastructure expenditures by concentrating needed improvements to smaller geographic areas. Economic clusters can also promote collaboration in production fields leading to greater innovation and efficiency.

Table 4-21. Leading Manufacturing Clusters by Location Quotient in Newberry County

INDUSTRY CLUSTER	LOCATION QUOTIENT
Trailers, Motor Homes & Appliances	38.44
Livestock Processing	22.42
Lighting & Electrical Equipment	16.21
Water Transportation	3.98
Production Tech & Heavy Machinery	3.78
Plastics	3.36
Downstream Metal Products	3.19
Food Processing and Manufacturing	3.10
Automotive	2.63
Paper & Packaging	2.35
Apparel	1.64
Downstream Chemical Products	1.31

Source: *Newberry County Economic Development Strategic Plan, 2022*

As attested by many employers in the strategic planning process, the lack of skilled workers is one of the largest barriers to industry growth. A recent report by the South Carolina Manufacturers Alliance affirms a significant move to a more highly skilled workforce to fill manufacturing occupations over the next decade. While a major shift towards higher-skilled labor can provide significant positive spillover benefits for South Carolina's economy, including increased productivity that leads to higher wages for workers, it also requires a trained and skilled workforce to fill these jobs.

The County's boat manufacturers illustrate the challenges posed by the skilled labor shortage for production industries, as well as the potential in leveraging cluster resources to address shared threats. South Carolina boasts one of the most robust boating industries in the United States with 567,000 registered boats, 30 boat builders and 656 businesses employing 155,000 people in South Carolina. The presence of major boat makers Sea Pro and Falcon in Newberry County with related manufacturers, such as Pleasurecraft marine engines, have helped elevate boat manufacturing to a sizeable economic cluster with an annual \$5 billion impact in South Carolina. The water transportation now ranks as the third fastest growing cluster in the County (*Newberry County Economic Development Strategic Plan, 2022*). However, industry growth and the ability to meet product demand is constrained by a workforce shortage. A recent roundtable report by the nonprofit South Carolina Boating and Fishing Alliance notes a critical labor shortage in the industry that is amplified by hundreds of unfilled vacancies at the start of 2023. Newberry County boat manufacturers Sea Pro and Falcon recently joined other industry employers and advocates statewide to support the creation of the State's only Marine Technology Training Center to address the boat manufacturing workforce shortage. The project will have industry impact not only for existing boat manufacturers, but also with recruitment of new employers statewide to expand this high-growth cluster.

4.4.6.2. Agribusiness

South Carolina has nearly 25,000 farms and 4.8 million acres of farmland, making agribusiness the State's leading industry. Agriculture and timber support more than 259,000 jobs and nearly \$52 billion in annual economic impact statewide. Although agriculture is exceptionally strong in South Carolina, and the demand for locally grown foods continues to rise, with 90% of the food purchased by State residents imported from out-of-state producers (*Central Midlands CEDS, 2022*). Estimates reveal that only 40% of every food dollar spent at larger chain stores stays local, while 65% of each dollar spent on locally produced food stays in the community. Access to locally grown foods can also strengthen food security, especially during events that disrupt traditional food supply and distribution networks and reduce food waste.

Agriculture continues to play an important role in the Newberry County economy. Newberry County ranks 6th highest in the State in the total market value of agricultural sales, with 96% of its sales consisting of livestock, poultry, and related products. The County ranks in the top 11% of counties nationwide in the market value of products sold in the livestock and poultry category and in the top 5% in poultry and eggs (*USDA Census of Agriculture, 2017*). There are more than 600 farms in the County and nearly 95,000 acres in farmland.

The agricultural industry has a very high concentration of operations and employment in the County with a location quotient of 3.20, well above the national average and second only to the

County's manufacturing industry at 3.75 (*Central Midlands CEDS, 2022*). A location quotient of 1.00 or greater demonstrates a higher concentration than what would be expected based on national levels. Livestock and Food Processing are highly concentrated agriculture clusters and top employers in Newberry County, with location quotients of 22.42 and 3.1, respectively. The livestock processing workforce was hit especially hard by the pandemic, experiencing the highest number of pandemic job losses countywide. Forestry and wood products are also strongly represented clusters in Newberry County with very high location quotients of 32.24 and 16.12, respectively (*Newberry County Economic Development Strategic Plan, 2022*).

The continued growth of consumer interest and demand for organically grown produce and livestock has created new markets for smaller farming operations. An increasing number of South Carolina farmers and growers are looking beyond traditional agricultural markets to find new opportunities that diversify their operations through agritourism. Agriculture-based tourism includes farm tours and field trips, farm-to-table dinners, on-site restaurants with markets, workshops and seminars, festivals, and u-pick operations.

The South Carolina Department of Agriculture offers multiple initiatives to support the growth and sustainability of local farmers throughout the State through market expansion and increased profitability. These programs are tailored to meet the needs of agricultural businesses that range from large industrial food production to smaller family-owned specialty farms, providing support and technical assistance to promote resiliency to weather the challenges of the agricultural sector. By encouraging the growth of the agricultural sector, the programs concurrently strengthen the food systems necessary for a more resilient County and State (Table 4-21).

Table 4-22. State and Regional Programs Supporting Agribusiness and Agritourism

PROGRAM	DESCRIPTION
Agribusiness Center for Research and Entrepreneurship (ACRE)	<ul style="list-style-type: none"> ▪ Hosts agribusiness planning training, advanced entrepreneurship programs, grant competitions for entrepreneurs, business plan and skill development for new and beginning farmers, and partners with higher education in research ▪ Newberry County graduates and grant recipients include Carolina Pride Pastures in Pomaria
Annie's Project	<ul style="list-style-type: none"> ▪ Fuses agricultural and business expertise to deliver lectures and retreat programs for women in agriculture
Certified SC Grown	<ul style="list-style-type: none"> ▪ Provides brand and label to help consumers identify goods grown, harvested and raised in the Palmetto State ▪ Eligibility includes South Carolina farms, food manufacturers, specialty food producers, packing facilities, and businesses that make non-food products ▪ Newberry County has 33 participating farms and businesses
Clemson Extension	<ul style="list-style-type: none"> ▪ Delivers research-based information and instruction through public outreach programs in agribusiness, agriculture, natural resources, and food, nutrition and health
Clemson Livestock Poultry Health (LPH)	<ul style="list-style-type: none"> ▪ Provides comprehensive inspection service to ensure safety of meat and poultry products ▪ Serves as the State's animal health authority, state meat and poultry inspection department, and the State's veterinary diagnostic center



PROGRAM	DESCRIPTION
Feeding Innovation	<ul style="list-style-type: none"> ▪ Comprehensive technical assistance program supporting entrepreneurs with developing or expanding healthy food businesses in food deserts or underserved areas of the State ▪ Program goal is to increase access to healthy food while supporting the development of strong, local entrepreneurs and businesses
Homegrown By Heroes	<ul style="list-style-type: none"> ▪ Marketing initiative for farmers and agricultural producers in South Carolina who have served in any of the U.S. Military branches ▪ Allowed to use the <i>Homegrown By Heroes</i> logo on agribusiness signage and products ▪ Certified producers receive technical assistance with food safety, business planning, and licensing
Ladies Engaged in Agricultural Development (LEAD)	<ul style="list-style-type: none"> ▪ Coordinates agricultural workshops for women with the goal to provide the tools, knowledge and skills to be successful in the agriculture industry ▪ Serves small family farms to large production operations
South Carolina Agritourism Association	<ul style="list-style-type: none"> ▪ Currently 565 agritourism farms participating statewide, with 14 of these in Newberry County
South Carolina Ag + Art Tour	<ul style="list-style-type: none"> ▪ Nation's largest free farm and art tour, attracting 85,000 visitors since 2012 ▪ Self-guided tour highlights agriculture, farmers markets, and local artisans throughout the months of May and June ▪ Newberry County is one of only 11 tour counties, with 4 tour stops – Hi Brau Beef, Bowers Farm, Carolina Pride Pastures, and Lever Farm
South Carolina Farm to School	<ul style="list-style-type: none"> ▪ Seeks to increase the number of farmers providing locally grown products to institutions, such as schools, childcare centers, food banks, hospitals, military installations, and other businesses ▪ Provides education to food service staff on procuring and preparing local products, promoting SC Grown within cafeterias and food service operations, and creating hands-on experiences such as farmers' markets, community supported agriculture (CSA) programs, and institutional gardens
South Carolina Food Hub Network	<ul style="list-style-type: none"> ▪ Ensures South Carolina food hubs have the capacity, network, and support to advance the visibility and viability of local farms by connecting local foods to local markets ▪ Coordinates efforts to increase efficiency of farm-to-table through coordinated regional crop planning, logistics, and farmer training
South Carolina Department of Agriculture Market Development	<ul style="list-style-type: none"> ▪ Develops innovative marketing and merchandising plans to promote South Carolina product sales through retail, wholesale, and food service channels ▪ Offers product sourcing, marketing, and merchandising support to food buyers throughout the Southeast and beyond ▪ Prepares S.C. growers and producers for new markets with research, grant opportunities, networking events ▪ Represents S.C. producers at industry trade shows
South Carolina New and Beginning Farmer program (SCNBFP)	<ul style="list-style-type: none"> ▪ Enables new and beginning farmers (10 years or less experience) to be successful, productive, and innovative members of their local agricultural community ▪ Provides the tools, knowledge, and skills necessary to be sound business managers and successful entrepreneurs ▪ Focus on exemplary stewards of SWAPA (soil, water, air, plants, and animals)

PROGRAM	DESCRIPTION
Women Owning Woodlands (WOW)	<ul style="list-style-type: none"> ▪ Prepare family forest matriarchs statewide to make management decisions about their forestland

The agricultural sector, including both large and small producers, remains vulnerable to natural and biological disasters, particularly drought, winter weather, and livestock diseases. Additional strategies that protect agricultural uses and productive agricultural and forest lands are necessary to maintain profitable farms. A resilient agribusiness strategy strongly complements revitalization efforts to strengthen existing urban centers in the County and reduce encroachment into prime farmlands and forests. Recruitment efforts can also seek industries that use locally grown products or by-products for value-added production.

4.4.6.3. *Tourism Development*

The same abundant natural resources that support agriculture can also serve as a major tourist draw. The recreation and tourism sector plays an important role as a provider of jobs and income in many South Carolina communities, both large and small. Tourism employment includes numerous sectors such as public and auto transportation, lodging, food service, entertainment and recreation, and general retail. Tourism is closely tied to revitalization, retail activity, and the creation of small businesses, particularly environmental, outdoor recreation, and agricultural businesses.

Tourism development efforts strongly complement Newberry's overall economic development goals by improving the quality of life for residents; diversifying the local economic base; enhancing and preserving the rich cultural and natural resource base of the County and its municipalities; providing increased job opportunities for area residents; cultivating the creation of locally owned, small businesses; and promoting clean, low impact economic activity. Although the sector wages average well below those for manufacturing employment, tourism-related jobs offer opportunities for residents with diverse skills and educational backgrounds, ranging from first-time job seekers to senior citizens and from part-time work to alternative work schedules.

Although tourism-related revenue and jobs fell by nearly a quarter in 2020 and 2021 due to the pandemic, the sector has quickly rebounded. According to *Experience Columbia*, tourism has a significant economic impact on the Midlands region, generating \$2.4 billion annually, generating \$120 million in state and local taxes, and creating 21,000 jobs (*Central Midlands CEDS, 2022*).

Tourism development efforts should seek to raise per capita tourism expenditures, improve the visitor mix, broaden the tourism product, and leverage tourism assets to attract new businesses and residents, especially retirees, to the community. Creating awareness of tourism assets in the Newberry area offers the added benefit of enhancing community image and name recognition among businesses and industries. Quality of life issues are also important considerations in industrial recruitment and location decisions. Tourism and traditional economic development programs can build upon one another for the benefit of the entire community. The continued effort to create a more complete visitor destination will also advance the appeal of Newberry County as a tourism and retirement destination and as a desirable place to work and live.

4.4.6.4. Downtown Revitalization and Retail Development

Rural communities with attractive cultural, scenic, and historical resources are popular heritage tourism destinations. As identified in the *Cultural Element*, local governments, cultural and civic organizations, and the private sector can play a valuable role in providing recreational, cultural, and entertainment opportunities that enhance the sense of community for residents, attract tourists, and boost activity in traditional downtown districts. As tourist activity increases, downtown development and revitalization initiatives continue to gain momentum.

The City of Newberry anchors the County's retail economy, with Downtown Newberry serving as a specialty retail, dining, and cultural center of regional significance. This historic center of activity has the potential to evolve into larger role with continued public and private investment.

Economic development efforts in downtown districts typically focus on encouraging retention of existing businesses, facilitating the location of new small locally owned businesses that strengthen the downtown, and promoting the revitalization and infill of commercial areas. Among the strategies to revitalize and strengthen these historic commercial centers are policies that preserve and promote the unique nature of the downtown area, along with its key buildings, streets, and public spaces. This includes the redevelopment of blighted structures and properties, streetscaping, and the installation of wayfinding signage that facilitates identification and access to neighborhoods and businesses.

4.4.6.5. Small Business Development

Small business development strategies are an integral part of local economic development plans, with diversification playing an important role in building a resilient economy. More than 99% (or 463,549) of all businesses in South Carolina are classified as small businesses when using the federal definition of employers with fewer than 500 employees. More than 43% (or 837,615) of the State's private sector employees work for small businesses. The vast majority (82%) of the small businesses in the State have no employees, while 16% have less than 20 employees (*SBA Small Business Profile, 2022*). Only two percent of small businesses statewide have more than 20 employees. Small business ownership in South Carolina consists of 44% women, nearly 21% racial minorities, and 10% veterans.

A distinct advantage of smaller firms is that they are locally owned and typically employ residents within the local community, do business with other community-based firms, and reinvest profits within the community. Small business development can also provide alternative employment for residents impacted by downsizings and plant closures. These businesses tend to be more diverse with higher levels of minority, veteran, and women ownership. Smaller firms are well-positioned to serve the larger corporations recruited to the County, opening new opportunities for small business start-ups as corporate suppliers and subcontractors.

The *Newberry County Economic Development Strategic Plan* calls for a strategic effort to support a start-up culture in the County. Local government support for entrepreneurs can include financial and tax incentives for qualifying businesses, physical site improvements, advertising, signage, and other marketing support. The County and its municipalities can evaluate permitting and remove barriers for new and existing businesses to obtain or renew business licenses to facilitate economic activity. Coordinated and centralized efforts such as the City of Newberry's one-stop *Welcoming*

and *Enabling Business* (WEB) program are vital to assist small business owners as they walk through the development and start-up process. Such assistance includes permitting and inspections, licensing, and eligibility for State and local incentives. There is also an advantage to the rehabilitation and reuse of older buildings, which generally has a higher local economic multiplier than new construction and keeps even more dollars in the community.

Small businesses in Newberry County also need access to information and resources that help them prepare and plan for disaster, recovery, and business continuation. These businesses are generally more vulnerable to disruptions and disasters. The Federal Emergency Management Agency (FEMA) estimates that as many as 75% of small businesses lack a disaster plan. In the wake of a disaster, between 40% and 60% of small businesses never reopen after a significant disaster, while 25% of those that do reopen end up failing within a year (FEMA, 2022).

While regional and county economic development teams focus on recruitment and retention of larger industries, small business and entrepreneurial development needs are supported jointly by multiple organizations including the City of Newberry, the Newberry Downtown Development Association, and the Newberry County Chamber of Commerce. State agencies supporting these ventures include the S.C. Department of Agriculture, the Newberry Small Business Development Center, and the S.C. Division of Small and Minority Business Contracting. The roles of these groups, which range from networking and training to marketing assistance, are detailed in the *Organizations and Partnerships* section.

4.4.7. Organizations and Partnerships

The involvement of public and private organizations as economic development allies in the development process supports a coordinated economic growth strategy that addresses community needs and advances the County’s economic vision. Economic allies include public and private organizations involved in planning, finance, education and training, construction, and utilities, as well as related regional and State economic resources (Table 4-21). This partnership approach to economic development has fueled Newberry’s transition from a predominantly farm-oriented economy to a more balanced economic mix of agriculture, manufacturing, services, retail, tourism, and health care. A continued partnership approach to economic development will support a diverse and sustainable economic base that provides a resilient community and a quality living environment for County residents.

Table 4-23. Newberry County Economic Development Allies

ECONOMIC PARTNER	ROLE
Newberry County and Municipalities	<ul style="list-style-type: none"> ▪ Supports economic development with key infrastructure and public services ▪ Source of financial incentives such as property tax abatements, fee-in-lieu agreements, and other infrastructure and utility incentives ▪ Provides land use planning, regulation, permitting, infrastructure coordination



ECONOMIC PARTNER	ROLE
Newberry County Economic Development (NCED)	<ul style="list-style-type: none"> ▪ Official economic development organization for the County, with the mission to create quality jobs, increase the per capita income, and broaden the Newberry County tax base ▪ Works with existing and prospective business and industry to facilitate investment and economic growth in the County ▪ Provides industrial site, demographic and community information; hosts site and community tours; creates financial and tax incentive packages; and provides relocation support
Newberry Business Alliance	<ul style="list-style-type: none"> ▪ Nonprofit workforce development organization ▪ Works with other civic and advocacy organizations to promote a positive business climate in the City
Newberry Downtown Development Association (NDDA)	<ul style="list-style-type: none"> ▪ Comprised of local businesses, property owners, and private citizens ▪ Promotes dynamic and healthy downtown retail environment to create a strong, vibrant, and unique Main Street experience and small business success ▪ Expands awareness of historic Downtown, produces community events, assists with Downtown development, and provides a shared voice to the City ▪ Partners to offer 10-week “Fast Trac” Business School for Entrepreneurs
Newberry County Chamber of Commerce	<ul style="list-style-type: none"> ▪ Supports local economic development, well-being, and quality of life by developing leadership, improving education, and marketing County’s assets ▪ Lead tourism promotion agency for County ▪ Operates the Newberry Visitors Center in the Old Courthouse on Main Street ▪ Sponsors Mentoring Newberry County, Leadership Newberry, Newberry On Board, and Newberry County Young Professionals
Central SC Alliance	<ul style="list-style-type: none"> ▪ Regional public/private partnership between eight neighboring counties to promote industrial development and jobs creation ▪ Facilitates team approach to domestic and international investment using market and research and data, project administration, site identification, product development, marketing missions, incentive facilitation, new and existing industry assistance, and corporate relocation assistance
Central Midlands Council of Governments (CMCOG)	<ul style="list-style-type: none"> ▪ Designated Economic Development District encompassing the counties of Fairfield, Lexington, Newberry, and Richland and 11 municipalities ▪ CMCOG is in charge of maintaining the regional Comprehensive Economic Development Strategy (CEDS) for the Central Midlands that defines the regional vision for economic growth and resilience, identifies local priorities for future investment, and is the basis for federal economic and workforce investments ▪ Coordinates transportation, environmental, air, and water quality planning
Newberry Area Small Business Development Center (SBDC)	<ul style="list-style-type: none"> ▪ Located on Newberry College campus as part of statewide network of training and counseling centers for new and existing businesses ▪ Provides assistance with business plan development, one-on-one counseling, management and technical assistance, marketing analysis, feasibility studies, and seminars ▪ Specialized programs for veterans, women, and young entrepreneurs ▪ Helps with government contracting, export assistance, and manufacturing ventures technology commercialization
S.C. Department of Agriculture	<ul style="list-style-type: none"> ▪ Promotes and nurtures the growth and development of the State’s agriculture industry and its related businesses including agritourism, entrepreneurship development, and marketing for farmers

ECONOMIC PARTNER	ROLE
S.C. Department of Commerce	<ul style="list-style-type: none"> ▪ The State’s leading economic development agency ▪ Works with counties to recruit new businesses and help existing business grow
S.C. Power Team	<ul style="list-style-type: none"> ▪ Non-profit economic development organization representing Santee Cooper and the state’s 20 consumer-owned electric cooperatives ▪ Supports growth of jobs, investment, and electric load through the attraction of new industrial and commercial activity and expansion and retention of existing businesses and facilities
S.C. Business One Stop (SCBOS)	<ul style="list-style-type: none"> ▪ One-stop information resource for starting, running, expanding, and relocating businesses in South Carolina
Upper Savannah Workforce Development Area (SC Works)	<ul style="list-style-type: none"> ▪ State office providing employer assistance in hiring qualified workers, labor market information, job skills assessment and placement, and employment training programs for youth, seniors, veterans, and other special populations ▪ Administers regional job training programs and funding
Capital City/Lake Murray Country	<ul style="list-style-type: none"> ▪ One of 11 tourism marketing regions in the State covering Newberry, Richland, Lexington, and Saluda counties bordering Lake Murray ▪ Focuses on increasing tourism revenues region wide
South Carolina Research Authority	<ul style="list-style-type: none"> ▪ Public, non-profit that accelerates technology-enabled growth in research, academia, entrepreneurship, and industry ▪ Supports start-ups through <i>SC Launch</i>, <i>South Carolina Innovation Hub</i>, and the <i>Industry Partnership Fund</i> to leverage early-stage resources using grants, loans, investments, online tools, and mentoring support to state-based companies aligned with Information Technology, Life Sciences, or Advanced Manufacturing and Materials sectors
S.C. Division of Small and Minority Business Contracting	<ul style="list-style-type: none"> ▪ Links minority and women-owned small businesses to State contracting and procurement opportunities ▪ Provides one-on-one consultation, training, vendor lists, dispute resolution ▪ Sponsors <i>SC Launch</i> program to assist fledgling minority-owned companies
S.C. Manufacturing Extension Partnership	<ul style="list-style-type: none"> ▪ Private, non-profit resource for small to mid-size South Carolina businesses ▪ Improves competitiveness through hands-on consulting, training, peer collaboration, and reviews

4.5. Goals, Objectives and Strategies

The goals, objectives, and strategies for implementation (GOIS) table summarizes the actions that will be undertaken in the coming decade to achieve the goals and objectives identified in the Economic Development element. Element goals are broad-based ideals that are intended to guide the future of the community, while an objective is a more specific elaboration of a goal that also provides direction. Together the goals and objectives outline the framework for the element and provide the basis for the more detailed and specific plan strategies. Each supporting implementation strategy includes a listing of the agencies that are accountable for the implementation of the strategy, as well as a time frame for completion.



GOALS/OBJECTIVES/STRATEGIES	ACCOUNTABLE AGENCY	TIMEFRAME
GOAL 4.1. Build a diverse and resilient economic base in Newberry County		
OBJECTIVE 4.1.1. Actively promote economic development to create jobs, increase community sustainability, and strengthen the local tax base		
<i>STRATEGY 4.1.1.1.</i> Maintain state and local economic incentives for new and expanding industry.	Newberry County, S.C. Dept. of Commerce	Ongoing
<i>STRATEGY 4.1.1.2.</i> Maintain communication with existing businesses and industries to assess and receive input on the local business climate, public services, and potential areas for improvement.	Newberry County, Municipalities, Chamber of Commerce	Ongoing
<i>STRATEGY 4.1.1.3.</i> Strengthen economic and workforce development relationships and partnerships among the County, civic organizations, municipalities, educational institutions, service agencies, and the private sector.	Newberry County, Municipalities Chamber of Commerce, Newberry Business Alliance, PK-12, Higher Education, Upper Savannah WIA, Employers	Ongoing
<i>STRATEGY 4.1.1.4.</i> Encourage data sharing and the availability of a unified, up-to-date economic data and marketing source for the County.	Newberry County, Municipalities, Chamber of Commerce, Central SC Alliance, PK-12, Higher Education	Ongoing
<i>STRATEGY 4.1.1.5.</i> Continue to leverage State and regional efforts to attract target industries in advanced materials and manufacturing, forestry and wood products, and recreation.	Newberry County, Central SC Alliance, S.C. Dept. of Commerce	Ongoing
<i>STRATEGY 4.1.1.6.</i> Pursue additional economic opportunities in health care, tourism, agribusiness, retail and cultural markets, and small business development.	Newberry County, Municipalities, Chamber of Commerce, Newberry Business Alliance	Ongoing
<i>STRATEGY 4.1.1.7.</i> Encourage business continuity planning and disaster readiness across all sectors.	Chamber of Commerce, SBDC, Employers	Ongoing
OBJECTIVE 4.1.2. Support small business development and success		
<i>STRATEGY 4.1.2.1.</i> Continue support of the local Small Business Development Center (SBDC).	Newberry County, Municipalities Chamber of Commerce, Newberry College, Private Sector	Ongoing
<i>STRATEGY 4.1.2.2.</i> Assist local and small businesses in identifying and establishing business relationships with larger companies that locate in the County.	Newberry County, Municipalities, Chamber of Commerce, SBDC	Ongoing
<i>STRATEGY 4.1.2.3.</i> Assist small business start-up by streamlining local permitting and licensing processes.	Newberry County, Municipalities	Ongoing
GOAL 4.2. Strengthen the Newberry County workforce to support a strong economy		
OBJECTIVE 4.2.1. Increase college and career readiness among Newberry County high school graduates		
<i>STRATEGY 4.2.1.1.</i> Encourage employer participation in PK-12 career awareness and pathway initiatives and in expanding apprenticeship and work-based learning opportunities.	Newberry County School District (NCSD), Chamber of Commerce, Employers, Piedmont Technical College	Ongoing



GOALS/OBJECTIVES/STRATEGIES	ACCOUNTABLE AGENCY	TIMEFRAME
<i>STRATEGY 4.2.1.2.</i> Foster communication on graduate knowledge and skills between school system and employers.	NCSD, Chamber of Commerce, Employers	Ongoing
OBJECTIVE 4.2.2. Synchronize workforce investment strategies with economic recruitment activities		
<i>STRATEGY 4.2.2.1.</i> Align workforce development programs with economic development efforts to include targeted industries and current and projected workforce needs.	Upper Savannah WIA, Newberry County, Piedmont Technical College	Ongoing
<i>STRATEGY 4.2.2.2.</i> Maintain and improve the quality and availability of training and retraining opportunities for area residents, especially displaced workers, to help residents move up the economic ladder through advanced training and higher wages.	Piedmont Technical College, Newberry County, NCSD, Employers, Upper Savannah WIA	Ongoing
<i>STRATEGY 4.2.2.3.</i> Maintain communication with existing business and industry through workforce committee to assess and receive input on workforce needs to include skill sets and availability.	Chamber of Commerce, Newberry County, Municipalities, NCSD, Newberry College, Piedmont Technical College	Ongoing
OBJECTIVE 4.2.3. Increase local employment opportunities to enable more workers to live and work in the County		
<i>STRATEGY 4.2.3.1.</i> Prepare Newberry County residents for the careers and occupations of the future, equipping them with the training and education to apply their skills in a broad and diverse economy.	NCSD, Newberry College, Piedmont Technical College, Upper Savannah WIA	Ongoing
<i>STRATEGY 4.2.3.2.</i> Recruit employers in high growth sectors that offer wages that are higher than the County average.	Newberry County, Central SC Alliance, S.C. Dept. of Commerce	Ongoing
GOAL 4.3. Provide the physical infrastructure and regulations to support quality economic growth in Newberry County		
OBJECTIVE 4.3.1. Ensure adequate services and capacity at existing industrial parks and potential sites with high growth and development probability		
<i>STRATEGY 4.3.1.1.</i> Expand water and sewer service to enable and support future residential, commercial, and industrial development.	Newberry County, Municipalities Utilities	Ongoing
<i>STRATEGY 4.3.1.2.</i> Support commercial and industrial employment growth in the municipalities by promoting infill and redevelopment in existing commercial areas to take advantage of existing infrastructure and services that reduce development costs.	Newberry County, Municipalities, Private Sector	Ongoing
<i>STRATEGY 4.3.1.3.</i> Ensure the adequacy and completeness of transportation planning and capacities for economic development in the County and the Central Midlands region.	Newberry County, Municipalities, Central Midlands COG, Airport Commission	Ongoing
OBJECTIVE 4.3.2. Increase the availability of quality buildings and sites in the County to meet the needs of prospective industries		
<i>STRATEGY 4.3.2.1.</i> Examine land use regulations to ensure adequate land and infrastructure is available for industrial and commercial use.	Newberry County, Municipalities	2028



GOALS/OBJECTIVES/STRATEGIES	ACCOUNTABLE AGENCY	TIMEFRAME
<i>STRATEGY 4.3.2.2.</i> Protect agricultural uses and productive agricultural and forest lands to maintain profitable farms and protect agribusinesses from encroachment.	Newberry County, Municipalities	Ongoing
<i>STRATEGY 4.3.2.3.</i> Assess land use plans and regulations with respect to economic growth and employment opportunity.	Newberry County, Municipalities	2028
<i>STRATEGY 4.3.2.4.</i> Work with municipalities to identify and inventory vacant, underutilized, and available commercial and industrial properties throughout the County and prioritize them for redevelopment.	Newberry County, Municipalities, Private Sector	2028
<i>STRATEGY 4.3.2.4.</i> Guide new and expanded businesses to sites that are less vulnerable to hazards.	Newberry County, Municipalities	Ongoing