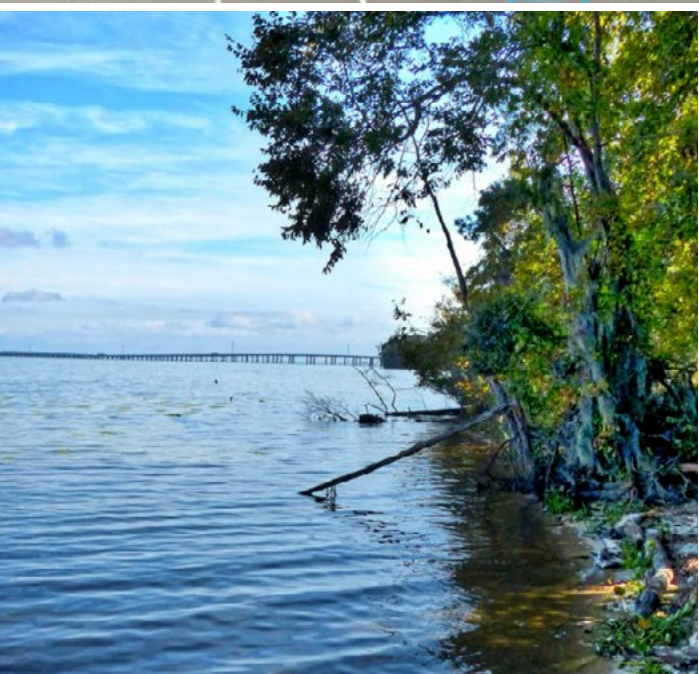


COMMUNITY DEVELOPMENT STRATEGIC PLAN

JANUARY 2025



www.orangeburg.sc.us



PREPARED BY:



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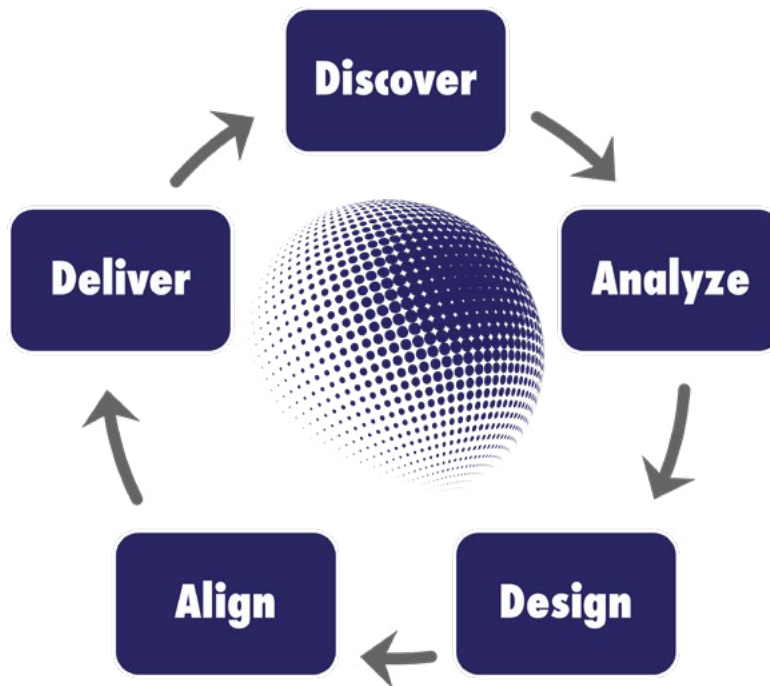
EXECUTIVE SUMMARY

PROJECT INTENT

The South Carolina Department of Commerce chose the City of Orangeburg to participate in the SC Rural Development Strategic Planning Initiative. As such, Strategic Location Advisors was engaged to assist with this important process to assess the current status of the community and develop recommendations for Orangeburg toward future success. The SLA strategic planning process is five-fold: Discover, Analyze, Design, Align, and Deliver.



OUR STRATEGIC PLANNING PROCESS:



The SLA Team had previous experience with Orangeburg, having worked a site selection project within the past 12 months that considered the community, however, the community was removed from consideration before making the finalist cut. **The primary reason the community did not move forward landed squarely on quality of place and the ability to attract high paid engineering talent. Why? Orangeburg did not pass several of the “first impression” tests that corporate executives employ when making decisions.** Thus, it was important for our team to begin by visiting and engaging key stakeholders in-person. Enhanced collaboration, increased community development, and a focus on quality of place will be essential to Orangeburg’s future.

EXECUTIVE SUMMARY

PROJECT INTENT

What We Discovered

Our team immediately recognized that the community seemed disconnected. It took several weeks and even a failed visit to pinpoint who would be the community contact for this project. Thankfully, the City of Orangeburg's City Manager, Sidney Evering II, Esq. took on that role. The next visit went very well as our group had the opportunity to meet with key stakeholders in the community. These leaders were impressive in both their passion for what they do on a daily basis, and the care they showed for ensuring a brighter future for Orangeburg.

The community should be proud of each of the educational institutions' leadership teams (Orangeburg County School District, OCtech, Claflin, SCSU). These leaders have their hearts and minds placed on the success of students and how that can positively impact the community. Furthermore, non-Orangeburg native Dr. Peters (Claflin University) is also a small business owner, showcasing a desire among these leaders to expand their reach into the community. Surprisingly, Orangeburg does not feel like a college town even though it has two nationally recognized HBCUs and a strong technical college. This is a missed opportunity. One that the City has plans to continue to embrace, but should be expanded upon, as will be discussed in our recommendations.

A glaring issue that our team discovered is how siloed the organizations and institutions throughout Orangeburg seem to be. After mentioning this in a stakeholder discussion, it was brought to our attention that One Orangeburg had been developed at some point in the past to address the problem, but it had quickly been abandoned. Furthermore, our team reviewed previous and existing strategic plans of those organizations and institutions who were willing to share them and found there were many similar initiatives, yet no one seems to be working together on them.

Orangeburg has a significant opportunity to foster greater collaboration among its citizens and leaders to build a stronger, more unified community. While there are areas of differing perspectives, open communication and cooperation can create a foundation for shared



STRATEGIC PLANNING STAKEHOLDERS

Mayor Michael C. Butler
City of Orangeburg

Sidney Evering II, Esq.
City of Orangeburg

Dr. Shawn Foster
Orangeburg County School District

Dr. Cletra Peters
Claflin University

Dr. Stephanie Dauway
Orangeburg-Calhoun Technical College

James McQuilla
Orangeburg County Chamber of Commerce

EXECUTIVE SUMMARY

PROJECT INTENT

progress. It became evident that working together across various sectors—culture, education, business, and professional associations—will be essential for the community's future growth. By focusing on common goals and fostering inclusive dialogue, Orangeburg can position itself to thrive in the years to come.

As stated earlier, the City of Orangeburg did a great job of hosting our team. The City also has many community improvement projects planned or underway with an impressive amount of grant funding to make them a reality. Railroad Corner is a great example of collaboration between the city, Claflin, and SCSU. More collaborative projects should be encouraged regarding community improvement with support from small business development, the innovation hub, economic development, and the chamber of commerce.



Why This Plan is Critical for Economic Development

Economic Development, Community Development, and Economic Activity are often confused with one another. True economic development brings new money into the community, typically via industrial attraction. Community development enhances the quality of life within the community via restaurants, activities, entrepreneurial growth, parks and recreation, community events, and more. Economic activity is what occurs when that new money from economic development is spread throughout the community, positively impacting those community development items mentioned. This is a symbiotic relationship that must be understood by all stakeholders so they also know what role they play in positively impacting Orangeburg's future.

As companies, particularly manufacturing, continue to become more sophisticated and automated, they will seek out locations with a strong quality of life to ensure long-term talented workforce needs are met.

EXECUTIVE SUMMARY

PROJECT INTENT

With plenty of land for industry, robust utilities, quality education, and a central location in South Carolina, Orangeburg is in a great position to become one of the next desirable targets in the southeast. While much of the industrial property is in the county, the city of Orangeburg is still going to be the primary factor by which quality of place is judged. Thus, the importance of the symbiotic relationship between the city's community development and the county's industrial attraction cannot be overstated. It is paramount to the overall growth of higher paying jobs and opportunities for both.

Orangeburg County Development Commission, the Orangeburg County Chamber of Commerce, the Orangeburg Regional Innovation Center, Claflin University, South Carolina State University, Orangeburg-Calhoun Technical College, Orangeburg County School District, the City of Orangeburg, and the County of Orangeburg bear equal burden to be high performing individually. **However, the future growth and success of Orangeburg is dependent upon collaboration between all of these entities and more rather than remaining in silos.**

The intent of this plan is to assist the City of Orangeburg with their role in community and economic development. It is also meant to encourage collaboration amongst all of these primary stakeholder groups to walk a path together to enhance Orangeburg's quality of life, impact industrial recruitment opportunities, attract and retain citizens, spur entrepreneurial growth, and increase the tax base.

FINAL THOUGHTS

As a part of this project, we have developed a matrix of individual plans among the community's stakeholders and organizations that are driving community and economic development activity. This matrix illustrates the nexus between the individual plans and how they feed into the overall community and economic development priorities that we have established that are critically important to ensuring Orangeburg's success in the future.

Our goal for this project is to improve the community and economic development work being done in the city of Orangeburg and establish a collaborative and concerted effort to:

1. Show how the individual pieces work together toward common goals
2. Bring Orangeburg's key economic development drivers together to establish synergies
3. Encourage the community to tap young leaders within the colleges to step up and help move Orangeburg forward

In doing so, Orangeburg will elevate the work being done in the community in a way that will:

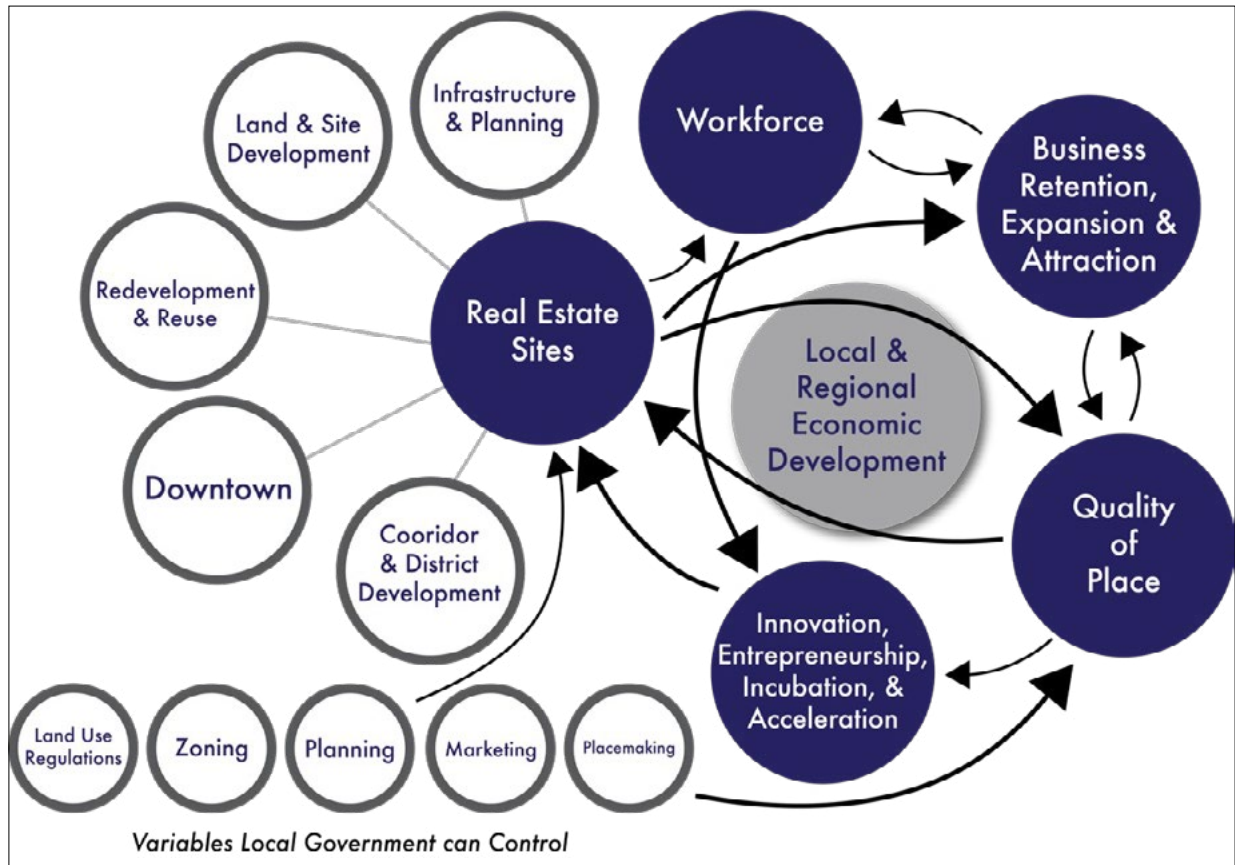
1. Improve the overall quality of life in the community for current and future residents
2. Lead to the creation of new and diverse jobs with higher wages
3. Grow the city's population

EXECUTIVE SUMMARY

PROJECT INTENT

Economic Development Systems

Example: Local & Regional Economic Development



This plan works to strengthen what we feel are the connective tissues vital for Orangeburg to thrive in the future. After community visits, surveys, numerous stakeholder interviews, and reviewing existing plans, we have developed the following overarching priorities the community should focus their economic development efforts on stabilize and grow Orangeburg's economic foundation over the next five years:

PRIORITY PROJECT:

Staff a community development professional to spearhead this strategic plan, coordinate all other plans, connect all organizations in the community, serve as liaison to local governments/ municipalities, and lead community efforts for improvement.

EXECUTIVE SUMMARY

PROJECT INTENT

FIVE STRATEGIC PRIORITIES:

- 1** COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS
- 2** SMALL BUSINESS, ENTREPRENEURSHIP, AND INNOVATION DEVELOPMENT
- 3** COMMUNITY ENGAGEMENT
- 4** INFRASTRUCTURE DEVELOPMENT AND LAND USE PRIORITIES
- 5** TALENT PIPELINE AND WORKFORCE DEVELOPMENT

A major barrier that our team found in the community is a lack of a “central unifying vision” for community projects to create cohesiveness amongst all of the stakeholder organizations. This seems to be the original intent for ONE Orangeburg housed at OCDL, however, that effort effectively dissolved during the Covid-19 pandemic. Though not comprehensive, the following stakeholders should regularly convene and consistently work together to identify synergies that grow Orangeburg:

- City of Orangeburg
- Orangeburg County Economic Development Commission
- Orangeburg County Government
- Orangeburg County Chamber of Commerce
- Downtown Orangeburg Redevelopment Authority
- South Carolina State University
- Claflin University
- Orangeburg-Calhoun Community and Technical College
- Orangeburg County Schools
- Orangeburg Regional Innovation Center

EXECUTIVE SUMMARY

SWOT ANALYSIS

The following **Strengths**, **Weaknesses**, **Opportunities**, and **Threats** were compiled as a result of the stakeholder engagement process.

S

- Improving public school system
- Two HBCUs and OCtech being in Orangeburg provides great opportunity for students to learn right at home
- Orangeburg's location and access to Interstates 95 and 26
- Very popular farmer's market
- City council has prioritized downtown redevelopment
- Open to growing the city through annexation
- A lot of great momentum among individual organizations and entities
- Due to Orangeburg's location, if nothing is done to control development and growth, the community will most likely still experience some growth
- Great access to transportation and logistics
- Solid industry base with a number of commuters from other areas that could be targeted to move there and help grow the population
- Available industrial land to market to prospects
- New single-family housing developments are pending in the County, which will help the city grow
- Local restaurants and businesses that are in Orangeburg are very popular

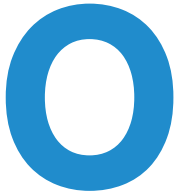
W

- City does not currently have an economic developer to lead any of the development efforts
- ONE Orangeburg was a good idea, but there was a lack of collaboration and too much focus on individual achievement - it needed more than just a clear mission, but stated goals and objectives with action items, timelines, and responsibilities detailed
- Economic and community development efforts are not aligned throughout the community or with the county
- Orangeburg is currently seen as a bedroom community
- Need activities to do in the evening and on the weekend
- Negative culture throughout community/doesn't realize what the community actually has and focuses heavily on what isn't there
- Community leadership is siloed and doesn't work well together
- No marketing of services available to entrepreneurs, so what is available to support small businesses or people looking to start a business is not known
- No office space available in Orangeburg to support emerging businesses, work from home population, and entrepreneurship
- Reliance on tourism industry impacts what people can afford and permanence of work/full-time employment
- A college town that doesn't feel like a college town
- No intentional, internal, marketing to celebrate when the community 'wins'
- Community as a difficult time recruiting people to live there/retaining college graduates
- Orangeburg does not show well when business/industry visits

EXECUTIVE SUMMARY

SWOT ANALYSIS

The following **Strengths**, **Weaknesses**, **Opportunities**, and **Threats** were compiled as a result of the stakeholder engagement process.



- Prime time for Orangeburg to be very intentional with their growth as they have the ability to shape the future of the community right now
- A shared vendor space to lower costs for small businesses would be beneficial for startup businesses
- A defunct local development corporation could be reinvigorated to help lead development efforts and activity and bring leadership together from across multiple organizations
- A lot of blue-collar occupations commute out of Orangeburg County, so there is opportunity to recruit industry and keep those employees in the community vs. commuting elsewhere
- Orangeburg County Development Commission is going through the process of revamping its purpose and mission to have greater impact on the community
- South Carolina as a state has been successful in recruiting advanced manufacturing with higher wages that require higher skilled employees, but Orangeburg has not been a recipient of that.
- Recruit higher-paying industry/employers
- Community engagement and incorporating the younger populations in discussions to create a sense of belonging
- Start leveraging and using entrepreneurial resources to help grow local businesses that the community wants
- Downtown redevelopment and community development/beautification efforts will help bring new people and new jobs to Orangeburg
- Railroad Corner Project is a great asset to use in intentional business recruitment for retail, restaurants, and services that the community wants to see
- Has SDBC presence in the community that could be helpful in spurring startups and local businesses
- The city could be more walkable/welcoming to foot traffic
- Downtown Orangeburg is in an Opportunity Zone and can leverage historic property rehabilitation tax credit (Bailey Bill)
- Downtown Orangeburg Revitalization Association could be stronger and more impactful
- Sports tourism/more events like the Little League World Series would benefit Orangeburg
- Edisto Memorial Garden's proximity to downtown Orangeburg

EXECUTIVE SUMMARY

SWOT ANALYSIS

The following **Strengths**, **Weaknesses**, **Opportunities**, and **Threats** were compiled as a result of the stakeholder engagement process.



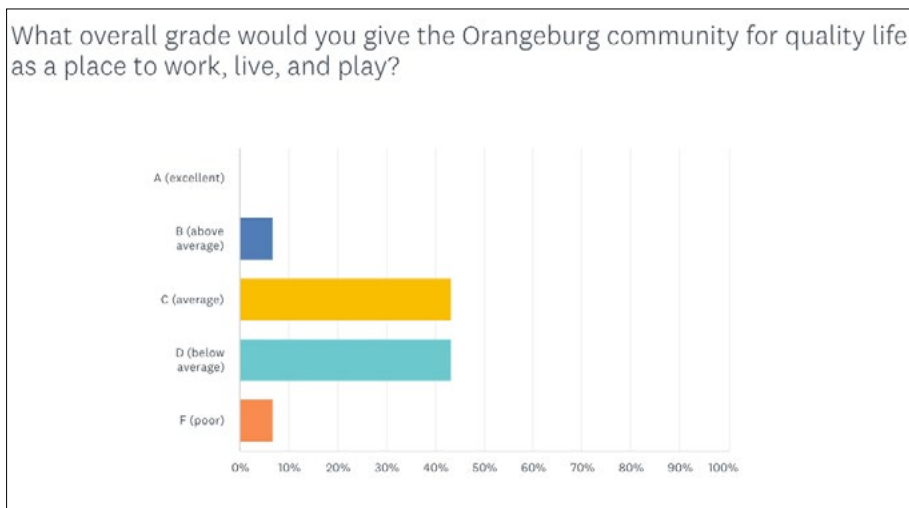
- High rate of crime activity/people don't feel safe in the community, especially at night
- Property taxes are among some of the highest in South Carolina
- Major education mismatch between post-secondary ed and the types of jobs that are available/being recruited to the community
- Segregation among the community's population will make it more difficult to successfully grow the community
- Community leadership is siloed and doesn't work well together
- Internal perception of the community is worse than what people that don't live there think about Orangeburg
- Some zoning restricts the highest and best use of properties, like downtown zoning needs to be updated to mixed use to support downtown living
- No formal incentives marketed or offered by the city for commercial or retail development
- Have a lot of "we've always done it this way, why would we change it?" and a lot of people that have been there a long time and don't have any interest in changing.

EXECUTIVE SUMMARY

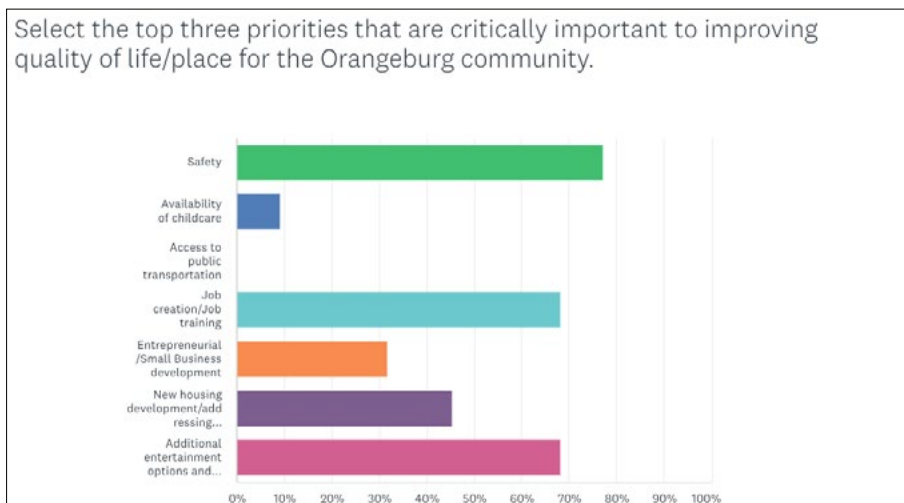
COMMUNITY SURVEY RESULTS

Our team developed a survey with a goal of being quick to complete. The survey was disbursed via the City of Orangeburg, Claflin University, SCSU, and other stakeholder groups. The intent of the survey was to garner feedback from residents, workers, and students about Orangeburg's quality of life. Many questions were qualifying based upon employment, residency, and other factors. A summary of critical questions is being provided here for context within this plan.

Quality of Life in Orangeburg was given an average or below grade by survey takers. Community development is not just for attracting higher paying jobs and business, but to also retain and satisfy current residents.



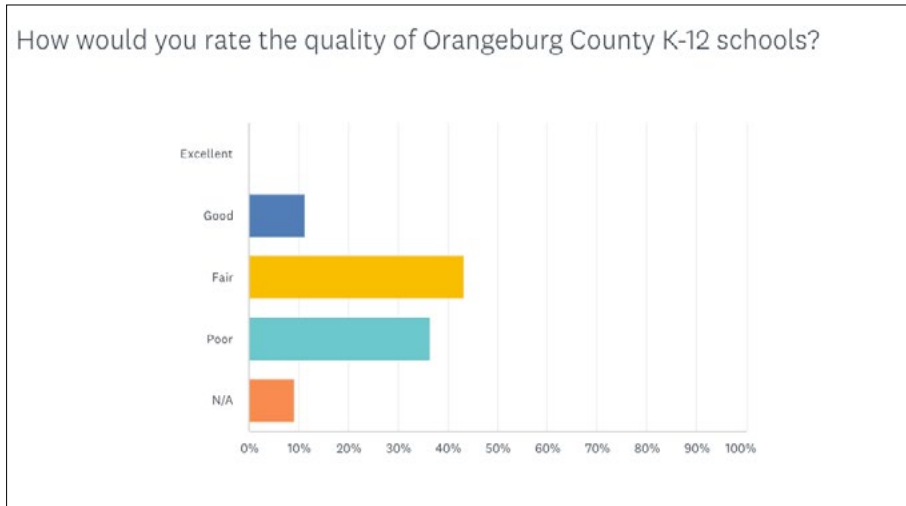
Safety is the number one issue among survey respondents, followed closely by entertainment/nightlife options, and job creation (quality). This is not dissimilar from the remarks heard amongst stakeholders, although safety was not brought up during stakeholder interviews. It was only revealed by residents.



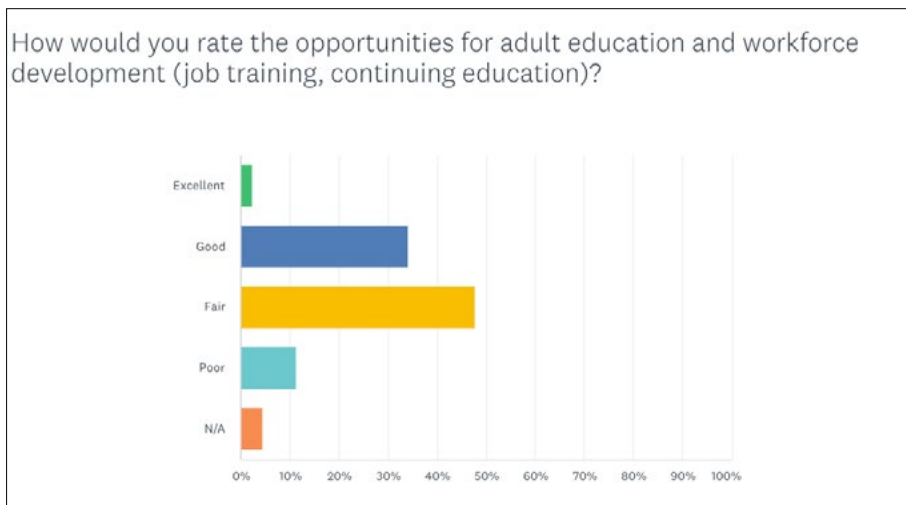
EXECUTIVE SUMMARY

COMMUNITY SURVEY RESULTS

Our team is extremely impressed with Dr. Shawn Foster and what his team is working to accomplish for Orangeburg County School District. It will take time and continuous improvement for those efforts to filter into the perception of residents. Still, 54% of respondents graded K-12 as Fair or Good. This is not a bad sign as parents are typically overly critical of education for their children.



Unsurprisingly, post-secondary education is rated highly by residents. Having three colleges for different experiences and pathways is a major advantage for Orangeburg. Opportunities for more community collaboration should be explored and is recommended in this plan. More than 84% of survey takers rated adult education and workforce development in a positive light (Fair, Good, or Excellent).



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COMMUNITY SURVEY RESULTS

The most insightful information from a resident survey can come from open-ended responses. They typically support what is seen from multiple choice questions. Our team analyzed two of the open response questions and summarized answers that were given most often into categories below.

What One Thing Do You Believe Would Most Improve Quality of Life in Orangeburg?

1. Safety/Crime was mentioned in 31% of responses
2. Entertainment/Things to Do was mentioned in 20% of responses
3. Job Opportunities followed closely, mentioned in 18 % of responses

What Types of Businesses or Services Would You Like To See More of in Orangeburg?

1. Quality Restaurants/Better Dining was mentioned in 50% of responses
2. Family and Entertainment Options was mentioned in 48% of responses

RESPONDENT QUOTES:

“Unity”

“Entertainment venues for everyone, not just certain demographics”

“Orangeburg needs to concentrate on retail, restaurants, entertainment venues, and real estate in order to make this city appealing to the eye”

“Higher paying jobs with more recreational activities”

“Safety number 1. Law enforcement is under paid for the work performance and short staffed. More resources are needed for protection like street lights and city cameras”

“People need more pride in the community”

EXECUTIVE SUMMARY

STRATEGIC ADVANTAGES

WHY COMMUNITY DEVELOPMENT CAN CREATE MORE OPPORTUNITY:

Orangeburg's value proposition lies within the answer to this question: As a community, is leadership doing everything within their power to put the community's needs first to influence sustainable growth?

Orangeburg's strategic advantages are strong for industry and nearly every stakeholder stated that higher wage industrial jobs are critical for the community moving forward. As stated in the executive summary, manufacturing is continuing to automate with the need for more specialized and higher paying positions, especially engineering talent. These companies, however, wish to locate in communities where they see community pride, commercial/residential development, and an attractive quality of life. **With all of these advantages, Orangeburg may still fall behind competing locations due to a perception of a lower quality of life.**

The real key to Orangeburg's success is in the community leadership's ability to recognize synergies among on-going development activity and their willingness to work together to take that momentum to the next level to achieve common goals.

Orangeburg's central proximity to major metro markets like Columbia and Charleston, South Carolina, and Augusta, Georgia, is a geographic advantage. As those communities and their suburbs grow, Orangeburg and Orangeburg County will passively benefit from some population and industry growth, however, **coming together and aligning community development goals and priorities will ensure Orangeburg has a real say in what its future looks like.**

EXECUTIVE SUMMARY

STRATEGIC ADVANTAGES

EXISTING KEY STRATEGIC ADVANTAGES:

THE GLOBAL LOGISTICS TRIANGLE, OVER 6,400 DEVELOPABLE ACRES OF INDUSTRIAL LAND, AND A REGION OF HIGHLY SKILLED WORKERS.

Orangeburg's central South Carolina location, intermodal transportation access, abundance of affordable commercial and industrial sites and buildings, and available, highly skilled, talent make it a prime location for a variety of businesses and industries currently, or are interested in doing business along the East Coast and Southeastern US, including:

- Advanced industries and manufacturing
- Region's business and industry suppliers
- Transportation, distribution, and logistics
- Regional headquarters and back-office operations

PROXIMITY TO MAJOR METROS:

COLUMBIA, SC	42 MILES
AUGUSTA, GA	69 MILES
CHARLESTON, SC	70 MILES
GREENVILLE-SPARTANBURG, SC	141 MILES
CHARLOTTE, NC	132 MILES
ATLANTA, GA	216 MILES
JACKSONVILLE, FL	250 MILES

NEEDS:

1. The Orangeburg County Development Commission's website was not accessible throughout the strategic planning process, so this issue needs to be resolved as soon as possible to make pertinent information about Orangeburg and Orangeburg County available to potential prospects as well as the general public. The City's website should link to the OCDC website once it is accessible.
2. There were no marketing maps available online that SLA could find that highlights Orangeburg's location advantages, like its proximity to major markets and access to transportation routes and modes like water ports, airports, railways, and highways and interstates. These maps should live on the OCDC website. Here is a good example of location maps to develop for Orangeburg and Orangeburg County: <https://www.sccommerce.com/why-sc/sites-and-infrastructure>

EXECUTIVE SUMMARY

STRATEGIC ADVANTAGES

LOCATION/TRANSPORTATION ADVANTAGES:



The Global Logistics Triangle: Proximity to Major Transportation Routes

Orangeburg's location at the center of the Global Logistics Triangle is a logistical advantage for those doing business there as it provides access to interstate, rail, port, and air transportation, which reduces delivery time to many key consumer and national supply chain networks along the East Coast, in the Southeast, and across the globe.

Interstates:

- **Interstate 26:** Orangeburg has direct access to major east-west corridor, I-26, providing direct access to two of South Carolina's largest and fastest growing metro markets - Charleston (port access), Columbia (state capital and transportation hub).
- **Interstate 95:** Orangeburg is connected to I-95 (via I-26 and Hwy 301), which is a crucial north-south route for national freight movement that links Orangeburg to major markets all along the Eastern Seaboard, from Maine to Florida.



Ports:

Orangeburg's proximity to two of the East Coast's busiest ports provides manufacturers with international supply chains a clear advantage to doing business. The Ports of Charleston and Savannah connect Orangeburg to the world.

- **Port of Charleston, South Carolina:** The Port of Charleston, operated by the SC Ports Authority, has six public terminals handling containers, rolling stock, general cargo, project cargo, and motor vehicles, several privately-owned facilities handling coal, steel, and petroleum, as well as a cruise terminal.



APPROXIMATE DISTANCE: 60 TO 75 MILES (1-1.5 HOURS BY TRUCK VIA I-26)
THE EAST COAST'S FOURTH-BUSIEST PORT
FOREIGN TRADE ZONE 21

EXECUTIVE SUMMARY

STRATEGIC ADVANTAGES

- **Port of Savannah, Georgia:** The Port of Savannah, operated by the Georgia Ports Authority, is home to North America's biggest single-terminal container area and has two deepwater terminals. Imports include sugar, cement, textiles, ores, steel, machines, petroleum products, forest products, gypsum and exports kaolin clay, vegetable oil and grain oil seed, scrap iron, peanuts, wood pulp, paper and machines used in agriculture.



APPROXIMATE DISTANCE: 117 MILES (2 HOURS BY TRUCK VIA I-95)
THE US' SECOND BUSIEST CONTAINER EXPORTER
FOREIGN TRADE ZONE 104

Rail:

Two Major Class I rail operators serve Orangeburg County, connecting Orangeburg to an expansive rail network that allows manufacturers and distributors to cost-effectively ship raw material or finished goods in/out of the Midwest, Southeast, and beyond.

- Norfolk Southern Railway
- CSX Transportation



Air:

Orangeburg's proximity to three major airports allows for reduced transit times and expedited shipping for goods.

- **Columbia Metropolitan Airport (CAE):** CAE is the closest major airport to Orangeburg and offers many domestic flights. CAE also serves as a significant regional hub for freight and cargo operations for UPS, FedEx, and ABX Air. CAE's UPS hub can handle up to 42,000 packages per hour.



APPROXIMATE DISTANCE: 40 MILES
FOREIGN TRADE ZONE 127

- **Charleston International Airport (CHS):** CHS offers daily non-stop flights to Toronto, Canada, and is a freight shipping hub for both Delta and Alaska Air.



APPROXIMATE DISTANCE: 65 MILES

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- **Charlotte Douglas International Airport (CLT):** CLT is ranked among the world's busiest airports and is served by eight major carriers, 15 regional carriers, and three international carriers with non-stop service to 186 destinations, including 39 international locations. It is a major hub for freight cargo operations including American Airlines, United, and Delta.



APPROXIMATE DISTANCE: 140 MILES
FOREIGN TRADE ZONE 17 (PROPOSED)

SITES AND BUILDINGS:

Available Sites and Buildings

According to the South Carolina Department of Commerce's Sites and Buildings database, there are over 2,000 acres of industrial land and more than 650,000 square-feet of industrial space available within a five-mile radius of the city. Orangeburg County has 24 total properties, including two state certified sites, totaling 5,100 acres of developable land.



NEEDS:

1. More publicly owned industrial land, if possible, in city limits, is needed to continue to increase Orangeburg's lower land cost competitive advantage as compared to larger metro areas. Prioritize developing new sites on rail to increase Orangeburg's competitive advantage for manufacturing and distribution operations that need direct rail-to-facility service for shipping raw materials and/or finished goods. This can also positively impact the Economic Dependency Ratio in the City.
2. A locally maintained sites and buildings database that is regularly updated and includes privately and publicly owned properties suitable for industrial and commercial real estate development. This should be available on ODC's website and linked from the City's website.

EXECUTIVE SUMMARY

STRATEGIC ADVANTAGES

Table: Industrial Sites Within a Five-Mile Radius of Orangeburg, SC

SITE NAME	SITE TYPE	ACRES (+/-) / BUILDING SQUARE FOOTAGE
2500 St. Matthews Road	Building	326,536 SF / 34.36 acres
2850 Magnolia Street	Building	210,000 SF
144 Ole Elloree Road	Building	153,880 SF
Orangeburg Power Site (Shirer Site)	Land	745 (725 developable) acres
West Annex Industrial Park	Land	657 acres
Shamrock Commerce Center	Land	242 acres
Ginger Site	Land	50 acres
Orangeburg County/City Park*	Land	210 acres
Orangeburg County Industrial Park	Land	24 acres
International Industrial Park	Land	93 acres
Mixon Site**	Land	343 acres

Source: locatesc.sccommerce.com

*The Orangeburg County/City Industrial Park is a Foreign Trade Zone

**Rail-served by Norfolk Southern Railway

Sampling of Industrial Sites Within a Five-Mile Radius of Orangeburg, SC

144 OLE ELLORREE ROAD:



2850 MAGNOLIA STREET:



2500 ST. MATTHEWS ROAD:



ORANGEBURG POWER SITE:



EXECUTIVE SUMMARY

STRATEGIC ADVANTAGES

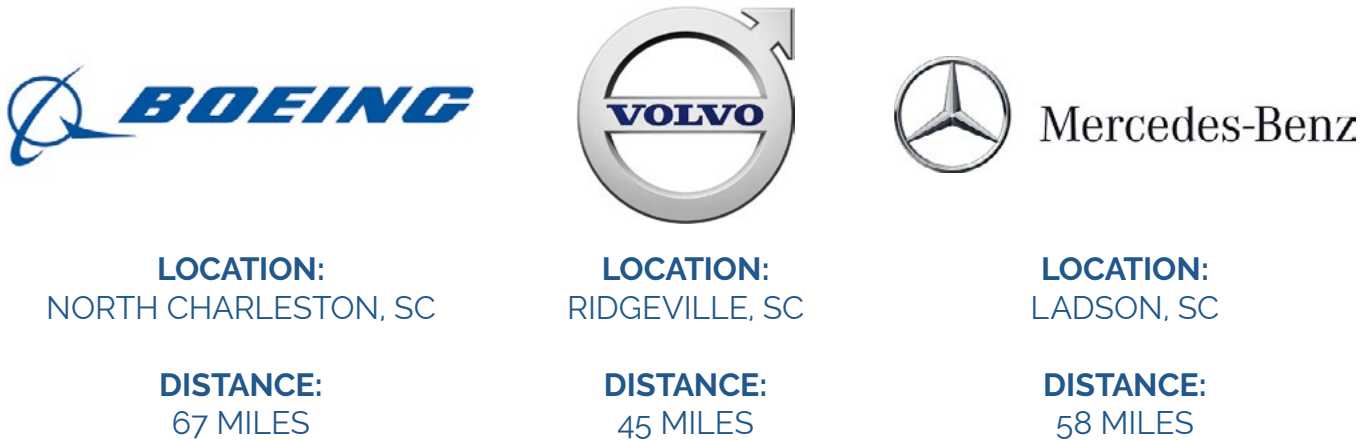
EXISTING INDUSTRIES:

Orangeburg is an ideal location for business expansion, relocation, and start-ups. **Companies from around the world have chosen Orangeburg County for its proximity to major markets, affordable commercial space, and its highly qualified workforce.** According to the Orangeburg County Development Commission, Orangeburg County is home to over 100 manufacturing and distribution operations, including some Fortune 500 companies. **As a leader of Foreign Direct Investment in South Carolina, Orangeburg County is home to 29 international companies from 17 different countries.**

Sampling of Existing Industries in Orangeburg, SC



Automotive and Aerospace OEM Manufacturers in close proximity to Orangeburg, SC:



EXECUTIVE SUMMARY

STRATEGIC ADVANTAGES

Orangeburg and Orangeburg County Area Stats:

Table – Comparison: Average Hourly Wages by Occupation

OCCUPATION	ORANGEBURG	45-MIN DT REGION	SOUTH CAROLINA	USA
All Occupations	\$25.22	\$27.16	\$27.23	\$32.57
Assemblers and Fabricators	\$19.15	\$21.05	\$22.23	\$21.82
Engineers	\$48.85	\$50.16	\$50.38	\$55.41
Food Processing Workers	\$17.23	\$17.37	\$17.14	\$19.02
Material Moving Workers	\$17.74	\$18.22	\$18.29	\$20.15
Metal Workers and Plastics Workers	\$23.71	\$23.36	\$23.50	\$24.74

Source: JobsEQ (2023)

Table – Comparison: Labor Force Population by Drive Time

DRIVE TIME	LABOR FORCE SIZE (16+)	EMPLOYED	UNEMPLOYED	UNEMPLOYMENT RATE
Orangeburg, SC	34,146	31,608	2,538	7.4%
15 Minutes	41,007	38,128	2,879	7.0%
30 Minutes	318,836	304,196	14,640	4.6%
45 Minutes	783,380	745,484	37,896	4.8%
60 Minutes	1,060,125	1,011,317	48,808	4.6%

Source: JobsEQ (October 2024)

EXECUTIVE SUMMARY

STRATEGIC ADVANTAGES

TALENT & WORKFORCE DEVELOPMENT:

Within a 45-minute drive time of Orangeburg, there are nearly 72,000 students enrolled in nine community and technical colleges and 11 four-year colleges and universities. Three post-secondary institutions call Orangeburg home, including:



Additional Two Year Colleges Within a 45-Minute Drive Time:

- Aiken Technical College
- Central Carolina Technical College
- Denmark Technical College
- Midlands Technical College

Additional Four Year Colleges and Universities Within a 45-Minute Drive Time:

- Allen University
- Benedict College
- Columbia College
- Columbia International University
- Morris College
- South University - Columbia
- University of South Carolina - Aiken
- University of South Carolina - Columbia
- Voorhees University

SPOTLIGHT:

PROXIMITY TO UNIVERSITY OF SOUTH CAROLINA



Globally-recognized for its research activity, USC is South Carolina's top research university and one of the country's leading large-scale research institutions and is located less than 45 miles from Orangeburg. USC is designated by the Carnegie Foundation as an institution of very high research activity and has several notable research programs that could be promoted in Orangeburg's business recruitment marketing.

- **Energy and advanced materials research** – USC was selected by the US Department of Energy to house an Energy Frontier Research Center that is focused on alternative-fuel research.
- **Innovation and economic development** – USC fosters research in biomedicine, nanotechnology, environmental science, and alternative fuels, aiming to transform ideas into real-world applications through Innovista, USC's economic development arm.
- **Health sciences** – USC is South Carolina's most comprehensive health sciences research and teaching institution, with researchers working to solve some of the state's biggest health issues, such as stroke, autism, and infectious diseases.

EXECUTIVE SUMMARY

STRATEGIC ADVANTAGES

TALENT & WORKFORCE DEVELOPMENT:

Orangeburg-Calhoun Technical College

In the 2022-23 academic year, OCtech awarded 600 certificates and/or associate's degrees (JobsEQ).

OCtech's top 10 academic programs by number of degrees or certificates awarded make up 81% of all awards for the 2022-23 academic year.



OCTECH IS THE ONLY SCHOOL IN THE REGION TO OFFER:

- Diesel Mechanics Technology
- Truck Driving (CDL)
- Transportation and Mobility Management
- Mechatronics Technology

Claflin University

In the 2022-23 academic year, Claflin University awarded 373 bachelor's and master's degrees (JobsEQ). **Claflin's top 10 academic programs by number of degrees or certificates awarded make up 67% of all awards for the 2022-23 academic year.**



CLAFLIN UNIVERSITY IS THE ONLY SCHOOL IN THE REGION TO OFFER:

- Bioinformatics
- Biotechnology

South Carolina State University

In the 2022-23 academic year, South Carolina State University awarded 373 bachelor's and master's degrees (JobsEQ). **SC State's top 10 academic programs by number of degrees or certificates awarded make up 63% of all awards for the 2022-23 academic year.**



SC STATE UNIVERSITY IS THE ONLY SCHOOL IN THE REGION TO OFFER:

- Industrial Engineering
- Industrial Technology
- Mechatronics Engineering
- Civil Engineering Technologies (4-Year Degree Program)



CURRENT ECONOMIC LANDSCAPE

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

In assessing Orangeburg's current economic landscape, we have evaluated a number of variables and indicators used to measure a community's economic climate to help identify trends, areas of concern, and opportunities, including:

- Employment and housing
- Economic dependency ratio & income disparity
- Population and demographics
- Educational attainment
- Workforce commuting patterns
- Current industry and occupation trends
- Future industry and occupation trends

KEY TAKEAWAYS:

Opportunities:

- The City and County's average annual salaries are over \$10,000 less than the greater drive time region, indicating it could be more affordable for employers to locate there when compared to other areas within central South Carolina.
- Both the City and the County's labor force participation rate is lower than all comparison regions, indicating there is an untapped workforce for future employers.
- There are over 11,000 people living in the County that commute elsewhere for employment, which could be leveraged to recruit new employers and jobs as people typically choose to live closer to work.
- There are over 8,500 people commuting to Orangeburg County for work, which provides a solid audience of potential people that could be recruited to live there.
- Nearly 44% of Orangeburg residents have an associate degree or higher, which is almost as high as the United States and higher than the County, 45-Minute Drive Time radius, and South Carolina.
- The City's median age is lower than the US, indicating the availability of a younger workforce.
- The City and County's cost of living is the lowest among all geographies compared indicating that it is an affordable place to live and work.

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

KEY TAKEAWAYS:

- The City and County's unionization rates are in line with, or are lower than, all geographies included in our comparison analysis, which is favorable for most employers, especially manufacturing employers.
- The average commuter in Orangeburg spends less time on the road; almost five full minutes less than the US average.
- Orangeburg County spends more per pupil than both the state average and the average of the greater 45-minute drive time region.

Concerns:

- The City and the County have both been experiencing net job loss and this trend is projected to continue over the next 10 years.
- The City and the County are anticipated to experience population loss at a rate of 0.9% per year while the 45-minute drive time region around Orangeburg is projected to gain population at that same rate.
- Orangeburg's economic dependency ratio is dominated by the working-age population, indicating there are a lot (4,500+) of working-age people that are not working. This is also an indication of significant strain on the workforce regarding supporting the non-working population; this is further substantiated by the disparity between the average annual wage and the median household income.
- Almost two-thirds of the jobs in Orangeburg pay less than the city's average annual wage with over 40% of jobs paying less than \$31,000 per year; similarly 40% of all jobs in the County pay less than the city's average annual wage with over 30% of jobs paying less than \$31,000 per year.
- Over one-third of all jobs within the City are retail and food service-related positions with low average wages, while nearly 44% of the population ages 25 to 64 have at least an associate's degree, indicating that there is a significant mismatch between the types of jobs available in the City and the County and the skill sets available among the workforce, and the ability for those working in the city to amass wealth.

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

KEY TAKEAWAYS:

- The percentage of impoverished people in the City is almost three times higher than the US and more than double that of South Carolina while the County's percentage is double that of the US and 10 percentage points higher than that of the 45-minute drive time and the state.
- The City and County's median household incomes are lower than the average annual salary of the city, indicating that there a lot of single-income households.
- Over one-third of all jobs within the City are directly dependent on the local community's ability to afford to spend money with them, which does not bring new money into the local economy from outside of the community.
- The City's jobs-to-housing balance indicates that there is an inadequate supply of housing to meet the needs of employees and employers in the community, however the median household income of those living in the city and the average annual wages of all employment opportunities in the city and county are not high enough to support home ownership.

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

POPULATION AND DEMOGRAPHIC INFORMATION:

Population and Demographic Comparisons:

	ORANGEBURG	ORANGEBURG COUNTY	45-MIN DRIVE TIME	SOUTH CAROLINA	USA
Population	13,220	84,159	1,590,782	5,142,750	331,097,593
Civilian Labor Force (16 & Over)	5,713	35,875	771,038	2,479,960	167,857,207
Labor Participation Rate (16 & Over)	50.0%	53.0%	61.6%	60.1%	63.3%
Prime-Age Labor Force Participation Rate (civilian population 25-54)	70.0%	76.6%	81.5%	1,558,055	106,380,520
Prime-Age Labor Force Participation Size (civilian population 25-54)	2,963	21,344	484,493	81.6%	82.8%
Median Age	36.4	40.5	37.8	40	38.5
Population Annual Growth	-0.9%	-0.9%	0.9%	1.2%	0.6%
Mean Commute Time (minutes)	21.9	29.5	26.4	25.5	26.7
Average Annual Salary	\$45,497	\$45,098	\$55,932	\$57,021	\$70,857
Median Household Income	\$29,340	\$41,020	\$63,940	\$63,623	\$75,149
Cost of Living Index	85.1	85.1	91.2	93.1	100.0
Educational Attainment (Age 25-64 with Associate Degree or Higher)	43.6%	33.3%	42.3%	42.2%	45.0%
Spending Per Pupil	\$13,584	\$13,584	\$12,450	\$11,286	\$13,514
Poverty Level (of all people)	34.0%	25.0%	14.9%	14.4%	12.5%
Union Membership (Private)	1.1%	1.7%	1.5%	1.4%	6.0%
Union Membership (Mfg)	1.4%	1.4%	1.8%	1.4%	7.7%

Source: JobsEQ; ACS 2018-2022

Educational Attainment (Ages 25-64) Comparisons:

	ORANGEBURG	ORANGEBURG COUNTY	45-MIN DRIVE TIME	SOUTH CAROLINA	USA
No High School Diploma	11.4%	12.8%	8.9%	9.7%	10.1%
High School Graduate	27.1%	33.7%	26.7%	27.7%	25.1%
Some College, No Degree	17.9%	20.2%	22.1%	20.5%	19.7%
Associate Degree	16.7%	14.1%	10.7%	10.7%	9.2%
Bachelor's Degree	15.9%	10.7%	20.0%	20.1%	22.4%
Postgraduate Degree	11.0%	8.5%	11.6%	11.4%	13.4%

Source: JobsEQ; ACS 2018-2022

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

THE JOBS-HOUSING BALANCE:

Total # of jobs ÷ Total # of households

City of Orangeburg, SC
 $9,010 \div 6,232 = 1.45$

Orangeburg County, SC
 $31,156 \div 41,365 = 0.75$

Ideally, a jobs-to-housing ratio should be closer to 1.0, where the number of jobs is roughly equivalent to the number of housing units, or approximately one job for every house. In the City, the ratio is 1.45, meaning there are 1.45 jobs for every one household (or for every 145 jobs, there are 100 households). Conversely, Orangeburg County's ratio, including the City, is 0.75 (75 jobs for every 100 households).

From the city-perspective, a ratio of 1.45 indicates that there are a number of people that commute to Orangeburg for work rather than living and working in the city. A ratio of 1.45 could also indicate an inadequate supply of housing and there is opportunity for new residential construction and redevelopment of underutilized properties. Conversely, from the county-perspective there are fewer jobs than housing units available.

Implications of a 0.75 ratio could mean:

1. There is a jobs shortage or a housing surplus – communities with a 0.75 jobs-to-housing ratio have the potential to become “bedroom communities”.
2. Less local spending since people that work elsewhere typically spend their money – shopping or dining – near their place of work.
3. A dependency on external job markets.
4. There is opportunity to support job growth through business recruitment and expansion activities as well as the revision and creation of business-friendly local planning and zoning codes, and new tax incentives and workforce development programs to support new job creation.

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

ORANGEBURG'S ECONOMIC DEPENDENCY RATIO:

The EDR is the ratio of economically dependent people to those in the labor force and is an important variable used to help assess the economic sustainability of a community. A community's EDR can be used in planning for future labor market and social welfare needs and highlights the burden on the working population to support those who are not generating income, like children under 16, those 16 to 64 who are unemployed or not engaged in the labor force, and those 65 and older. *This ratio does not include non-civilian populations like the armed forces and prisoners.* ([ESRI](#))

- The **Child EDR** is the population under 16 divided by the total employed population.
- The **Working-Age EDR** is the population not employed aged 16 to 64 divided by the total employed population.
The **Senior EDR** is the population not employed aged 65 and older divided by the total employed population.
- The **Total EDR** is the sum of CEDR, WEDR, and SEDR.

The lower the EDR is for a given area, the more stable the balance is of working people to support the needs of the dependent population, contributing to a healthy and stable economy. A low dependency ratio indicates a larger working population capable of supporting dependents, while a high dependency ratio suggests strain on the working population due to a large dependent population.

Table – Comparison: Economic Dependency Ratio

GEOGRAPHY	TOTAL EDR	CHILD EDR	WORKING-AGE EDR	SENIOR EDR
Orangeburg, SC	213.6*	50.7	113.2	49.7
Orangeburg County, SC	160	45.2	64.2	50.7
45-Min DT of Orangeburg, SC	144	42.6	55.9	45.4
South Carolina	117.1	40.3	39.9	36.9
USA	101.9	37.9	34.4	29.6

Source: Esri BAO (2024)

****In comparison, a similar economic dependency ratio exists in traditionally impoverished areas like East Kentucky.***

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

ORANGEBURG'S ECONOMIC DEPENDENCY RATIO:

According to Esri, the City's EDR is 213.6, which means that for every 100 working-age people, there are about 214 dependents who, directly or indirectly rely on them for economic support. Orangeburg's EDR suggests a **very high economic burden on the workforce, government social services, and a greater tax burden on workers**. In Orangeburg, each worker needs to support more than two dependents.

Table – Comparison: Percentages of Total EDR by Population

GEOGRAPHY	TOTAL EDR	CHILD EDR	WORKING-AGE EDR	SENIOR EDR
Orangeburg, SC	100%	23.7%	53.0%	23.3%
Orangeburg County, SC	100%	28.3%	40.1%	31.7%
45-Min DT of Orangeburg, SC	100%	29.6%	38.8%	31.5%
South Carolina	100%	34.4%	34.1%	31.5%
USA	100%	37.2%	33.8%	29.0%

Source: Esri BAO (2024)

High EDR Impact on the Economy:

In summary, Orangeburg's EDR is dominated by **working-age dependents**, which signals **serious labor market and structural economic issues**. It points to **systemic barriers preventing workforce participation**. In addition to increased taxes and social spending to provide services like healthcare, education, and pensions, the following impacts should be anticipated, at a minimum:

- **Workforce Pressure:** Increased pressure on the labor force to remain productive.
- **Reduced Productivity:** A smaller active workforce limits economic output.
- **Increased Social Welfare Costs:** More people depend on government programs for support.
- **Lower Tax Revenues:** Fewer workers contribute to the tax base.
- **Income Inequality:** A widening gap between active earners and dependents.
- **Decreased Savings and Investment:** More income may go towards consumption rather than savings or investment in economic growth.

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

ORANGEBURG'S ECONOMIC DEPENDENCY RATIO:

Key Causes of a High EDR:

1. **High Unemployment Rates** - Many working-age individuals cannot find jobs.
2. **Underemployment** - People are working part-time or low-paying jobs below their capacity.
3. **Skill Mismatch** - Workers lack the skills needed for available jobs.
4. **Health Issues or Disabilities** - Preventing workforce participation.
5. **Discouraged Workers** - Individuals have stopped looking for jobs.
6. **Social and Cultural Barriers** - Restrictions based on gender, family roles, or societal expectations.

In order to mitigate the causes of high EDR and overcome these barriers, strategies and targeted tactics surrounding local policy, education and skills training, and economic incentives should be implemented by the City.

ORANGEBURG'S LABOR FORCE:

Hidden Unemployment: When Skill Levels Don't Meet Job Requirements Result in High Economic Inactivity Among Working-Age Adults

Upon further analysis of the City's EDR by population age group, 53% of the city's dependent population is of working age, but for some reason, is not engaged in the workforce. This population is *not* counted in the city's unemployment rate statistics as those people who have no work but are actively looking for employment are the only ones counted as unemployed. Groups that constitute hidden unemployment include individuals who have given up looking, those who are working less than they would like, and those who work at jobs in which their skills are underutilized. The hidden unemployed population can lead to a misrepresentation of the city's actual labor force and the true demand for jobs.

Quantifying Orangeburg's Hidden Unemployment (Working Age Population - Ages 16 to 64)

8,820
Total Working Age
Population

3,958
Total Working-Age
Employed Population

340
Total Unemployed
Population (8.5%)

4,522
Hidden Unemployed
Population

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

ORANGEBURG'S LABOR FORCE:

Table – Comparison: Civilian Labor Force Participation Rate by Age Group

GEOGRAPHY	16+	16 - 24	25 - 54	55 - 64	65+
Orangeburg, SC	40.8%	24.0%	72.5%	43.7%	11.3%
Orangeburg County, SC	48.9%	44.4%	78.2%	41.9%	13.1%
45-Min DT of Orangeburg, SC	51.9%	50.5%	77.1%	49.6%	13.6%
South Carolina	58.0%	58.6%	79.6%	59.8%	17.5%
USA	62.9%	59.5%	82.7%	66.7%	20.3%

Source: Esri BAO (2024)

Table – Comparison: Civilian Labor Force Unemployment Rate by Age Group

GEOGRAPHY	16+	16 - 24	25 - 54	55 - 64	65+
Orangeburg, SC	7.8%	11.2%	7.1%	7.2%	6.7%
Orangeburg County, SC	5.2%	11.4%	4.0%	3.8%	5.4%
45-Min DT of Orangeburg, SC	4.9%	8.9%	4.4%	3.1%	4.8%
South Carolina	4.0%	9.2%	3.1%	2.8%	3.3%
USA	4.2%	9.2%	3.4%	3.1%	3.5%

Source: Esri BAO (2024)

Priorities to Implement to Address Hidden Unemployment and High Economic Inactivity:

There are several strategies that can be implemented across a community to increase the economic activity of its residents. Prioritizing workforce development programs, industry recruitment and diversification, local incentives to increase workforce participation, entrepreneurial development, and targeted and focused engagement with youth, women, and other vulnerable populations to integrate them into the workforce.

- Invest in **job training and re-skilling initiatives to align workers' skills** with market demands.
- Develop industries that can absorb large numbers of workers, such as **manufacturing, services, or technology sectors**.
- Provide **childcare subsidies, flexible work arrangements, and transportation assistance**.
- Address **health issues, substance abuse, and mental health barriers** preventing employment.
- Support small businesses and startups through **microfinance programs and business training**.

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

ORANGEBURG'S INCOME DISPARITY:

When comparing a region or community's average annual wage to the median household income, the median household income is typically higher because the combined income of multiple earners in a household will exceed what an individual worker would earn.

Table – Comparison: Average Annual Wages vs. Median Household Income

GEOGRAPHY	AVE. ANNUAL WAGE	MEDIAN HOUSEHOLD INCOME
Orangeburg, SC	\$45,497	\$29,340
Orangeburg County, SC	\$45,098	\$41,020
45-Min DT of Orangeburg, SC	\$55,932	\$63,940
South Carolina	\$57,021	\$63,623
USA	\$70,857	\$75,149

Source: JobsEQ (2023)

City of Orangeburg: The City's median household income is over \$16,000 less than the average annual wage, which is an indication of significant income distribution disparity.

Orangeburg County: The County's median household income is slightly lower than the county's average annual wage, providing further support of income distribution disparity. When comparing the county's wage and median household income, they are significantly lower than that of the US, state of South Carolina, and greater 45-minute region.

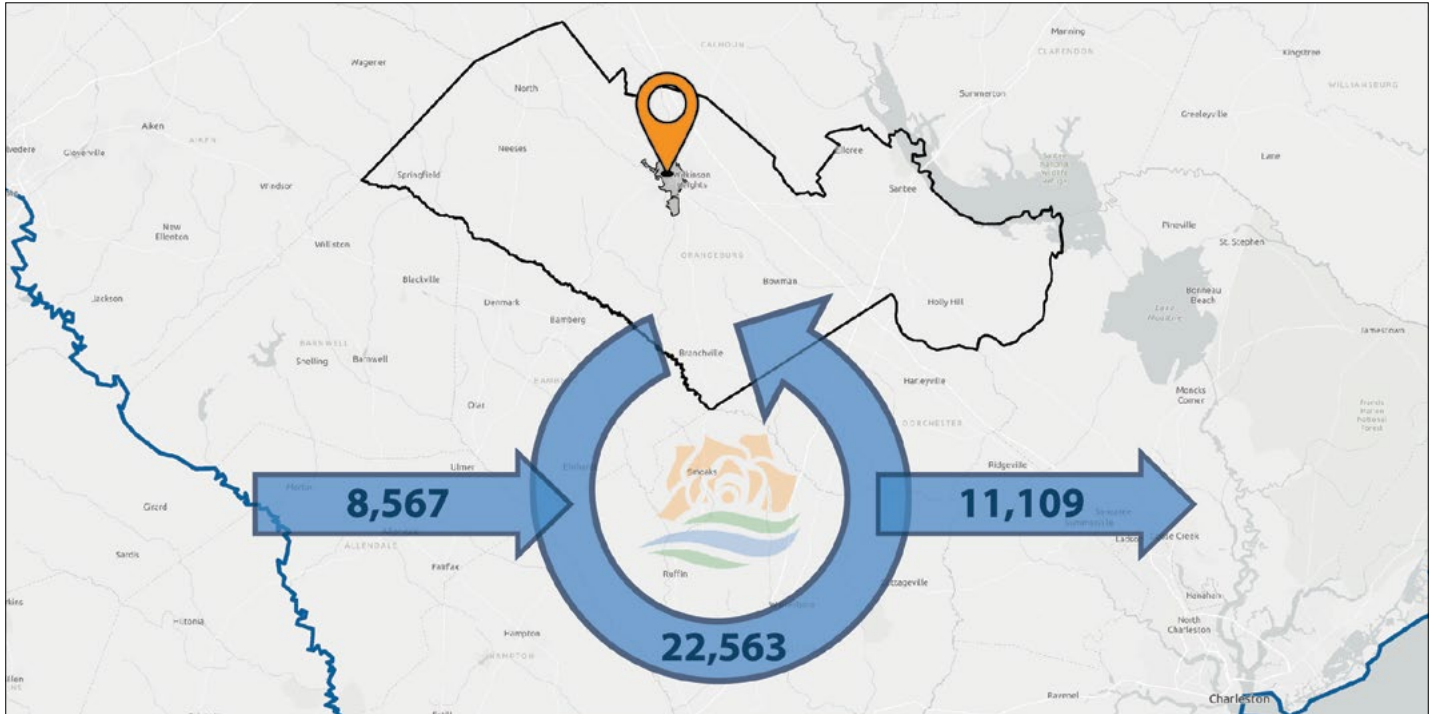
Based on our observations and data analysis, a combination of the following variables most likely explain why the City and the County are experiencing these:

1. **Type of work available:** A significant portion of the working-age population is working in either low-wage or part-time positions.
2. **Number of people working per household:** There are a substantial number of single-income earners.
3. **How people earn money:** A significant number of households are living off a form of disability or government subsidy.

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

WORKFORCE COMMUTING TRENDS: Orangeburg County, SC



People Living and Working in the County: 22,563

People Commuting to the County for Work: 8,567

People Living in the County, but Working Elsewhere: 11,109

People Commuting to Orangeburg County for Work Top-5 Counties

COUNTY THEY LIVE IN	# OF EMPLOYEES
Calhoun County, SC	1,118
Dorchester County, SC	1,004
Lexington County, SC	991
Richland County, SC	822
Berkeley County, SC	608
Total:	4,543

People Living in Orangeburg County Commuting Elsewhere for Work Top-5 Counties

COUNTY THEY WORK IN	# OF EMPLOYEES
Richland County, SC	1,873
Charleston County, SC	1,479
Lexington County, SC	1,304
Berkeley County, SC	602
Dorchester County, SC	555
Total:	5,813

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

EXISTING BUSINESS AND INDUSTRY:

Occupations and Wages:

According to JobsEQ at the time of this analysis, there were approximately 9,010 jobs within the City of Orangeburg. Below we have created a comparison of these jobs and what they pay using the City's average annual wage of \$45,467 as the dividing income threshold.

Table – Orangeburg, SC Jobs by Income Threshold

Number of jobs paying at, or more than, the average annual wage:	3,612	40%
Number of jobs paying less than the average annual wage:	5,397	60%
<i>Number of jobs paying less than \$31,000 per year:</i>	<i>3,728</i>	<i>41.4%</i>
Total jobs in the City:	9,010	100%

Source: JobsEQ (2023)

In Orangeburg, **for every two jobs that pay more than the average annual wage of \$45,467, there are three jobs that pay less than \$45,467 per year.** *Of the jobs that pay less than the average annual wage, two-thirds of them pay less than \$31,000 per year.* There are over 100 more jobs paying less than \$31,000 per year than there are paying more than \$45,467 per year.

When we compare the same data at the county level, the opposite is true:

Table – Orangeburg County, SC Jobs by Income Threshold

Number of jobs paying at, or more than, the average annual wage:	18,641	60%
Number of jobs paying less than the average annual wage:	12,516	40%
<i>Number of jobs paying less than \$31,000 per year:</i>	<i>10,118</i>	<i>32.5%</i>
Total jobs in the County:	31,156	100%

Source: JobsEQ (2023)

In Orangeburg County, **for every three jobs that pay more than the average annual wage of \$45,467, there are two jobs that pay less than the average annual wage of \$45,467.** *Of the jobs that pay less than the average annual wage, over 80% of them pay less than \$31,000 per year.*

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

EXISTING BUSINESS AND INDUSTRY:

Industry and Occupation Decline:

Over the last 10 years, industries in Orangeburg County have been contracting resulting in the loss of 1,604 net jobs (annual decline of 0.5%). In this same period, the City saw an increase of 87 jobs (annual increase of 0.7%).

Over the next 10 years, Orangeburg County is expected to lose another 2,011 jobs, including 81 jobs in the City (annual decline of 0.7%).

In contrast, the larger 45-minute drive time region has experienced industry growth at a rate of 1.4% per year resulting in the creation of over 87,400 new jobs within the same period. This region is expected to continue growing at a rate of 0.9% per year over the next 10 years with the addition of 61,121 new jobs.

Of all jobs in Orangeburg County, only 28.9% of them are within the City of Orangeburg.

Of the jobs in the City, 63.7% are supported by the following five industries:



RETAIL TRADE



ACCOMMODATION & FOOD SERVICE



PUBLIC ADMINISTRATION



MANUFACTURING



EDUCATIONAL SERVICES

Of the jobs in the County, 64.7% are supported by the following five industries:



HEALTH CARE & SOCIAL ASSISTANCE



MANUFACTURING



RETAIL TRADE



ACCOMMODATION & FOOD SERVICE



EDUCATIONAL SERVICES

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

EXISTING BUSINESS AND INDUSTRY:

The following pages provide detailed industry, wage, and occupation information for the top-five industry sectors by employment for Orangeburg, Orangeburg County, and the 45-minute drive time region around Orangeburg, which includes total employment, percentage of all jobs in the geography, comparative advantage for each specific industry, average annual wages, and historic/future growth projections.

Top-Five Industries by Number of Occupations:

Table - Top-Five Industries by # of Occupations – Orangeburg, SC

INDUSTRY	Jobs			AVE. ANNUAL WAGES	Annual % Change	
	#	%	LQ		10-YR HISTORIC	10-YR PROJECTION
Retail Trade	1,523	16.9%	1.72	\$30,695	-1.6%	-1.2%
Accommodation/Food Service	1,216	13.5%	1.55	\$20,463	0.7%	-0.7%
Public Administration	1,045	11.6%	2.5	\$50,453	0.1%	-0.8%
Manufacturing	1,038	11.5%	1.44	\$66,309	-1.6%	-0.7%
Educational Services	914	10.1%	1.26	\$43,691	-4.9%	-0.6%
<i>Top-5 Industries by # of Occupations:</i>	5,736	63.7%	N/A	\$42,322	-1.5%	-0.8%
<i>Total Occupations:</i>	9,010	100%	1.00	\$45,497	-2.0%	-0.7%

Source: JobsEQ (2023)

Table - Top-Five Industries by # of Occupations – Orangeburg County, SC

INDUSTRY	Jobs			AVE. ANNUAL WAGES	Annual % Change	
	#	%	LQ		10-YR HISTORIC	10-YR PROJECTION
Health Care and Social Assistance	5,468	17.6%	1.17	\$45,283	1.9%	-0.2%
Manufacturing	4,950	15.9%	1.99	\$66,305	-2.3%	-0.8%
Retail Trade	4,178	13.4%	1.36	\$30,763	-1.7%	-1.2%
Accommodation/Food Service	3,164	10.2%	1.17	\$20,481	-0.5%	-0.7%
Educational Services	2,398	7.7%	0.96	\$44,766	-4.5%	-0.8%
<i>Top-5 Industries by # of Occupations:</i>	20,158	64.7%	N/A	\$41,520	-1.4%	-0.7%
<i>Total Occupations:</i>	31,156	100%	1.00	\$45,098	-0.5%	-0.7%

Source: JobsEQ (2023)

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

EXISTING BUSINESS AND INDUSTRY:

Table - Top-Five Industries by # of Occupations - 45-Minute Drive Time of Orangeburg, OC

INDUSTRY	Jobs			AVE. ANNUAL WAGES	Annual % Change	
	#	%	LQ		10-YR HISTORIC	10-YR PROJECTION
Health Care and Social Assistance	87,578	13.0%	0.88	\$60,221	1.7%	1.2%
Retail Trade	75,726	11.2%	1.14	\$34,549	1.0%	0.4%
Manufacturing	66,250	9.8%	1.23	\$73,545	2.0%	0.6%
Accommodation/Food Service	61,551	9.1%	1.05	\$21,484	2.0%	0.8%
Educational Services	54,693	8.1%	1.01	\$50,922	0.0%	0.7%
<i>Top-5 Industries by # of Occupations:</i>	345,798	51.4%	N/A	\$48,144	1.3%	0.7%
<i>Total Occupations:</i>	673,469	100%	1.00	\$45,497	1.4%	0.9%

Source: JobsEQ (2023)

Top-Five Industry Sectors by Highest Average Annual Wages (City vs. County)

The top-five highest paying industry sectors in Orangeburg County have average annual wages beginning at \$57,655. These five industry sectors only support 27.2% of all employment opportunities in Orangeburg County.

Table - Top-5 Industries by Highest Ave. Annual Wage and Percentage of all Jobs

INDUSTRY	AVE. ANNUAL WAGES	Total Jobs		Distribution of Employment (%)	
		#	%	COUNTY	CITY
Utilities	\$94,287	311	1.0%	54.3%	45.7%
Construction	\$68,322	1,094	3.5%	86.1%	13.9%
Manufacturing	\$66,305	4,950	15.9%	79.0%	21.0%
Management of Companies and Enterprises	\$61,922	137	0.4%	8.8%	91.2%
Transportation and Warehousing	\$57,655	1,991	6.4%	90.9%	9.1%
	<i>Total:</i>	8,483	27.2%		
	<i>All Jobs:</i>	31,156	100%		

Source: JobsEQ (2023)

CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

ECONOMIC IMPACT OF RECENT NEW INDUSTRY LOCATION ANNOUNCEMENTS

Impacts Defined by JobsEQ:

- **Direct Impact:** The jobs and sales/output directly created or lost by the event; for example, if a firm with 100 employees moves to a region, the direct employment impact is 100 jobs. If a manufacturing plant closes a plant where 100 employees work, the direct impact would be -100 jobs.
- **Indirect Impact:** The jobs and sales/output created or lost by regional companies supplying goods and services to the new or newly expanded industry; for example, a new construction firm may buy lumber from local suppliers and may use accounting services from local private accountants.
- **Induced Impact:** The jobs and sales/output created or lost when new employees from the new or expanded firms (direct employment + indirect employment) spend their wages at local establishments; for example, a new manufacturing plant may increase business at a nearby diner causing the diner with increased sales to hire more employees.

Superior Wellness

In early December 2024, Superior Wellness, a premium hot tub manufacturer and distributor headquartered in the United Kingdom, announced that their first US manufacturing and distribution center will locate in Orangeburg County. Superior Wellness will purchase a 75,000-square-foot existing building as a part of this project, creating 35 new jobs, and investing \$11.3 Million in capital investment.



According to JobsEQ's Economic Impacting Modeling, Superior Wellness' new location in Orangeburg County will have the following impact on the community:

	DIRECT	INDIRECT	INDUCED	TOTAL
Employment (Jobs)	35	17	17	69
Sales/Output (Revenue)	\$13,959,869	\$4,146,597	\$3,667,908	\$21,774,375
Compensation (Payroll)	\$2,796,253	\$1,194,250	\$1,142,099	\$5,132,603

Source: JobsEQ (2024)

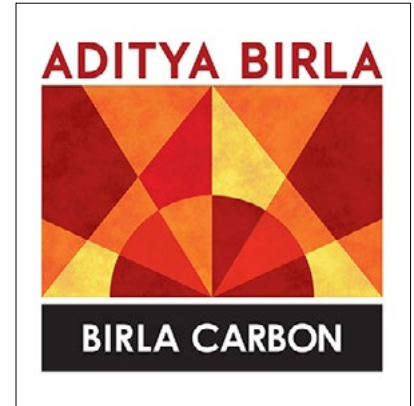
CURRENT ECONOMIC LANDSCAPE

ORANGEBURG, SC

ECONOMIC IMPACT OF RECENT NEW INDUSTRY LOCATION ANNOUNCEMENTS:

Birla Carbon

In October 2024, Birla Carbon, a leading manufacturer and supplier of carbon solutions, announced its first South Carolina location in Orangeburg County where it will create 124 new jobs and invest \$1 Billion, which will include the construction of a 435,000-square-foot building at the Tri-County Industrial Site. Birla Carbon's US headquarters is in Marietta, Georgia. Operating in 13 countries, the Birla Carbon company footprint includes 17 manufacturing facilities and three cutting-edge technology centers. The Orangeburg location expects to be in operation by 2026.



According to JobsEQ's Economic Impacting Modeling, Birla Carbon's new location in Orangeburg County will have the following impact on the community:

	DIRECT	INDIRECT	INDUCED	TOTAL
Employment (Jobs)	124	10	57	191
Sales/Output (Revenue)	\$57,188,429	\$5,457,425	\$12,072,250	\$74,718,103
Compensation (Payroll)	\$13,958,465	\$897,563	\$3,759,012	\$18,625,040

Source: JobsEQ (2024)



TARGETED INDUSTRIES

The Importance of Understanding Targeted Business and Industries and Your Role:

Understanding Targeted Business and Industries is a critical component of future economic and community development planning. Currently, the City of Orangeburg is served by the efforts of South Carolina Department of Commerce, Central SC Alliance, and locally by Orangeburg County Development Commission. Day in and day out these organizations are focused on the attraction of economic development, but the relationship between them, the City of Orangeburg, and all other organizations we have mentioned, is symbiotic in nature. It is especially important for the city to understand and be regularly updated on the efforts of OCDC to be as supportive and collaborative as possible. As explained earlier, OCDC's efforts are enhanced by strong community development within the City of Orangeburg, which in turn increases economic activity community wide. The information in this section is important for city leadership to understand in the overall plan to make Orangeburg a more desirable place for growth to occur.

- OCDC should utilize this information in strategic planning for recruitment and retention of industry.
- Orangeburg County Schools, OC Tech, Claflin, and SCSU should utilize this information in planning for appropriate education and training pathways.
- The City of Orangeburg and leadership should utilize this information to understand how highly competitive the attraction of new industry and growth of existing industry can be, and that the city's role is to make the community a more desirable place to aid in the attraction of new investment and jobs.

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

The following information was taken from Chapter 2 of the City of Orangeburg's Comprehensive Plan (2016-2026). This plan was compiled by [Robert and Company](#) and adopted in November 2017.

Targeted Business and Industries for the City of Orangeburg:

TRANSPORTATION AND LOGISTICS

With major port facilities in North Charleston and Charleston and Interstate 95 serving as the primary truck route from Florida to Virginia, transportation and logistics is a growing sector in the regional and local economy. Shipping volumes at Port of Charleston facilities in 2014 exceeded pre-recession levels. The North Charleston Terminal of the Port of Charleston is a modern container handling facility complete with container cranes, a container freight station, a rail yard, and access to I-26 and I-526. The Port of Charleston is expected to remain one of the top ports in the nation with plans for harbor deepening and expanded capacity. At 45 feet of depth, the harbor can already accommodate the larger post-Panamax ships at high tide, and in 2011 the federal government launched a program to deepen the harbor to 52 feet to increase the capacity for large container ships.

MANUFACTURING

Manufacturing in Orangeburg County is being driven by growth in the automobile and aviation industries and the population growth in the Southeastern United States. Manufacturing remains an important part of the local economy, with continued expansion of manufacturing and logistics plants. Furthermore, the city could seek industrial-related research and development facilities to expand on the multiple industrial manufacturing and training programs at Orangeburg-Calhoun Tech. Additional high tech manufacturing could become a promising sector for industrial growth within the city.

The growth of Boeing South Carolina, Mercedes Benz, and Volvo provide opportunities for supplier and support industries to locate along the I-95 and I-26 corridors. Although there are few opportunities within the City, local industries in Orangeburg County have a variety of manufacturing and logistical support available sites in the City/County Industrial Park, the Global Logistics Triangle (GLT), and elsewhere in Orangeburg County.

TOURISM

Orangeburg has several attractions for local tourism, including the Edisto Memorial Gardens, South Carolina State and Claflin Universities, and numerous parks and recreation facilities. New hotels in Orangeburg have been constructed within the past five years. These include Comfort Suites, Holiday Inn Express, Homewood Suites, Springhill Suites, and Value Place. Hotel occupancy in the region exceeded 60% in 2015. This is an increase.

MILITARY AND DEFENSE

There are no active military bases in the City of Orangeburg. However, Joint Base Charleston is located 50 miles to the south, Shaw Air Force Base is located 50 miles to the north in Sumter, South Carolina, Fort Jackson is located 48 miles to the north in Columbia, and North Auxiliary Landing Field is located in northern Orangeburg County approximately 18 miles to the northwest.

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

Targeted Business and Industries for Orangeburg and Orangeburg County:

Orangeburg County has a strong industrial manufacturing base, making up nearly 16% of all jobs in the county and over 11% in the city, *however one comment mentioned several times throughout our stakeholder interview process was that Orangeburg has experienced success with new industry announcements, but the industry locating to the area, and the wages and skill sets needed for the jobs they bring have been lower than what the community needs in order to increase the standard of living and income levels within the community.*

OCCDC should focus efforts on recruiting advanced industries and advanced manufacturing to the area. Within a 45-minute drive of Orangeburg, there are 20 two- and four-year colleges and universities with a total enrollment of nearly 72,000 students, ensuring access to robust talent infrastructure for students and employers, present and in the future. According to [The Brookings Institute](#), advanced industries pay well and typically don't require a bachelor's degree. In fact, fewer than half of advanced industry jobs require a four-year degree, while at the same time employing 80% of the country's engineers, is responsible for 90% of private-sector research and development, generates 85% of all US patents, and accounts for 60% of exports. Additionally, advanced industries support unusually extensive supply chains and other forms of ancillary economic activity.

Targeted Business and Industries:

- Auto/automotive-related manufacturing
- Aerospace product and parts manufacturing
- Metal and metal product manufacturing
- Pharmaceutical and medicine manufacturing
- Plastics and rubber products manufacturing
- Chemical manufacturing
- Transportation and logistics

We have compiled data points on the following pages that can be used to promote Orangeburg's strength in doing business among the following targeted industry sectors for recruitment purposes.



CENTRAL SC ALLIANCE

Orangeburg is a part of the eight-county Central SC Alliance. The Alliance is a regional public/private economic development partnership that supports the economic growth and diversification of the heart of South Carolina.

As a region, the Central SC Alliance's targeted industries include:

- Advanced Materials
- Aerospace/Aviation
- Agriculture/Forestry
- Automotive
- Biotechnology
- Energy
- Headquarters/Back Office
- Textiles
- Life Sciences/Chemicals
- Information Technology Research

Visit <https://www.centralsc.org/> for more information about The Central SC Alliance.

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT



Aerospace product and parts manufacturing



Auto/automotive-related manufacturing



Chemical manufacturing



Metal and metal product manufacturing



Pharmaceutical and medicine manufacturing



Plastics and rubber products manufacturing



Transportation and logistics

Determining Targeted Industries:

We consider the following variables to help identify targeted industries for retention/expansion and recruitment efforts:

1. Industries expected to grow over the next 10 years by at least 0.9% annually (the baseline expected growth for the larger 45-minute drive time region).
2. Industries with a **location quotient (LQ)** of at least 1.00 to 1.25, or higher.
3. Industries that have a higher-than-average annual wage of \$45,597, which is the city of Orangeburg's current average annual wage.

What is Location Quotient?

Jobs EQ defines Location quotient as the measurement of concentration in comparison to the nation. *All LQs in JobsEQ are calculated based upon employment.*

An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.

Why is LQ important?

A LQ for an industry identifies the degree to which the industry specializes in or is concentrated in a region. ***With an LQ of 1.25 or higher, a region is considered to possess a comparative advantage in that industry.*** Firms in a specific industry often aggregate because of some competitive advantage found in an area such as geographic location, natural resources, and human resources.

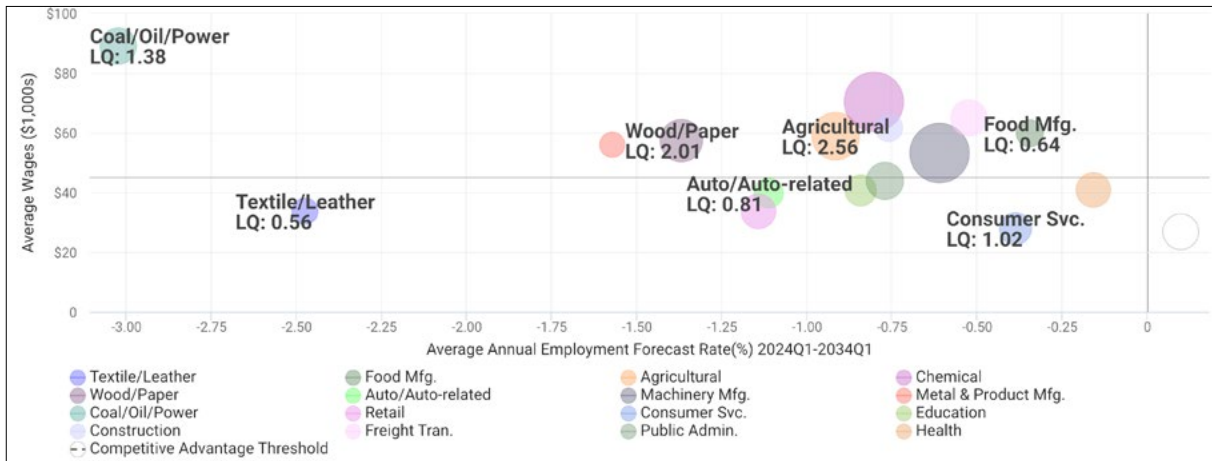
TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

INDUSTRY, OCCUPATION, & WAGE TRENDS:

Determining Targeted Industries - Orangeburg County, SC:

Industry Clusters for Orangeburg County, South Carolina



Note: JobsEQ's industry clusters are made up of 22 industry clusters as defined by Chmura. Only industries with a LQ of 0.5, or higher, are included in the clusters chart.

At the time of this analysis, there were no industry sectors in Orangeburg County with anticipated net job growth, however the following five sectors offer average annual wages higher than the city's current average of \$45,497 and have LQs higher than 1.25, indicating the county's competitive advantage in those industry sectors and should not be discounted as potential targeted industries for recruitment to bring similar industry to the area, or to transition the workforce to industries with similar skillsets:

INDUSTRY GROUP	ANNUAL EMPLOYMENT FORECAST RATE (%) 2024Q1-2034Q1	AVERAGE WAGES	LQ
Agricultural	-0.92%	\$58,905	2.56
Chemical	-0.80%	\$70,392	4.33
Coal/Oil/Power	-3.02%	\$89,068	1.38
Wood/Paper	-1.37%	\$57,397	2.01
Freight Transportation	-0.52%	\$65,058	1.37

Source: JobsEQ (2024)

There is a need for 3,638 new workers in the Agricultural, Chemical, Coal/Oil/Power, Wood/Paper, and Freight Transportation industries over the next 10 years in Orangeburg County.

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

INDUSTRY, OCCUPATION, & WAGE TRENDS:

Talent Demand in Declining Industries: Orangeburg County, SC

It is important to note that despite overall decline in the total number of job opportunities in the following sectors over the next 10 years, there is still a demand for new talent due to separation demand. Separation demand accounts for labor force exits (retirement) and transfers (when a person moves from one occupation to another).

INDUSTRY GROUP	EXITS	TRANSFERS	TOTAL DEMAND
Agricultural	465	497	886
Chemical	445	693	1,045
Coal/Oil/Power	97	154	164
Wood/Paper	183	276	399
Freight Transportation	515	691	1,144

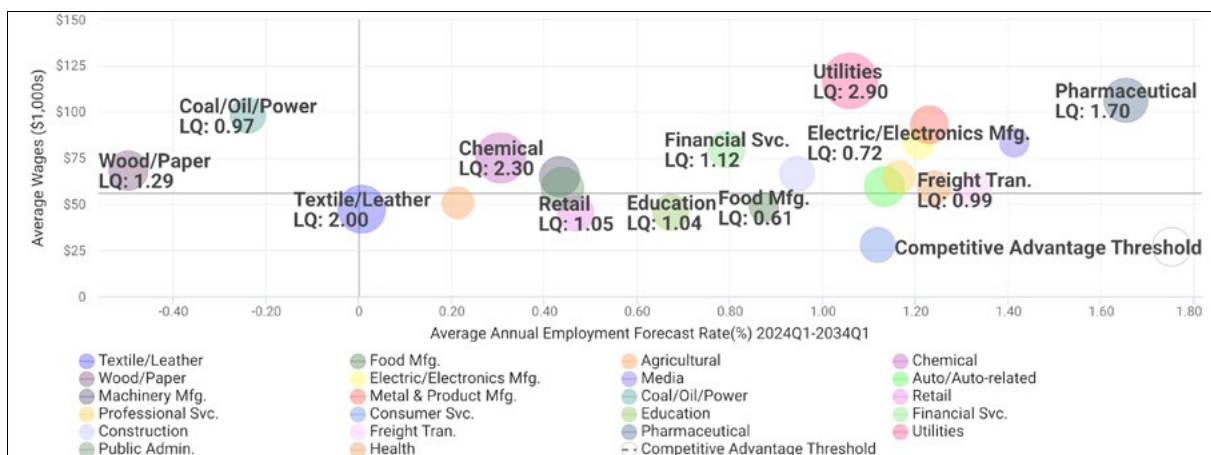
Source: JobsEQ (2024)

There is a need for 3,638 new workers in the Agricultural, Chemical, Coal/Oil/Power, Wood/Paper, and Freight Transportation industries over the next 10 years in Orangeburg County.

Determining Targeted Industries - 45-Minute Drive Time Region:

According to JobsEQ, the average annual wage in the greater 45-minute drive time region is \$55,932, which is 22.9% higher than the average annual wage of the city of Orangeburg. There are 673,469 people employed in the greater region, compared to 9,010 in the city and 31,156 in the county.

Industry Clusters for 45-Min. Drive Time Region of Orangeburg, South Carolina



Note: JobsEQ's industry clusters are made up of 22 industry clusters as defined by Chmura. Only industries with a LQ of 0.5, or higher, are included in the clusters chart.

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

INDUSTRY, OCCUPATION, & WAGE TRENDS:

Within the larger 45-minute drive time region, four industries met all three criteria for targeted industries:

INDUSTRY GROUP	ANNUAL EMPLOYMENT FORECAST RATE (%) 2024Q1-2034Q1	AVERAGE WAGES	LQ
Auto/Auto-related	1.1%	\$59,567	1.13
Metal & Product Mfg.	1.2%	\$93,065	1.23
Pharmaceutical	1.7%	\$106,291	1.70
Utilities	1.1%	\$116,808	2.90

Source: JobsEQ (2024)

The following industries in the greater region met two of the three criteria we use to determine targeted industries and would be what we consider strong and advancing industries. *The criteria failing to meet the minimum threshold is denoted in red.*

INDUSTRY GROUP	ANNUAL EMPLOYMENT FORECAST RATE (%) 2024Q1-2034Q1	AVERAGE WAGES	LQ
Chemical	0.3%	\$75,123	2.30
Construction	1.0%	\$66,429	0.97
Electric/Electronics Manufacturing	1.2%	\$83,271	0.72
Financial Services	0.8%	\$79,650	1.12
Food Manufacturing	0.9%	\$48,406	0.61
Freight Transportation	1.3%	\$57,960	0.99
Health	1.2%	\$59,003	0.88
Machinery Manufacturing	0.4%	\$64,932	1.36
Media	1.4%	\$83,406	0.60
Professional Services	1.2%	\$64,809	0.80
Public Administration	0.4%	\$58,497	1.55

Source: JobsEQ (2024)

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

INDUSTRY, OCCUPATION, & WAGE TRENDS:

45-Minute Drive Time Region: Declining Industries

Within the larger 45-minute drive time region, four industries met all three criteria for targeted industries:

INDUSTRY GROUP	ANNUAL EMPLOYMENT RATE OF DECLINE (%) 2016Q1-2024Q1	ANNUAL EMPLOYMENT FORECAST RATE (%) 2024Q1-2034Q1	AVERAGE WAGES	LQ
Auto/Auto-related	-1.5%	-0.2%	\$98,036	0.97
Metal & Product Mfg.	0.2%	-0.5%	\$68,233	1.29

Source: JobsEQ (2024)

The Wood and Paper, and the Coal, Oil, and Power industries have highly skilled employees with transferable skill sets that can be leveraged to bring similar industry to the area or to target as transitional workforce to industries with similar skill sets as they move into the region.

Coal/Oil/Power:

- Over the last 10 years, the greater region's coal/oil/power industry has experienced a decrease of 843 total jobs at a rate of 1.5% per year.
- As of the first quarter of 2024, this industry employed 5,347 people in the greater region (329 in Orangeburg County).
- Over the next 10 years, the coal/oil/power industry is projected to lose another 126 jobs.

Wood/Paper:

- Over the last 10 years, the greater region's wood/paper industry has experienced an increase of 114 total jobs at a rate of 0.2% per year.
- As of the first quarter of 2024, this industry employed 6,469 people in the greater region (467 in Orangeburg County).
- Over the next 10 years, the wood/paper industry is projected to lose another 315 jobs.

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

INDUSTRY, OCCUPATION, & WAGE TRENDS:

Talent Demand in Declining Industries: 45-Minute Drive Time Region

It is important to note that despite overall decline in the total number of job opportunities in the following sectors over the next 10 years, there is still a demand for new talent due to separation demand. Separation demand accounts for labor force exits (retirement) and transfers (when a person moves from one occupation to another).

INDUSTRY GROUP	EXITS	TRANSFERS	TOTAL DEMAND
Coal/Oil/Power	1,811	2,865	4,549
Wood/Paper	2,638	3,989	6,313

Source: JobsEQ (2024)

There is a need for 10,862 new workers in the Coal/Oil/Power and Wood/Paper industries over the next 10 years.

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

LABOR FORCE ADVANTAGES:

To showcase that Orangeburg is a mecca for the recommended targeted industries, our team researched and analyzed the concentration of occupations within Orangeburg and the immediate surrounding area from which the community attracts workers. These labor force concentrations should be highlighted when marketing for the recruitment of the targeted industry sectors outlined previously.

Above the National Average in the Following Production Occupations:

SKILLED OCCUPATION	LQ	PROMOTE TO THIS INDUSTRY
Tire Builders	23.81	Petrochem / Rubber / Plastics Manufacturing
Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	2.81	All Manufacturing Sectors
Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	2.61	All Manufacturing Sectors
Chemical Equipment Operators and Tenders	2.29	Petrochem / Rubber / Plastics Manufacturing
Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	2.02	All Manufacturing Sectors
Pourers and Casters, Metal	1.66	Fabricated Metal Manufacturing
Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	1.65	Petrochem / Rubber / Plastics Manufacturing
Mixing and Blending Machine Setters, Operators, and Tenders	1.59	Petrochem / Pharmaceutical Manufacturing
Metal-Refining Furnace Operators and Tenders	1.47	Automotive / Fab. Metals / Manufacturing
Inspectors, Testers, Sorters, Samplers, and Weighers	1.40	All Manufacturing Sectors
Industrial Production Managers	1.39	All Manufacturing Sectors
Water and Wastewater Treatment Plant and System Operators	1.33	Petrochem / Pharmaceutical Manufacturing
Welders, Cutters, Solderers, and Brazers	1.32	Fabricated Metal Manufacturing
Chemical Plant and System Operators	1.32	Petrochem / Pharmaceutical Manufacturing
First-Line Supervisors of Production and Operating Workers	1.26	All Manufacturing Sectors
Machinists	1.16	All Manufacturing Sectors

Source: JobsEQ (2024)

Above the National Average in the Following Transportation/Material Moving Occupations:

SKILLED OCCUPATION	LQ	PROMOTE TO THIS INDUSTRY
Hoist and Winch Operators	1.21	Transportation & Warehousing / Manufacturing
Heavy and Tractor-Trailer Truck Drivers	1.19	Transportation & Warehousing / Manufacturing
Crane and Tower Operators	1.17	Transportation & Warehousing / Fab. Metals Mfg.
Cargo and Freight Agents	1.44	Transportation & Warehousing / Manufacturing

Source: JobsEQ (2024)

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

LABOR FORCE ADVANTAGES:

To showcase that Orangeburg is a mecca for the recommended targeted industries, our team researched and analyzed the concentration of occupations within Orangeburg and the immediate surrounding area from which the community attracts workers. These labor force concentrations should be highlighted when marketing for the recruitment of the targeted industry sectors outlined previously.

Above the National Average in the Following Installation, Maintenance, and Repair Occupations:

SKILLED OCCUPATION	LQ	PROMOTE TO THIS INDUSTRY
Electrical Power-Line Installers and Repairers	2.36	Energy Sector / Manufacturing
Electric Motor, Power Tool, and Related Repairers	1.91	All Manufacturing Sectors
Riggers	1.45	Fabricated Metal Manufacturing
Industrial Machinery Mechanics	1.39	All Manufacturing Sectors
Electrical and Electronics Repairers, Commercial and Industrial Equipment	1.37	All Manufacturing Sectors
Millwrights	1.33	All Manufacturing Sectors
Automotive Body and Related Repairers	1.26	Fabricated Metal Manufacturing
Telecommunications Line Installers and Repairers	1.25	Energy Sector / Manufacturing
Automotive Service Technicians and Mechanics	1.24	Fabricated Metal Manufacturing
Telecommunications Equipment Installers and Repairers, Except Line Installers	1.21	Energy Sector / Manufacturing
Maintenance Workers, Machinery	1.19	All Manufacturing Sectors
Bus and Truck Mechanics and Diesel Engine Specialists	1.14	All Manufacturing Sectors
Maintenance and Repair Workers, General	1.13	All Manufacturing Sectors
First-Line Supervisors of Mechanics, Installers, and Repairers	1.11	Fabricated Metal Manufacturing
Mobile Heavy Equipment Mechanics, Except Engines	1.10	Fabricated Metal Manufacturing

Source: JobsEQ (2024)

Above the National Average in the Following Construction and Extraction Occupations:

SKILLED OCCUPATION	LQ	PROMOTE TO THIS INDUSTRY
Operating Engineers and Other Construction Equipment Operators	1.34	Heavy Construction / Transportation & Warehousing
Construction and Building Inspectors	1.10	Construction
Hazardous Materials Removal Workers	1.89	Petrochem / Rubber / Plastics Manufacturing

Source: JobsEQ (2024)

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

INDUSTRY CONCENTRATION ADVANTAGES:

To showcase that Orangeburg is a mecca for the recommended targeted industries, our team researched and analyzed the concentration of industries within Orangeburg and the immediate surrounding area from which the community attracts workers. These industry concentrations should be highlighted when marketing for the recruitment of the targeted industry sectors outlined previously.

Above the National Average in the Following Construction Industries:

SKILLED OCCUPATION	LQ	AVE. ANNUAL WAGES
Industrial Building Construction	6.10	\$106,354
Power and Communication Line and Related Structures Construction	2.16	\$71,501
New Multifamily Housing Construction (except For-Sale Builders)	2.13	\$86,540
Nonresidential site preparation contractors	1.75	\$59,857
New Housing For-Sale Builders	1.72	\$137,468
Land Subdivision	1.35	\$79,262
Residential site preparation contractors	1.35	\$47,289
All other nonresidential trade contractors	1.31	\$55,618
All other residential trade contractors	1.29	\$47,749

Source: JobsEQ (2024)

Above the National Average in the Following Transportation and Warehousing Industries:

SKILLED OCCUPATION	LQ	AVE. ANNUAL WAGES
Short Line Railroads	11.40	\$48,855
Port and Harbor Operations	2.25	\$65,631
Other Warehousing and Storage	1.62	\$47,537
General Freight Trucking, Local	1.56	\$58,016
Motor Vehicle Towing	1.46	\$52,724
Specialized Freight (except Used Goods) Trucking, Long-Distance	1.33	\$66,689
General Warehousing and Storage	1.27	\$45,116
General Freight Trucking, Long-Distance, Truckload	1.21	\$66,996
Postal Service	1.13	\$66,550
Couriers and Express Delivery Services	1.13	\$44,142
Interurban and Rural Bus Transportation	1.10	\$61,275

Source: JobsEQ (2024)

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

INDUSTRY CONCENTRATION ADVANTAGES:

To showcase that Orangeburg is a mecca for the recommended targeted industries, our team researched and analyzed the concentration of industries within Orangeburg and the immediate surrounding area from which the community attracts workers. These industry concentrations should be highlighted when marketing for the recruitment of the targeted industry sectors outlined previously.

Above the National Average in the Following Manufacturing Industries:

SKILLED OCCUPATION	LQ	AVE. ANNUAL WAGES
Tire Manufacturing (except Retreading)	26.63	\$68,593
Motor Vehicle Brake System Manufacturing	22.06	\$68,480
Other Pressed and Blown Glass and Glassware Manufacturing	14.04	\$70,007
Lawn and Garden Tractor and Home Lawn and Garden Equipment Manufacturing	13.26	\$49,285
Alumina Refining and Primary Aluminum Production	12.85	\$120,902
Unlaminated Plastics Profile Shape Manufacturing	12.57	\$59,433
Ball and Roller Bearing Manufacturing	11.59	\$67,455
Artificial and Synthetic Fibers and Filaments Manufacturing	11.30	\$79,185
Military Armored Vehicle, Tank, and Tank Component Manufacturing	9.77	\$70,030
Boat Building	9.67	\$59,721
Fiber, Yarn, and Thread Mills	7.94	\$41,772
Power-Driven Handtool Manufacturing	7.94	\$76,499
Other Basic Inorganic Chemical Manufacturing	7.57	\$100,046
Small Arms, Ordnance, and Ordnance Accessories Manufacturing	6.62	\$81,894
Cement Manufacturing	6.58	\$95,394
Synthetic Dye and Pigment Manufacturing	6.46	\$88,309
Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	5.79	\$60,019
Narrow Fabric Mills and Schiffli Machine Embroidery	5.63	\$48,965
Sanitary Paper Product Manufacturing	5.60	\$71,199
Carbon and Graphite Product Manufacturing	5.52	\$74,368
Heating Equipment (except Warm Air Furnaces) Manufacturing	5.38	\$51,370
Aluminum Sheet, Plate, and Foil Manufacturing	5.32	\$134,432
Railroad Rolling Stock Manufacturing	5.32	\$58,010
Switchgear and Switchboard Apparatus Manufacturing	5.15	\$71,330
Other Communication and Energy Wire Manufacturing	4.98	\$68,491
Relay and Industrial Control Manufacturing	4.83	\$75,333
Textile and Fabric Finishing Mills	4.81	\$47,287
Copper Rolling, Drawing, Extruding, and Alloying	4.76	\$112,594

Source: JobsEQ (2024)

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

INDUSTRY CONCENTRATION ADVANTAGES:

To showcase that Orangeburg is a mecca for the recommended targeted industries, our team researched and analyzed the concentration of industries within Orangeburg and the immediate surrounding area from which the community attracts workers. These industry concentrations should be highlighted when marketing for the recruitment of the targeted industry sectors outlined previously.

Above the National Average in the Following Manufacturing Industries:

SKILLED OCCUPATION	LQ	AVE. ANNUAL WAGES
Paper Mills	4.29	\$88,516
Broadwoven Fabric Mills	4.28	\$56,505
Reconstituted Wood Product Manufacturing	4.20	\$63,227
All Other Miscellaneous Textile Product Mills	4.16	\$47,402
Current-Carrying Wiring Device Manufacturing	4.14	\$74,411
Fabric Coating Mills	4.05	\$67,852
Petrochemical Manufacturing	3.99	\$138,862
Wood Preservation	3.90	\$66,296
Photographic Film, Paper, Plate, Chemical, and Copy Toner Manufacturing	3.88	\$85,612
Prefabricated Metal Building and Component Manufacturing	3.40	\$82,699
Petroleum Lubricating Oil and Grease Manufacturing	3.33	\$92,855
Iron and Steel Mills and Ferroalloy Manufacturing	3.30	\$129,847
Engineered Wood Member Manufacturing	3.17	\$54,639
Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing	3.17	\$52,416
Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing	3.07	\$67,689
Rope, Cordage, Twine, Tire Cord, and Tire Fabric Mills	3.03	\$55,064
Saw Blade and Handtool Manufacturing	3.03	\$65,555
Rolled Steel Shape Manufacturing	2.96	\$78,894
Steel Wire Drawing	2.88	\$55,020
Dog and Cat Food Manufacturing	2.87	\$73,718
Other Millwork (including Flooring)	2.82	\$62,883
Other Communications Equipment Manufacturing	2.69	\$62,045
Plastics Pipe and Pipe Fitting Manufacturing	2.65	\$54,349
Concrete Block and Brick Manufacturing	2.53	\$61,626
Pharmaceutical Preparation Manufacturing	2.52	\$106,195
Automobile and Light Duty Motor Vehicle Manufacturing	2.49	\$75,372
Coffee and Tea Manufacturing	2.44	\$55,913
Dry Pasta, Dough, and Flour Mixes Manufacturing from Purchased Flour	2.41	\$60,830

Source: JobsEQ (2024)

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

INDUSTRY CONCENTRATION ADVANTAGES:

To showcase that Orangeburg is a mecca for the recommended targeted industries, our team researched and analyzed the concentration of industries within Orangeburg and the immediate surrounding area from which the community attracts workers. These industry concentrations should be highlighted when marketing for the recruitment of the targeted industry sectors outlined previously.

Above the National Average in the Following Manufacturing Industries:

SKILLED OCCUPATION	LQ	AVE. ANNUAL WAGES
Rolling Mill and Other Metalworking Machinery Manufacturing	2.41	\$63,101
Fluid Power Valve and Hose Fitting Manufacturing	2.38	\$86,207
Nonferrous Metal Die-Casting Foundries	2.37	\$59,555
Paperboard Mills	2.31	\$90,147
Mattress Manufacturing	2.30	\$52,365
Surgical and Medical Instrument Manufacturing	2.15	\$79,752
Plastics Material and Resin Manufacturing	1.95	\$90,649
Fiber Optic Cable Manufacturing	1.94	\$71,939
Plastics Packaging Film and Sheet (including Laminated) Manufacturing	1.91	\$68,624
Sporting and Athletic Goods Manufacturing	1.90	\$80,742
Pulp Mills	1.82	\$122,255
Poultry Processing	1.78	\$38,575
Fabricated Pipe and Pipe Fitting Manufacturing	1.77	\$74,370
Ammunition (except Small Arms) Manufacturing	1.76	\$101,787
All Other Basic Organic Chemical Manufacturing	1.74	\$97,290
Industrial Gas Manufacturing	1.72	\$114,504
Industrial Valve Manufacturing	1.71	\$68,031
Textile Bag and Canvas Mills	1.69	\$34,511
Nonwoven Fabric Mills	1.68	\$63,614
Plate Work Manufacturing	1.61	\$66,476
Other Engine Equipment Manufacturing	1.58	\$79,049
Sign Manufacturing	1.58	\$57,640
Fabricated Structural Metal Manufacturing	1.50	\$62,062
Capacitor, Resistor, Coil, Transformer, and Other Inductor Manufacturing	1.49	\$43,307
All Other Miscellaneous Wood Product Manufacturing	1.48	\$49,356
Hardware Manufacturing	1.46	\$70,957
Concrete Pipe Manufacturing	1.44	\$66,012
Nitrogenous Fertilizer Manufacturing	1.42	\$66,273

Source: JobsEQ (2024)

TARGETED INDUSTRIES

BUSINESS RETENTION & RECRUITMENT

INDUSTRY CONCENTRATION ADVANTAGES:

To showcase that Orangeburg is a mecca for the recommended targeted industries, our team researched and analyzed the concentration of industries within Orangeburg and the immediate surrounding area from which the community attracts workers. These industry concentrations should be highlighted when marketing for the recruitment of the targeted industry sectors outlined previously.

Above the National Average in the Following Manufacturing Industries:

SKILLED OCCUPATION	LQ	AVE. ANNUAL WAGES
Paper Bag and Coated and Treated Paper Manufacturing	1.37	\$88,415
Wood Container and Pallet Manufacturing	1.34	\$41,876
Plastics Bottle Manufacturing	1.25	\$62,915
Industrial Process Furnace and Oven Manufacturing	1.25	\$65,408
Metal Tank (Heavy Gauge) Manufacturing	1.23	\$75,689
All Other Miscellaneous Fabricated Metal Product Manufacturing	1.23	\$50,738
Ready-Mix Concrete Manufacturing	1.20	\$72,737
Breweries	1.18	\$62,125
All Other Converted Paper Product Manufacturing	1.15	\$80,903
Gasket, Packing, and Sealing Device Manufacturing	1.15	\$79,890
Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing	1.13	\$68,859
All Other Miscellaneous Food Manufacturing	1.13	\$62,641

Source: JobsEQ (2024)



PRIORITY PROJECT:

HIRE THE ORANGEBURG
COMMUNITY CHAMPION

PRIORITY PROJECT

HIRE THE ORANGEBURG COMMUNITY CHAMPION

The City of Orangeburg must hire a full-time community development professional to spearhead the implementation of this strategic plan, lead community improvement efforts, and connect all stakeholder groups and organizations and their strategic plans throughout Orangeburg County. This position will fulfill what the former One Orangeburg initiative attempted to carry out on a voluntary basis.

The City should contract with a third-party executive search firm specializing in sourcing talent for community and economic development positions. The cost of this service is estimated at \$25,000. Ongoing, the City should budget \$125,000 for base salary, plus benefits and program operation expenses. We recommend a total budget of \$175,000 to \$200,000 to fund the position each year.

KEY STEPS FOR SUCCESS:

1. Utilizing the sample job description for this position we've included below, make changes and finalize the position description.
2. Complete the City's procurement process to hire an executive search firm.
3. Complete the executive search process and make a successful hire.

SAMPLE JOB DESCRIPTION:

Job Title: Orangeburg Community Champion

Salary and Benefits: \$95,000 to \$125,000, competitive based on experience

Department: Community and Economic Development / Planning and Zoning

Reports to: City Manager

Position Overview: The Orangeburg Community Champion will lead the implementation of the city's strategic plan, ensuring alignment across all community plans and initiatives. This role serves as a central connector among community organizations, local governments, and stakeholders to foster collaboration, drive sustainable growth, and improve quality of life. The Champion will act as a liaison between the municipality and external partners, facilitating communication, promoting shared goals, and advancing community improvement efforts. The Champion will have specific performance metrics with benchmarks and timelines to meet related to the City's Community Development Strategic Plan in order to gauge success.

PRIORITY PROJECT

HIRE THE ORANGEBURG COMMUNITY CHAMPION

SAMPLE JOB DESCRIPTION (con't):

Key Responsibilities: Orangeburg Community Champion

- **Strategic Plan Implementation:** Spearhead the execution of the city's strategic plan, ensuring objectives are met through coordinated efforts and measurable outcomes
- **Plan Coordination:** Oversee the integration and alignment of all community and organizational plans to prevent duplication of efforts and optimize resources.
- **Community Engagement:** Build and maintain strong relationships with community organizations, non-profits, and businesses to encourage collaboration and shared responsibility for community outcomes.
- **Liaison Duties:** Serve as the primary point of contact between the city and local governments, regional agencies, and other municipalities.
- **Project Management:** Lead community improvement projects from inception to completion, ensuring timelines, budgets, and goals are met.
- **Stakeholder Communication:** Facilitate regular meetings, forums, and discussions with community stakeholders to gather feedback and provide updates on community initiatives.
- **Data and Reporting:** Monitor key performance indicators, track progress, and prepare reports to demonstrate community and strategic plan advancements.
- **Capacity Building:** Identify and secure funding opportunities, including grants, to support community initiatives.

Required Qualifications:

- Bachelor's degree in public administration, urban planning, community development, or a related field. Master's degree preferred.
- Minimum of five to seven years of relevant experience in community development, economic development, strategic planning, grant writing, or public administration.
- Proven experience in cross-sector collaboration and stakeholder engagement.
- Strong project management and organizational skills.
- Excellent communication, negotiation, and presentation abilities.
- Proficiency in Microsoft Office Suite and project management tools.
- Knowledge of municipal government operations, community development funding, and grant writing.

Preferred Skills:

- Experience with design thinking and innovation frameworks.
- Familiarity with economic development strategies.
- Ability to facilitate workshops and public engagement sessions.
- Grant writing and grant administration.
- Graphic design and marketing.

Working Conditions:

- This position may require evening or weekend meetings and occasional travel within the region.



STRATEGIC PRIORITIES

- 1** COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS
- 2** SMALL BUSINESS, ENTREPRENEURSHIP, AND INNOVATION DEVELOPMENT
- 3** COMMUNITY ENGAGEMENT
- 4** INFRASTRUCTURE DEVELOPMENT AND LAND USE PRIORITIES
- 5** TALENT PIPELINE AND WORKFORCE DEVELOPMENT



STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND
QUALITY OF LIFE IMPROVEMENTS

STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

Orangeburg's City Council has made downtown revitalization its top priority as they want to breathe new life back into the historic, underutilized, and dilapidated properties that make up its downtown. People need a reason to spend time in the downtown and that currently does not exist, but the downtown's potential to be a thriving destination for residents and visitors alike is nearly limitless as new retail, restaurants, bars and entertainment venues, and mixed residential development would give residents multiple reasons to spend time in the downtown.

Downtown redevelopment is a long-term focus for any community that chooses to make it a priority and is very important work for a city to undertake to improve the community's quality of life and overall economy. Recent and on-going revitalization efforts total over \$100 million and include redevelopment projects like the Railroad Corner campus housing and mixed-use development, a new city hall, a new library and conference center, and a new courthouse.



With this momentum, there is ample opportunity for the city to build on these redevelopment efforts by regularly convening and engaging with other development partners in the community as they continue to grow and expand. Orangeburg County Schools, South Carolina State University, and Claflin University are all growing, or have plans to grow their footprints within the city. To keep building on this momentum, the city must prioritize regular engagement with the community's development partners, like the schools and universities, as well as identify new private development partners to increase the amount of private investment that is occurring in the downtown as a part of its redevelopment and revitalization strategy.

STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

KEY RECOMMENDATIONS:

1. The City should bring together the Orangeburg County Government, DORA, the Chamber, SCSU, Claflin, O-Tech, OCSD, ORIC, and other partners to determine if any buildings or land along Russel Street and in the downtown core would feasibly support long-term facility planning and development (residential, public service, or educational) between the downtown core and university campuses to support the downtown gateway redevelopment work currently underway. This is especially important for the universities as they work to revitalize and grow their campus footprints to ensure any barriers to future development can be mitigated or avoided.
2. Using the recently completed downtown master plan, develop a detailed 10 to 15-year phased community beautification plan that prioritizes cohesive community branding.
3. Create a formal menu of incentives specifically for downtown redevelopment.
4. Create a website for developers, entrepreneurs, house and apartment hunters, and others to encourage downtown redevelopment.
5. Increase the availability of quality single- and multi-family housing units by focusing on housing development/redevelopment and infill opportunities and increasing the percentage of owner-occupied housing units in city limits.

STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.1: The City should bring together the Orangeburg County Government, DORA, the Chamber, SCSU, Claflin, OCtech, OCSD, ORIC, and other partners to determine if any buildings or land along Russel Street and in the downtown core would feasibly support long-term facility planning and development (residential, public service, or educational) between the downtown core and university campuses to support the downtown gateway redevelopment work currently underway. *This is especially important for the universities as they work to revitalize and grow their campus footprints to ensure any barriers to future development can be mitigated or avoided.*

ACTION ITEM #	ACTION ITEM DESCRIPTION	RESPONSIBLE ORGANIZATIONS	TIME FRAME
1.1.1	Develop list of potential properties in downtown that could be targeted for possible redevelopment by stakeholder organizations	City of Orangeburg (lead)	Short-term
1.1.2	Establish focus group of stakeholder organizations and hold initial meeting with a goal of understanding needs of upcoming facility development projects, including timelines, project budgets, funding mechanisms in place and gaps in budgets	City of Orangeburg (lead) Orangeburg County Government OCD OCCOC DORA SCSU Claflin University OCSD ORIC	Mid-term
1.1.3	Meet regularly with stakeholders to move targeted development/redevelopment projects forward as a part of the city's downtown redevelopment goals	City of Orangeburg (lead)	Long-term

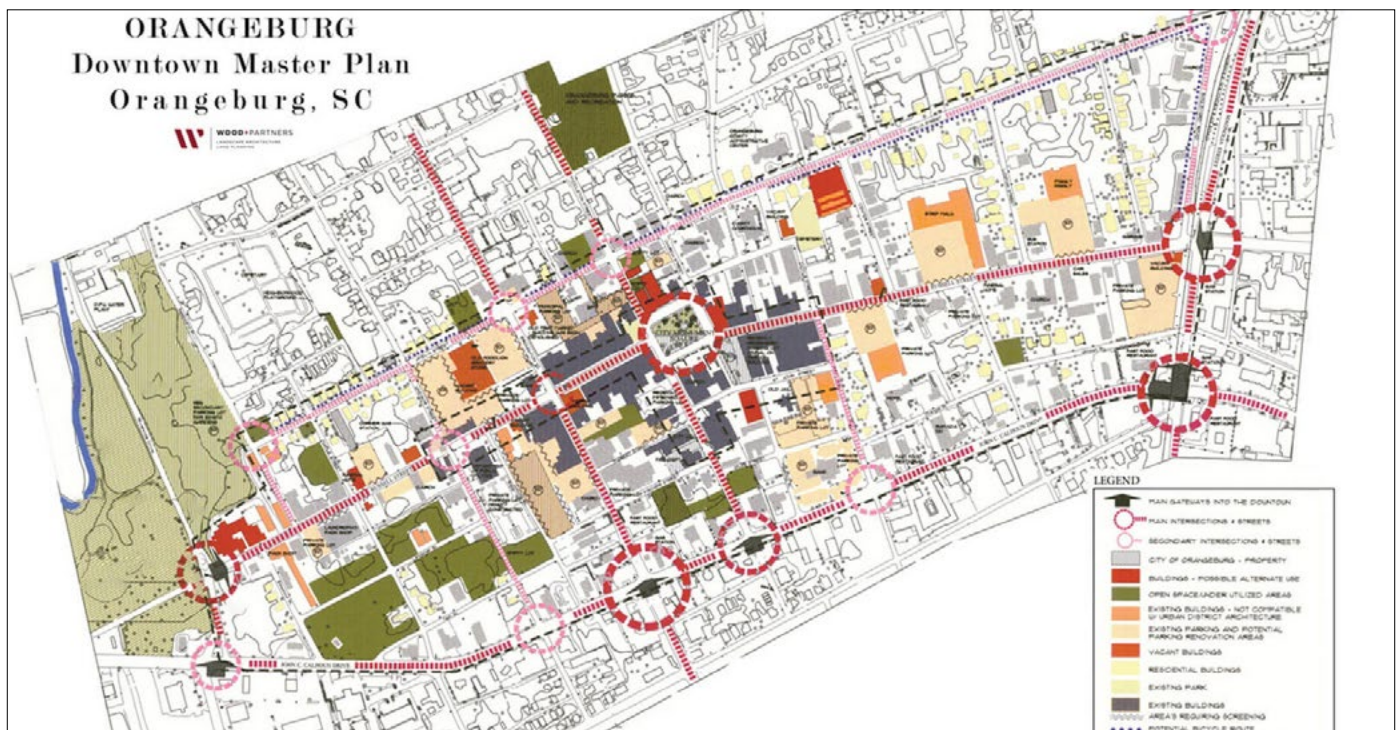
STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.2: Using the recently completed downtown master plan the City completed with [Wood+Partners](#) to develop a detailed 10 to 15-year phased community beautification plan that prioritizes cohesive community branding and vision focused on:

- Entry corridor development
- Downtown core
- Walkability, streetscapes, and wayfinding signage
- Smart parking practices
- Road/street improvements
- Greenspaces
- Residential development above first-floor commercial spaces
- Service-related business development, like restaurants, pubs, breweries, and/or distilleries
- Funding mechanisms and budget estimates

The City should use the National Main Street's Four-Point Approach to serve as the foundation for developing the overall vision for the Downtown Orangeburg of the future.



STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.2:

The National Main Street's Four-Point approach is structured yet flexible enough to allow communities to adapt the framework to their unique needs, ensuring that redevelopment efforts are inclusive, sustainable, and impactful. The Four-Point approach is guided by the following four principles:

1. **Community-Driven:** Ensuring the community's vision and input are central to all planning and redevelopment efforts.
2. **Incremental Progress:** Building success over time with a focus on small, achievable goals.
3. **Comprehensive Strategy:** Integrating all aspects of the Four-Point Approach for lasting impact.
4. **Historic Preservation:** Balancing modernization with the preservation of cultural and architectural heritage.

The program's goals focus is around increasing businesses/reducing building vacancies, growing property values and tax revenues, increasing pedestrian and downtown visitor activity, and improving overall community satisfaction and engagement. ***The Four-Point Approach:***

1. **Organization:** Build a sustainable framework for downtown revitalization by establishing and developing effective partnerships among public, private, and nonprofit sectors, engaging the community through volunteerism, and securing funding and resources for projects.
2. **Design:** Enhance the physical and visual qualities of the downtown area through historic preservation and new construction, improving streetscapes, signage, public spaces, and infrastructure, and developing and adhering to design guidelines that align with the community's character.
3. **Economic Vitality:** Growing the local economy through the support of existing businesses and the attraction of new ones, and being open to and encouraging smart developments, like mixed-use.
4. **Promotion:** The city must develop a cohesive brand identity for the downtown and begin marketing the downtown as a destination for residents, businesses, and visitors through social media, PR, and stakeholder partnerships to share successes. Additionally, this cohesive brand identity should be leveraged to help organize events, festivals, and promotions to draw pedestrian traffic to the downtown.

STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.2:

ACTION ITEM #	ACTION ITEM DESCRIPTION	RESPONSIBLE ORGANIZATIONS	TIME FRAME
1.2.1	Develop list of potential properties in downtown that could be targeted for possible redevelopment by stakeholder organizations (should be completed as part of Recommendation 1.1).	City of Orangeburg (lead) DORA Community Stakeholders	Short-term
1.2.2	Conduct first-hand research through community surveys, small focus groups, and economic analyses to identify strengths, weaknesses, and opportunities for the downtown. This includes utilizing the inventory of underutilized spaces and historic structures from Recommendation 1.1, to further determine the highest and best use of properties not previously targeted for redevelopment.	City of Orangeburg (lead) DORA Community Stakeholders	Mid-term
1.2.3	Using the Wood+Partners Downtown Master Plan, create a long-term phased implementation plan that takes into account stakeholders, including local governments, business owners, and residents' efforts and the needs assessment in the previous step. This should break down projects by priority, cost, available grant funding and matching funds available, and have a schedule of funding opportunities to aggressively seek.	City of Orangeburg (lead) DORA	Mid-term
1.2.4	The City will be responsible for monitoring progress through measurable outcomes, like increased foot traffic, business growth, or property investments.	City of Orangeburg (lead)	Long-term



STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.3: Create a formal menu of incentives specifically for downtown redevelopment to help catalyze Orangeburg's downtown redevelopment efforts and increase the area's appeal to businesses and residents.

Currently, the City has a façade grant program that should be utilized more. Additionally, Downtown Orangeburg is located in an Opportunity Zone and is further designated as an Enterprise Zone.

Example: The City of Pikeville (KY) has developed [a comprehensive downtown economic incentive program](#) that can benefit commercial property owners, and new and existing businesses. The program targets different types of businesses for street level and upper level development.

OPPORTUNITY ZONES:

Opportunity Zones provide tax incentives to encourage long-term investments in economically distressed areas and can play a pivotal role in downtown redevelopment through the attraction of private investment, creating jobs, and enhancing infrastructure. When strategically planned and executed with community input, these investments can lead to long-term economic vitality and resilience for downtown areas. Tax benefits for investors in Opportunity Zones reduce the financial risks for investors and include deferred taxes on capital gains reinvested into Opportunity Zone Funds, reduced taxes on capital gains depending on the investment duration, tax-free growth on new gains if the investment is held for at least 10 years.

Opportunity Zones and Downtown Redevelopment:

Maximizing the impact of Opportunity Zones requires involving the community in a larger plan, like the downtown master plan from Recommendation 1.2, to make sure projects are aligned with community needs, prioritize projects by their impact, don't displace local residents, and foster collaboration among stakeholders. Opportunity Zones can support a variety of downtown developments, like:

- **Mixed-Use Developments:** Projects that combine residential, commercial, and cultural spaces, creating vibrant downtown areas.
- **Adaptive Reuse:** Transforming historic or abandoned buildings into modern, functional spaces while preserving cultural heritage.
- **Innovation Hubs:** Establishing tech incubators or creative spaces to attract startups and high-skill talent.

STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.3:

ENTERPRISE ZONES:

Enterprise zones are specially designated areas where state and local governments offer special incentives to encourage economic growth and development with a goal of revitalizing distressed/underutilized areas by attracting businesses, creating jobs, and fostering community development. Incentives and regulations are specific to a locality.

The two most impactful incentives related to enterprise zones is the Job Development Credit and the Job Retraining Credit, which are both dependent upon capital investment and job creation thresholds. In South Carolina, most projects in enterprise zones are related to manufacturing and transportation/distribution projects but can still be applicable to downtown redevelopment by leveraging tax incentives, grants, and infrastructure development support as a part of a larger incentive package for private investment.

Enterprise Zones and Downtown Redevelopment:

When leveraged as a part of a larger incentive package, an enterprise zone's resources can help with projects like historic building renovations, new business development, infrastructure development, retail and commercial development, transportation upgrades, mixed-use development, corporate investment, and hotel development.

STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.3:

OTHER INCENTIVES TO CONSIDER TO ENCOURAGE DOWNTOWN REDEVELOPMENT:

- **Establishing a TIF District:** TIF allows municipalities to improve or prevent blighted areas without increasing taxes for residents. It encourages private investment, leading to higher property values and, consequently, increased tax revenues. Successful TIF projects can revitalize communities, improve public infrastructure, and stimulate economic growth. ([Municipal Association of South Carolina](#))
- **Establishing a Redevelopment District:** Similar to a TIF, but has broader funding sources, including federal grants, state funds, private investments, and sometimes local tax revenue allocations. Redevelopment districts are not strictly tied to the increment in property tax revenue and the funding strategy depends on the specific redevelopment plan and local government decisions.
- **Tax moratorium on redeveloped properties:** Offer reduced property taxes for private individuals redeveloping historic downtown buildings. Communities typically will offer five to 10 year scaled property tax reduction. Starting with 50% in years one through five and gradually increasing to year 10.
- **Higher taxation on dilapidated and neglected properties:** Through ordinance and code enforcement, a community can leverage higher property taxes on nuisance properties, which can result in increased property tax revenue, but also serves as an incentive for a property owner to clean up/rehabilitate their neglected property.
- **Roof Stabilization Grants:** Similar to façade Improvements, this would be a pool of funds set aside for private developers who are purchasing buildings that need significant roof repair, including HVAC systems.

STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.3:

A downtown redevelopment menu of incentives should be implemented and publicly marketed as soon as possible to serve as a catalyst to the City's redevelopment efforts.

INCENTIVE ITEM #	INCENTIVE DESCRIPTION	ORGANIZATIONS TO POTENTIALLY FUND	ESTIMATED COST/ BUDGET
1.3.1	50/50 Matching Grant on Renovations: Offer a 50% reimbursement of investment expenses, not to exceed a specified amount (we recommend \$25,000) for certain renovation types of existing structure. This can be used by both entrepreneurs and property developers.	City of Orangeburg	\$150,000 Per Year
1.3.2	Downtown Property Tax Rebate Program: Utilize TIF to accomplish this incentive by offering a rebate on the increased property tax revenue resulting from developments for the maximum allowable period of time.	City of Orangeburg	Per Project Basis Considering Property Tax Valuation
1.3.3	Façade Improvement Program: Matching grant that provides up 50% reimbursement on façade improvements to buildings (can be limited to downtown or expanded throughout the city; limit to a maximum of \$5,000 per project).	City of Orangeburg	\$50,000 Per Year (10 maximum projects)
1.3.4	Roof Stabilization Assistance Program: Provide reimbursement of up to 50% of eligible roof replacement or stabilization costs (limit a maximum of \$100,000 per project).	City of Orangeburg	\$150,000 Per Year

STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.4: Create a website for developers, entrepreneurs, house and apartment hunters, and others to encourage downtown redevelopment.

This information could be integrated into the City's existing website (with a redirect link for marketing), or could be developed as a stand alone website, but the site should serve as the home for information specific to downtown like:

- Development/redevelopment incentives
- Available commercial and residential properties for sale or lease
- Information about permitting, regulations, building codes, and community design standards
- Events that are going on in the downtown

Example: *The City of Eustis (FL) offers a comprehensive website where their [Economic Development page](#) provides information on development incentives, downtown events, available properties, and permitting and design standards.*

Economic Development



Economic Development Director - Al Latimer

Eustis is family-friendly, affordable, and its business focus is to support small businesses and emerging industry. Our natural beauty, ideal climate, affordable property values, and great incentives make it the perfect location for companies currently located in Eustis and for those companies looking to start or expand their growth.

Residents and visitors enjoy the benefits of Orlando's attractions while the lakes, trees, and wildlife are all right here. Eustis has outstanding schools and labor-ready workforce - and its tax standards are highly desired! These are just some of the reasons new businesses continue to open, expand and relocate to Eustis.

If you would like to discuss your business operations and interests with us, please give us a call or send us an email.

Contact Us

Phone
[\(352\) 483-5430](tel:(352)483-5430)

Email
LatimerA@eustis.org

Location
Development Services Building
10 North Grove Street
Eustis
32726
[View Map](#)

At a Glance

Incorporated: 1883
Population: 23,407 (2022)
Government: Council-Manager
Boundaries: 12.4 Square Miles
Streets: 101.65 Miles
Employees: 213 Full-Time / 55 Part-Time
Millage Rate: 7.581
Distinctions:
Excellence in Financial Reporting for 24 consecutive years (Government Finance Officers Association),
Tree City USA for 25 consecutive years (National Arbor Foundation), 2016 Florida Tree City.

Annexation Incentive Programs

Community Redevelopment Agency (CRA)

Econ. Development Incentive Programs

New Development

Gateway Grant

Master Plan

STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.5: Increase the availability of quality single- and multi-family housing units by focusing on housing development/redevelopment and infill opportunities and increasing the percentage of owner-occupied housing units in city limits.

According to the City's 2016-2026 comprehensive strategic plan (Robert and Company), Orangeburg's housing conditions have improved over time, but still do not afford decent habitats for all residents. Orangeburg's housing has been changing, with an increase in manufactured homes and multi-family housing, however based on our research, Orangeburg has seen a net decrease of 16 housing units since 2010 (Esri BAO; 2024).

- The rate of owner occupancy and owner-occupied homes has been declining

Most recent data from Esri indicates that of all occupied housing units, 53.1% is renter-occupied, while 46.9% is owner-occupied.

Additionally, household size (including family household size) in Orangeburg is decreasing, which will influence the size and types of future housing developments necessary to support the population's needs. According to the 2020 Census, 82.4% of households in Orangeburg have 3 or less people. Based on our updated research, household and family household sizes are projected to continue to decrease.

Table - Household and Family Household Sizes (Orangeburg, SC)

HOUSEHOLD TYPE	2024	2029
Average Household Size	2.21	2.16
Average Family Size	3.06	2.98

Source: Esri BAO (2024)

ORANGEBURG HOUSING STATS:

HOME VALUES:

29.8%

Average Percent of Annual Income Spent on Mortgage

\$148,586

Median Home Value

\$190,815

Average Home Value

11.5%

*of homes
valued at
<\$100,000*

44.1%

*of homes
valued at
<\$150,000*

64.1%

*of homes
valued at
<\$200,000*

HOUSING UNITS:

5,643

Total Housing Units

18.5%

Vacant Housing Units

46.9%

*Owner-Occupied
Housing Units*

53.1%

*Renter-Occupied
Housing Units*

Source: Esri BAO (2024)

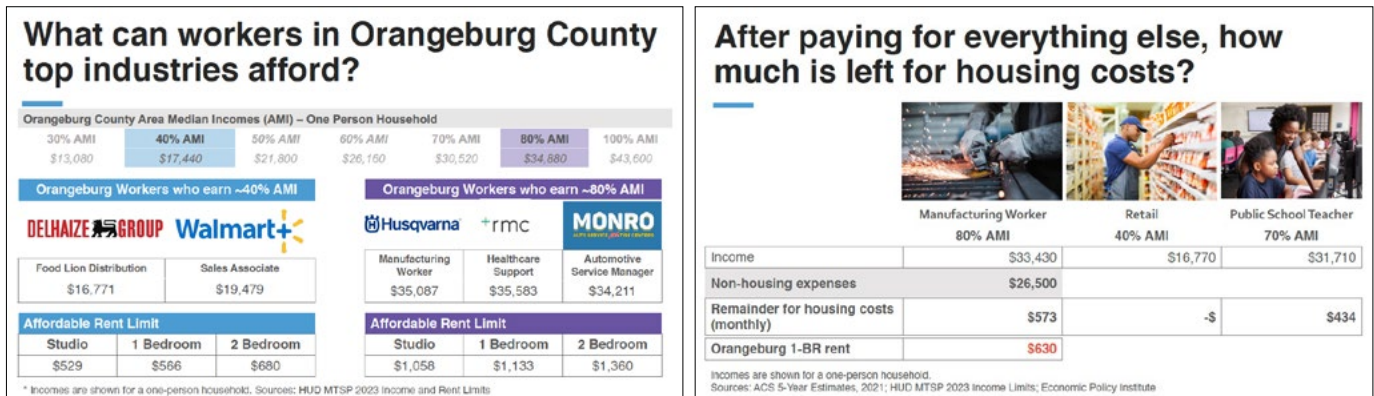
STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.5:

ORANGEBURG AFFORDABLE HOUSING – HOUSING NEEDS ASSESSMENT UPDATE (JUNE 2023) - University of North Carolina's School of Government

In 2023, the City engaged UNC to conduct a housing needs assessment to determine the community's need for affordable housing. This assessment was able to determine that at least 50% of Orangeburg residents would qualify for affordable housing assistance and that providing affordable housing in Orangeburg means providing housing for Orangeburg's workforce.



After paying for everything else, how much is left for housing costs?

	Manufacturing Worker 80% AMI	Retail 40% AMI	Public School Teacher 70% AMI
Income	\$33,430	\$16,770	\$31,710
Non-housing expenses	\$26,500		
Remainder for housing costs (monthly)	\$573	-\$	\$434
Orangeburg 1-BR rent	\$630		

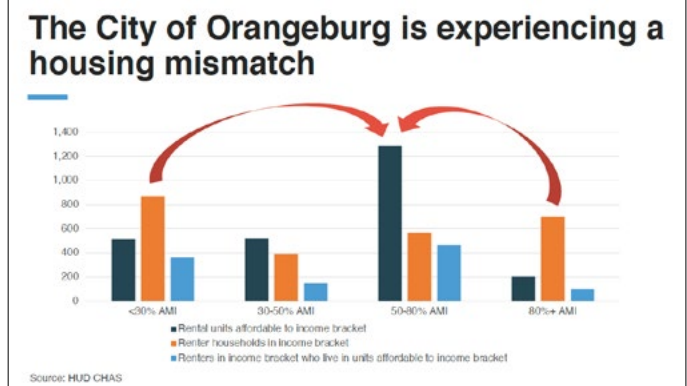
Incomes are shown for a one-person household. Sources: ACS 5-Year Estimates, 2021; HUD MTSP 2023 Income Limits; Economic Policy Institute

It additionally was able to determine:

1. Orangeburg has a housing mismatch:

Based on the income levels of residents and the types of housing available to them, there are approximately 1,100 low-to-moderate income households in the city with housing needs.

- 70% of renters in the City of Orangeburg are cost-burdened, meaning they are spending over 30% of their annual income on housing-related expenses (rent or mortgage and property taxes, utilities, and insurance).
- Orangeburg's housing mismatch forces people to pay more than they can reasonably afford to pay for housing because there is no housing they can afford available to them; forces people to pay less than they can reasonably afford to pay for rent, which indicates opportunity to invest in newer, higher-quality, housing units; and creates a situation where these income groups are competing for housing when that should not be the case.



STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.5:

CITY'S COMPREHENSIVE PLAN RECOMMENDATIONS FOR HOUSING DEVELOPMENT

We also agree with Robert and Company's recommendations and future housing projections for the City, however, at the time of this analysis there were private residential development projects totaling more than 192 single-family, market-rate homes (between \$200,000 and \$325,000), to be developed in close proximity to city limits, so to help alleviate the burden within the city, emphasis should be placed on mixed-income rental/multi-family housing development to provide rental housing opportunity for both low- and moderate-income households as well as those that do not qualify for housing assistance.

The new homes being developed are priced well-above the City's median and average home values.

\$148,586

Median Home Value

\$190,815

Average Home Value

Table 6.13: City of Orangeburg Future Housing Projections and Needs 2015-2035

Housing Type	2015**	2020**	2025**	2030**	2035**
Population	13,415	13,900	14,200	14,555	15,000
Total Housing Units	5,527	5,800	6,000	6,210	6,465
Single-family (detached)	3,570	3,500	3,540	3,580	3,600
Townhomes	247	400	540	600	660
Duplex (2-4 units)	1,159	1,159	1,020	1,000	1,000
Multi-family	479	675	845	1,030	1,160
Mobile Home or Trailer	72	65	55	52	45

Source: Robert and Company Housing Needs Forecasts (Projected numbers in parentheses)

ADDRESSING VACANT HOUSING:

UNC's housing assessment also addressed property vacancies. Since 2011, rental vacancies have decreased in Orangeburg, while "Vacant – Off Market" has increased to 14%. Data from the United States Postal Service indicates that 2,000+ properties across Orangeburg census tracts have "no-status", meaning those properties are those where the address is not deliverable, which most likely means that these properties are abandoned or not in use.

STRATEGIC PRIORITY NO. 1

COMMUNITY DEVELOPMENT AND QUALITY OF LIFE IMPROVEMENTS

RECOMMENDATION 1.5:

When developing the list of nuisance properties as a part of Recommendation 1.1, dilapidated housing should be included and targeted for redevelopment. Implementing higher taxation on dilapidated and neglected properties (Recommendation 1.3) will help encourage these properties to be redeveloped or sold for redevelopment, ultimately, increasing the City's property tax revenues over the long-term and bring people back to the downtown and downtown-adjacent areas of Orangeburg.

Based on our research, housing stock in Orangeburg is aging, so we concur with UNC's assessment and would like to add the following:

- Half of all housing units were built before 1967
- 71% of all housing units were built before 1980
- Only 3.48% of all housing units were built after 2010
- According to UNC's housing needs assessment, 64% of all rental housing units were built prior to 1980

USPS indicates that 2000+ properties across Orangeburg census tracts have "no-status"



Rental vacancy has decreased since 2011; "Vacant - Off Market" has increased to 14%





STRATEGIC PRIORITY NO. 2

SMALL BUSINESS, ENTREPRENEURSHIP, AND
INNOVATION DEVELOPMENT

STRATEGIC PRIORITY NO. 2

SMALL BUSINESS, ENTREPRENEURSHIP, AND INNOVATION DEVELOPMENT

RECOMMENDATION 2.1: Orangeburg Regional Innovation Center (ORIC) exists, which seems to be news to most of the folks we met with in the community. This is unfortunate as entrepreneurship and small business growth is vital to the community's attractiveness and quality of life. We must admit that we did not see the fruits of entrepreneurial growth visiting the community. Stakeholders want more robust nightlife and options in downtown Orangeburg with restaurants, boutiques, and more.

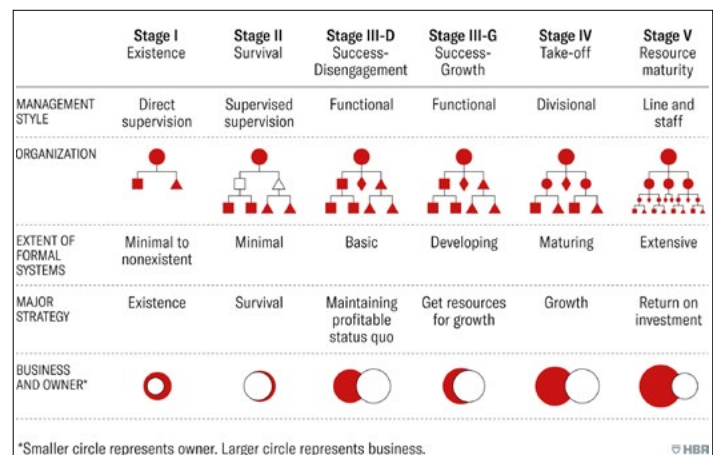


To make this path easier for residents or even non-residents wishing to invest, the City of Orangeburg must take a more active role to encourage and assist the growth of small business. This has to be done through support of your existing partners such as SCDOC, ORIC, DORA, SBDC, the Chamber of Commerce and others. It must also be supported through strategic policies and incentives.

While the ORIC Strategic Plan is robust, the community needs to make a decision: either support that organization or build a new program that you can get behind to serve the same purpose. **We recommend supporting ORIC and implementing the following actions through your Community Champion.**

Action Item 2.1.1:

Work with the [National Center for Economic Gardening](#) to implement a local entrepreneurship development program for Orangeburg in conjunction with ORIC. This program should utilize best practices and robust opportunities as a way to scale Stage 2 growth companies. By second stage, we mean companies that have moved beyond startup and have the aptitude and appetite to continue growing. From a number's perspective, they typically have 5 to 50 employees and generate close to or more than \$1 million in annual revenue. More important, they are the work horses of job creation. The best part? They can be of any industry



Source: [Harvard Business Review](#)

STRATEGIC PRIORITY NO. 2

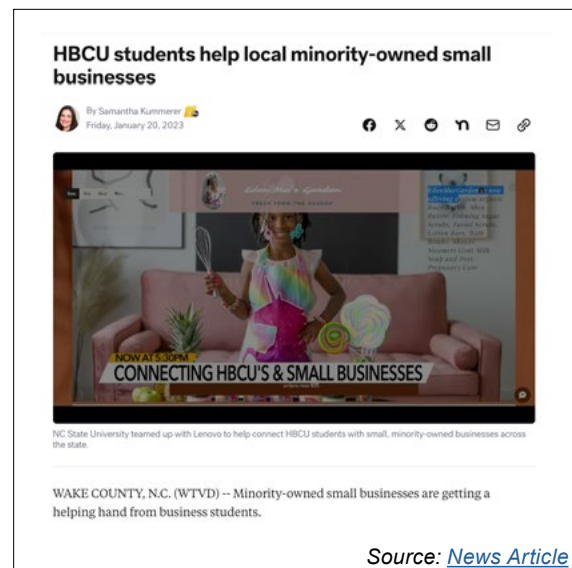
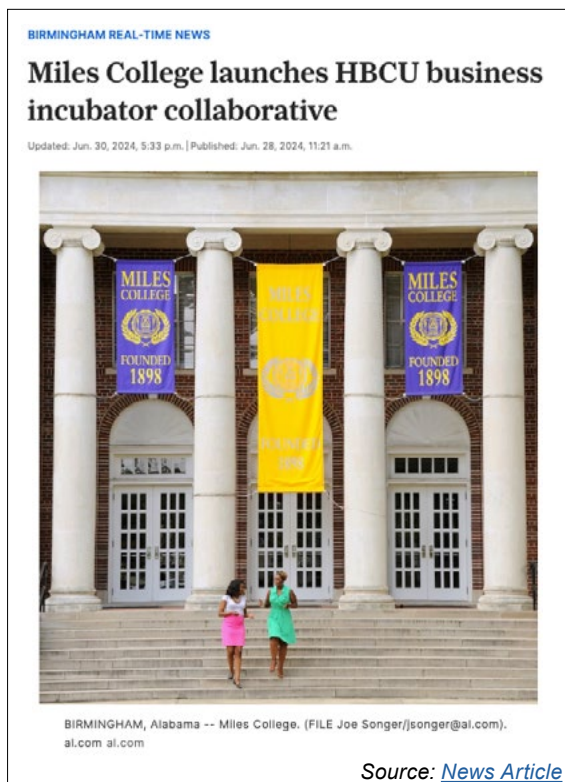
SMALL BUSINESS, ENTREPRENEURSHIP, AND INNOVATION DEVELOPMENT

type. The key is identifying potential as many entrepreneurs get caught up working “in” their business rather than “on” their business growth. This where ORIC and the city can step in to help accelerate with leadership training, mentorship from other successful entrepreneurs, and access to training for delegating responsibility.

Action Item 2.1.2:

Work with OTC, Claflin, and SCSU to understand any innovation and research and development work, identify similar priorities, and align all efforts to grow Orangeburg’s entrepreneurial ecosystem.

This should be occurring today. So many communities thrive from the work being done and the graduates coming out of higher education institutions. We cannot stress enough about the importance of collaboration with them that needs to occur. Entrepreneurism and small business development is no different. Begin initial discussions around this and all other issues once the Community Champion is on board to coordinate efforts.



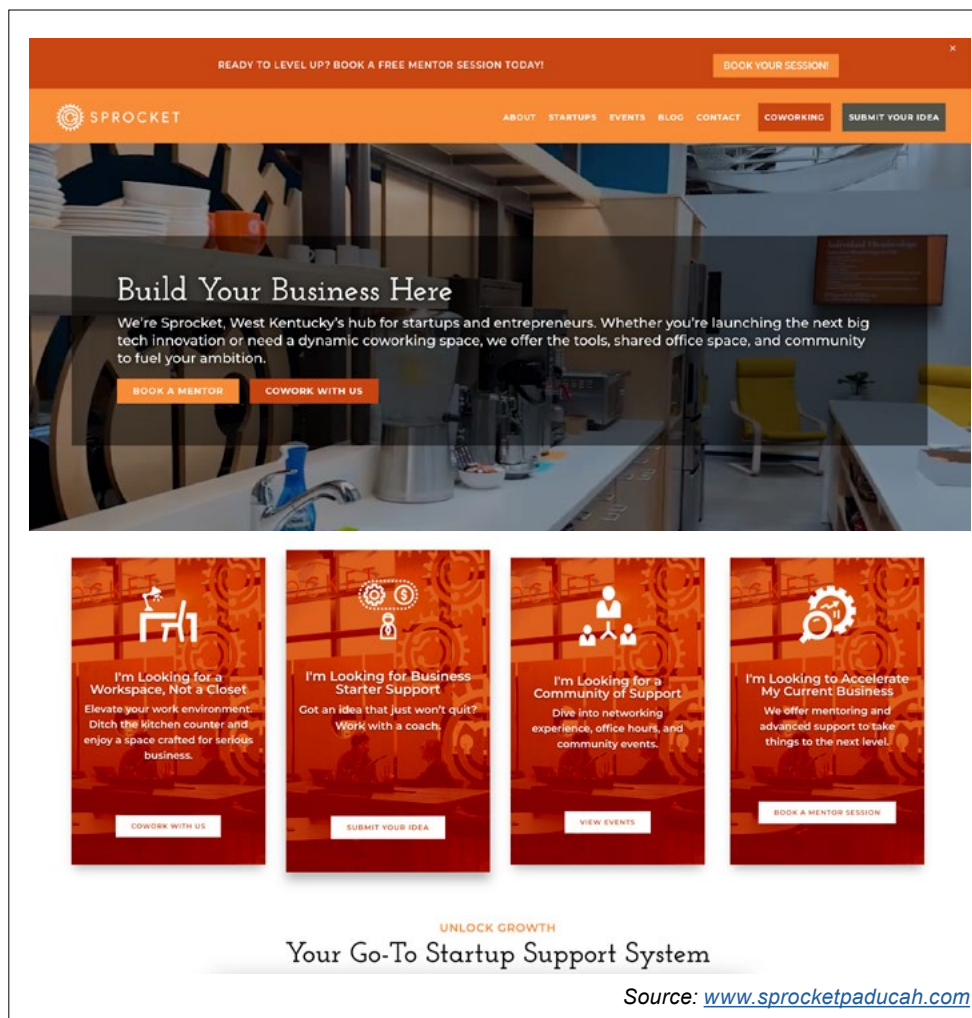
STRATEGIC PRIORITY NO. 2

SMALL BUSINESS, ENTREPRENEURSHIP, AND INNOVATION DEVELOPMENT

Action Item 2.1.3:

Create cohesive branding and easy-to-understand marketing collateral to promote the small business, entrepreneurial, and innovation program as well as a one-stop-shop website to serve as an information resource to connect small businesses and potential entrepreneurs with ideas, programming, opportunities and valuable resources.

Our team found that many of the organizational websites in Orangeburg were outdated, had incorrect information, and some didn't even exist. If you want opportunity to find you, then you must make it easy to do so. A great example is below.



STRATEGIC PRIORITY NO. 2

SMALL BUSINESS, ENTREPRENEURSHIP, AND INNOVATION DEVELOPMENT

Action Item 2.1.4:

Work with the Orangeburg Area SBDC, OTC, and DORA to create a commercial kitchen in the downtown focused on supporting entrepreneur development around small-batch manufacturing, catering and local restaurants while potentially leveraging the downtown farmer's market/pavilion

Our team has seen community kitchen incubators or “food halls” in several large and small towns for the purpose of aggressively spurring restaurants, eateries, and bakeries. Accomplishing this would require investment into a shared community kitchen within a large open space for restaurateurs to share. These restaurateurs would have a space to test and prepare food products in the back with stalls for sales in the front of the building. The stalls can also have food warmers and small cooking equipment if outfitted correctly.

Dainty Maid building to become an incubation food hall under the Haunt of Hounds operation



Mary Shown

South Bend Tribune

Published 5:36 a.m. ET April 15, 2022



Named after the Dainty Maid Bakery, the Dainty Maid Co. will become a food hall in downtown South Bend. Robert Franklin, South Bend Tribune

Source: [News Article](#)

STRATEGIC PRIORITY NO. 2

SMALL BUSINESS, ENTREPRENEURSHIP, AND INNOVATION DEVELOPMENT

RECOMMENDATION 2.1: Action Items

ACTION ITEM #	ACTION ITEM DESCRIPTION	RESPONSIBLE ORGANIZATIONS	TIME FRAME
2.1.1	Work with the National Center for Economic Gardening to implement a local entrepreneurship development program for Orangeburg in conjunction with ORIC.	City of Orangeburg's Community Champion Orangeburg Regional Innovation Center	Short-term
2.1.2	Work with OCtech, Claflin, and SCSU to understand any innovation and research and development work and identify similar priorities and align all efforts to grow Orangeburg's entrepreneurial ecosystem.	City of Orangeburg's Community Champion Orangeburg Regional Innovation Center	Short-term
2.1.3	Create cohesive branding and easy-to-understand marketing collateral to promote the small business, entrepreneurial, and innovation program as well as a one-stop-shop website to serve as an information resource to connect small businesses and potential entrepreneurs with ideas, programming, opportunities and valuable resources.	City of Orangeburg's Community Champion Orangeburg Regional Innovation Center	Short-term
2.1.4	Work with the Orangeburg Area SBDC, OTC, and DORA to create a commercial kitchen in the downtown focused on supporting entrepreneur development around small-batch manufacturing, catering and local restaurants while potentially leveraging the downtown farmer's market/pavilion.	City of Orangeburg's Community Champion Orangeburg Regional Innovation Center	Mid-term



STRATEGIC PRIORITY NO. 3

COMMUNITY ENGAGEMENT

STRATEGIC PRIORITY NO. 3

COMMUNITY ENGAGEMENT

RECOMMENDATION 3.1: One comment really resonated as we were working to put together our priorities and action items, “Orangeburg does not celebrate its wins and tends to focus on assets missing from the community rather than what is here”.

Implementing a robust community engagement strategy will help shift the perspective of residents to foster a sense of community pride and ownership in the community’s future successes. The City can help implement this recommendation by using a variety of tactics including social media and traditional media.

Ultimately, this engagement strategy will help generate a more positive culture among community members and improve and foster good, collaborative, relationships within the community and among Orangeburg’s economic development partner organizations.

Action Item 3.1.1:

Implement a media strategy that is focused on sharing and celebrating Orangeburg’s wins.

Developing and implementing a media strategy that is focused on sharing the good information about the community should be led by the city and should include positive news and information from a variety of sources, including the community’s key economic development drivers.

Content for this strategy should center around things like new job announcements and career fairs, new businesses, any positive development activity, local festivals and events and general promotion of assets outlined in the cultural and historic resources and community facilities sections of the city’s comprehensive strategic plan.

Ideas to consider as a part of the implementation plan:

- Civic pride campaign
- Weekly identification of community members to celebrate or city staff members to celebrate
- Host an annual civic awards fundraising event or gala to honor exemplary service or accomplishments by people in the community



STRATEGIC PRIORITY NO. 3

COMMUNITY ENGAGEMENT

Action Item 3.1.2:

Develop a young professional's group focused on increasing community engagement and involvement with the city, existing industry, and other civic and professional organizations.

Young leaders are the lifeblood of a community's future. During stakeholder interviews and conversations around the community, our team found that young people want to be leaders, especially if they have ties to Orangeburg. Their biggest complaint? Not enough to do that isn't at someone's house. They want to gather, have fun, share ideas, and get involved. There aren't any nice cocktail bars or breweries for them to go to and congregate and no organization helping to facilitate meeting one another. We understand the connotations of a "happy hour" or "cocktail reception" but the newer generations want a work-life balance, so if you want to engage them, you have to do it in a way that piques their interest.

These programs are typically led by the chamber of commerce, but it is not mandatory. Whichever organization is willing to step up, with push from the Orangeburg Community Champion, needs to get this off the ground sooner rather than later. They can be a source for input and assistance with implementation in making Orangeburg a more desirable community!

OUR IDEA FOR A GROUP NAME:

YPOP

(Young Professionals for Orangeburg's Progress)



Source: www.bgchamber.com/bgyp



Source: www.ypcolumbusga.com

STRATEGIC PRIORITY NO. 3

COMMUNITY ENGAGEMENT

RECOMMENDATION 3.1: Action Items

ACTION ITEM #	ACTION ITEM DESCRIPTION	RESPONSIBLE ORGANIZATIONS	TIME FRAME
3.1.1	Implement a media strategy that is focused on sharing and celebrating Orangeburg's wins.	City of Orangeburg (lead) City of Orangeburg's Community Champion	Short-term
3.1.2	Develop a young professional's group focused on increasing community engagement and involvement with the city, existing industry, and other civic and professional organizations.	City of Orangeburg (lead) Orangeburg County Chamber of Commerce Community Champion	Short-term



STRATEGIC PRIORITY NO. 4

INFRASTRUCTURE DEVELOPMENT AND LAND USE PRIORITIES

STRATEGIC PRIORITY NO. 4

INFRASTRUCTURE DEVELOPMENT AND LAND USE PRIORITIES

RECOMMENDATION 4.1: The City of Orangeburg and the Department of Public Utilities should develop detailed, long-term, plans for infrastructure and transportation development that includes targeted areas for annexation to assist in securing grant funding and smart future land use planning.



Fiber &
Broadband



Water



Wastewater



Solid
Waste



Electricity



Natural
Gas



Streetlights



Sidewalks



Roads



Public
Transportation

One of the City's most important jobs is ensuring that all utility and transportation infrastructure is well-maintained and in proper, working order to best serve the community's current and future businesses, industries, and residents. In doing so, Orangeburg will be even more prepared for future growth.

Maintaining proper utility and transportation infrastructure is not the most glamorous of responsibilities, but aside from public safety, it is the most important work the city does. If the city does not own or manage a utility, it should always be advocating on behalf of its constituents to ensure infrastructure is well-maintained and improved by the service provider to mitigate any future issues like service interruptions or service capacity issues.

STRATEGIC PRIORITY NO. 4

INFRASTRUCTURE DEVELOPMENT AND LAND USE PRIORITIES

Action Item 4.1.1:

Develop a long-term (20 to 30-year) utility infrastructure masterplan that prioritizes upgrades and capacity building and review the progress on an annual basis.

The city's current comprehensive plan does not specifically address the need for a long-term plan to determine a utility improvement and replacement schedule, however, the city should have this plan in place to serve as an annual action plan for the public works department and guide budget development for capital improvement projects and grant funding opportunities.

To develop this plan, the city must work with an engineering firm to evaluate existing utility services and develop a short, medium, and long-term replacement and capacity expansion goals.

Action Item 4.1.2:

Develop a long-term (20 to 30-year) transportation infrastructure improvement plan that is reviewed annually and prioritizes upgrades for streets and roads and increases the walkability of the community by adding sidewalks and bike lanes.

Example projects that might be included in the development plan:

- Highway expansions and upgrades
- Bike lane networks
- Pedestrian-friendly walkways
- Smart traffic signal systems

The City's most recent comprehensive master plan doesn't mention a long-term plan for transportation infrastructure, however we believe this is critical to improving the quality of life for current and future residents in Orangeburg.

Organizations to work with:

- South Carolina Department of Transportation
- Federal Highway Administration and US Department of Transportation
- Orangeburg County Roads and Bridges Department

STRATEGIC PRIORITY NO. 4

INFRASTRUCTURE DEVELOPMENT AND LAND USE PRIORITIES

Action Item 4.1.3:

The City should identify areas adjacent to city limits that could be annexed into the city to ensure the city has adequate room to grow in the future.

This was a recommendation made as a part of the City's most recent strategic plan as a way to increase property tax revenue for the city, however, given the expansion of the metro areas to the east and west of Orangeburg, the community is poised for growth. With new people moving to the area, there will be an increased need for new housing, and utility and transportation infrastructure.

Areas to consider for annexation:

- Industrial parks
- Undeveloped land requiring minimal mitigation

Annexation is one way that the city can plan for future growth and by implementing smart planning and zoning practices, can encourage specific and intentional development in the future.

- [Planned Development Districts](#)
- [Overlay Districts](#)

From the City's Comprehensive Plan:

The industrial development within the City of Orangeburg is older and has fewer amenities. Small industries along the railroads and in the southern portions of the city provide some employment, but many of the older existing structures no longer meet industrial user needs and there is little or no room for expansion on existing or contiguous sites. Residential and business uses also limit the ability of industries to expand or to landscape their properties to enhance the image of the industry and make it more compatible with its neighbors.

Outside the City, the County industrial park near the airport continues to attract some industrial uses into the industrial park, and other industries are located south of the Fairgrounds on US 21 (Rowesville Road) and US 178 (Charleston Highway) and west of the city along Cannon Bridge Road. Newer high-visibility industrial and business parks located near the I-26 interchanges with US 601 and US 301 have attracted new plants with greater proximity to limited access highways for truck movement and logistics. However, rail is expected to be an important element for some companies, most significantly.

STRATEGIC PRIORITY NO. 4

INFRASTRUCTURE DEVELOPMENT AND LAND USE PRIORITIES

Possible Annexations to Consider:



Park at Wilkinson:

- Planned for: 142 homes on 60 +/- acres
- 3 floor plans available ranging from 1,045 to 1,256 square-feet
- Beginning prices ranging from \$200,000 to \$215,000

Floor plan options include:

- 2 bed / 2 bath - \$200,000s
- 3 bed / 2 bath - \$210,000 to \$215,000



②



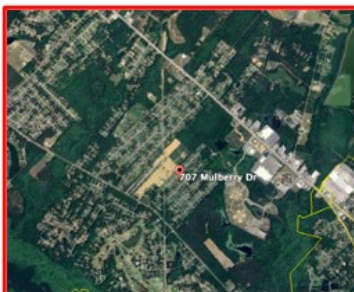
Chestnut Ridge:

- Planned for: 40 to 50 homes on 11 +/- acres
- 9 floor plans range from 1,200 to 2,200-square-feet
- Prices ranging from \$225,000 to \$319,900
- All include 1 or 2 car garages

Floor plan options include:

- 3 bed / 2 bath - \$219,500 to \$266,895
- 3 bed w/bonus / 2 bath - \$289,900 to \$297,000
- 3 bed w/study (or 4 bed) / 2.5 bath - \$284,890
- 5 bed / 3 bath - \$319,000

③



Mulberry Landing:

- Planned for: ? homes on ? +/- acres
- 3 floor plans available ranging from ? to ? square-feet
- Beginning prices ranging from ? to ?

Floor plan options include:

- 1 and 2-story homes with 3 or 4 bedrooms

STRATEGIC PRIORITY NO. 4

INFRASTRUCTURE DEVELOPMENT AND LAND USE PRIORITIES

Annexation of Park at Wilkinson and Chestnut Ridge:

Annexing both developments, has the potential to generate at least **\$187,526 per year in new revenue** for the city of Orangeburg once both developments are complete. *This estimate is based on property tax rates in effect as of December 5, 2024, and is calculated based on information sourced from developer websites and median home values among proposed floor plans.*

Variables:

- **Millage Rate (City of Orangeburg, SC): 0.11500**
- **South Carolina Assessment Ratio for Owner Occupied Real Property: 4%**

Property Tax Formula:

Appraised Value x Assessment Ratio x Millage Rate = Annual Property Tax

Source: [South Carolina Revenue and Fiscal Affairs Office](#)

Park at Wilkinson:

The Park at Wilkinson development is currently advertising 142 new-construction single-family homes. Buyers can choose from three floor plans ranging between 1,045 and 1,256 square feet and featuring two bathrooms and either two or three bedrooms with beginning price points ranging from \$200,000 to \$215,000 per home.

Median Home Value:

\$210,000

Estimated Property Tax Revenue (Annual) per Home:

$\$210,000 \times 0.04 \times 0.115500 = \$970.20$

Annual New Property Tax Revenue for City:

$\$970.20 \times 142 = \$137,768.40$

Upon completion, the Park at Wilkinson is projected to generate at least \$137,768.40 per year in new revenue for the city.

Chestnut Ridge:

The Chestnut Ridge development, upon completion, will include 40 to 50 new single-family homes. Buyers can choose from nine floor plans ranging between 1,200 and 2,200 square feet and featuring three to five bedrooms and two to three bathrooms. Beginning price points range from \$219,500 to \$319,000 per home.

Median Home Value:

\$269,250

Estimated Property Tax Revenue (Annual) per Home:

$\$269,250 \times 0.04 \times 0.115500 = \$1,243.94$

Annual New Property Tax Revenue for City:

$\$1,243.94 \times 40 = \$49,757.60$

$\$1,243.94 \times 50 = \$62,197$

Chestnut Ridge is projected to generate between \$49,757.60 and \$62,197 per year in new revenue for the city.

STRATEGIC PRIORITY NO. 4

INFRASTRUCTURE DEVELOPMENT AND LAND USE PRIORITIES

Action Item 4.1.4:

Identify previously developed and underutilized properties throughout the city to create focused redevelopment areas using zoning overlays and modern zoning practices to focus redevelopment in these high priority areas. *This should tie in with recommendations in Strategic Priority 1: Community Development and Quality of Life Improvements.*

Action Item 4.1.5:

Improve the city's existing "one-stop-shop" resource center for permitting by adding detailed information and resources that outline pre-approved design standards for new residential, commercial, and industrial development.

From the City's Comprehensive Plan:

Fast track permitting provides another possible incentive for developers to include affordable housing. This system can expedite affordable housing developments to help reduce costs and time delays in the construction permitting process. The "one-stop-shop" resource center for permitting that already has been implemented by the city can be tailored to include pre-approved design standards for affordable housing as part of efforts to facilitate affordable housing and reduce potential opposition.

STRATEGIC PRIORITY NO. 4

INFRASTRUCTURE DEVELOPMENT AND LAND USE PRIORITIES

RECOMMENDATION 4.1: Action Items

ACTION ITEM #	ACTION ITEM DESCRIPTION	RESPONSIBLE ORGANIZATIONS	TIME FRAME
4.1.1	Develop a long-term (20 to 30-year) utility infrastructure masterplan that prioritizes upgrades and capacity building and review the progress on an annual basis.	City of Orangeburg	Mid-term
4.1.2	Develop a long-term (20 to 30-year) transportation infrastructure improvement plan that is reviewed annually and prioritizes upgrades for streets and roads and increases the walkability of the community by adding sidewalks and bike lanes.	City of Orangeburg	Mid-term
4.1.3	The city should identify areas adjacent to city limits that could be annexed into the city to ensure the city has adequate room to grow in the future.	City of Orangeburg	Mid-term
4.1.4	Identify previously developed and underutilized properties throughout the city to create focused redevelopment areas using zoning overlays and modern zoning practices to focus redevelopment in these high priority areas.	City of Orangeburg	Mid-term
4.1.5	Improve the city's existing "one-stop-shop" resource center for permitting by adding detailed information and resources that outline pre-approved design standards for new residential, commercial, and industrial development.	City of Orangeburg	Short-term



STRATEGIC PRIORITY NO. 5

TALENT PIPELINE AND WORKFORCE DEVELOPMENT

STRATEGIC PRIORITY NO. 5

TALENT PIPELINE AND WORKFORCE DEVELOPMENT

RECOMMENDATION 5.1: Develop a robust talent pipeline to meet industry's workforce needs by working with existing industry, OCDC, SCSU, Claflin University, O-Tech, OCSD, ORIC, and SC Department of Employment and Workforce, to meet the following objectives:

- Immediate workforce needs of local employers
- Long-term workforce needs of local employers
- Grow population by retaining existing talent and increase personal wealth among residents

In meeting with stakeholders, our team heard consistently that Orangeburg needs higher paying jobs for residents. SLA also found within data analysis that the community relies heavily on service industry employment while also having a workforce that is underemployed and potentially under skilled (Appendix 2). Finally, we found that current and target industries needs for trained, certified, and degreed labor was mismatched with what local higher education is currently supplying (Appendix 1). This leaves two options and both should occur:

1. Industry recruitment should include the companies that can take advantage of local graduates of current curriculum, but this is a function of OCDC's practices, which this plan does not specifically address.
2. The second option is to ensure higher education is meeting the needs of existing industry through strategic steps. This is vital for existing industry as well as the industry currently being recruited in the greater region around Orangeburg. This is not the city of Orangeburg's responsibility. This is an initiative that OCDC, your Economic Development Organization, should be spearheading.

Example: Charlotte Works [website](http://www.charlotteworks.com) features their 10-county region's five hottest industry sectors with interactive career paths. Each pathway highlights careers by education level and area of specialization, with job titles, number of jobs open over the last year and average salary range for the area on the top level.



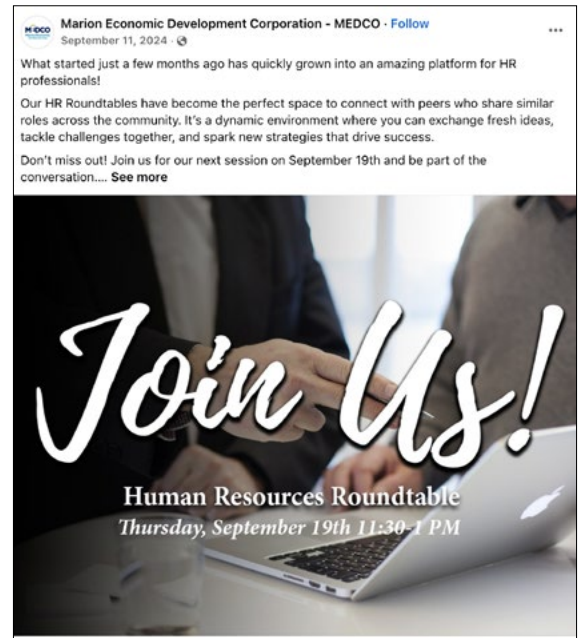
Source: www.charlotteworks.com

STRATEGIC PRIORITY NO. 5

TALENT PIPELINE AND WORKFORCE DEVELOPMENT

Action Item 5.1.1:

Convene local industry HR staff and establish a roundtable of these professionals to meet with regularly to understand current skills gaps and talent needs that are both known (immediate) and forecasted (long-term) and compile a list of existing and needed training programs to meet those needs by leveraging the local technical college and university systems.



Action Item 5.1.2:

Align post-secondary certificate and degree offerings with that of employers in and around Orangeburg County to meet long-term talent needs and retain talent to grow the local population by connecting career pathways. One of the best examples in the nation that our team has come across was not even done by a college, but by a local school district!



Source: [Amarillo ISD Website](#)

STRATEGIC PRIORITY NO. 5

TALENT PIPELINE AND WORKFORCE DEVELOPMENT

Action Item 5.1.3:

Develop a taskforce of local curriculum and financial aid experts from SCSU, Claflin, OCtech, OCSD, and the SC Department of Employment and Workforce to:

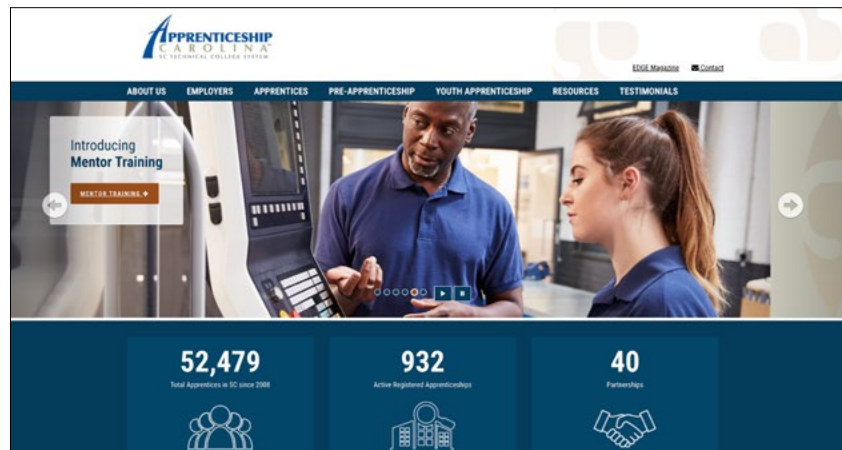
- Identify avenues to pay for upskilling and eligibility criteria
- Identify which training programs can be expedited to help fill immediate job openings
- Prioritize connecting residents claiming UI, upcoming high school graduates, and those working-age residents not actively seeking employment to re-engage them in the workforce and to market and connect these opportunities to them

Example: The [Eastern Kentucky Concentrated Employment Program](#) brings local employers, job-seekers, and training dollars together to upskill new and existing employees, and develop custom and expedited training programs.

Action Item 5.1.4:

Work with existing industry and SCSU, Claflin, OTC, ORIC, and OCSD to develop a more robust:

- Local mentor program for high school and college students, and
- A co-op/apprenticeship program focused on increasing hands-on learning opportunities for high school and college students



Source: www.apprenticeshipcarolina.com

*This should already be occurring as South Carolina is known for great collaboration among industry, economic development, and higher education. **Ensure Orangeburg is not an exception to this.***

STRATEGIC PRIORITY NO. 5

TALENT PIPELINE AND WORKFORCE DEVELOPMENT

RECOMMENDATION 5.1: Action Items

ACTION ITEM #	ACTION ITEM DESCRIPTION	RESPONSIBLE ORGANIZATIONS	TIME FRAME
5.1.1	Convene local industry HR staff to understand current skills gaps and talent needs.	OCDC	Short-term
5.1.2	Align post-secondary certificate and degree offerings with that of employers in and around Orangeburg County.	OCDC Claflin, SCSU, OCTC	Short-term
5.1.3	Develop a taskforce of local curriculum and financial aid experts.	OCDC Claflin, SCSU, OCTC	Short-term
5.1.4	Work with existing industry and SCSU, Claflin, OTC, ORIC, and OCSD to develop more robust mentorship and apprenticeship programs.	OCDC Claflin, SCSU, OCTC	Mid-term



APPENDIX

APPENDIX 1

TOP DEGREES AND CERTIFICATES

OCtech: Top 10 Programs by Number of Certificates and Degrees Awarded

The table below illustrates the top 10 academic programs by CIP Code, number of degrees awarded in 2022-23 and links them with occupations available in Orangeburg County, their total annual demand, current number of people employed in that occupation, the average annual wage, and the number of online job postings in Orangeburg County within the last 30 days at the time of this analysis.

CIP CODE	PROGRAM TITLE	CERTIFICATES	ASSOCIATES	TOTAL AWARDS	OCCUPATION LINK	TOTAL ANNUAL DEMAND	TOTAL CURRENT EMPLOYMENT	AVE. ANNUAL WAGE	ONLINE JOB ADS
24.0101	Liberal Arts and Sciences/Liberal Studies	154	24	178	Postsecondary Teachers, All Other	4	59	\$65,000	0
51.3902	Nursing Assistant/Aide and Patient Care Assistant/Aide	75	0	75	Nursing Assistants	52	401	\$32,900	26
51.3801	Registered Nursing/Registered Nurse	0	65	65	Nursing Instructors and Teachers, Postsecondary Registered Nurses	2 44	20 931	\$74,200 \$81,000	3 297
51.3901	Licensed Practical/Vocational Nurse Training	30	0	30	Licensed Practical and Licensed Vocational Nurses	11	155	\$57,500	23
49.0205	Truck and Bus Driver/Commercial Vehicle Operator and Instructor	29	0	29	Career/Technical Education Teachers, Postsecondary	1	16	\$65,200	9
					Heavy and Tractor-Trailer Truck Drivers	79	832	\$55,800	70
					Light Truck Drivers	20	200	\$37,200	16
					Bus Drivers, School	11	84	\$28,900	0
					Bus Drivers, Transit and Intercity	1	12	\$38,200	0
43.0104	Criminal Justice/Safety Studies	14	15	29	Shuttle Drivers and Chauffeurs	5	35	\$27,100	1
					Life, Physical, and Social Science Technicians, All Other	1	12	\$69,100	2
					First-Line Supervisors of Correctional Officers	0	4	\$63,200	0
					First-Line Supervisors of Police and Detectives	1	24	\$72,500	0
					Detectives and Criminal Investigators	1	14	\$69,700	0
					Police and Sheriffs Patrol Officers	13	190	\$50,100	8
					Transit and Railroad Police	0	0	\$57,800	0
					Private Detectives and Investigators	0	5	\$49,600	0
					Gambling Surveillance Officers and Gambling Investigators	0	1	\$31,300	0
					Security Guards	8	76	\$30,600	15
30.9999	Multi-/Interdisciplinary Studies, Other	0	26	26	N/A				
48.0508	Welding Technology/Welder	20	0	20	Welders, Cutters, Solderers, and Brazers	18	204	\$47,200	3
15.0303	Electrical, Electronic, and Communications Engineering Technology/Technician	0	20	20	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	1	8	\$45,100	1
					Electro-Mechanical and Mechatronics Technologists and Technicians	0	4	\$62,600	1
					Aerospace Engineering and Operations Technologists and Technicians	0	1	\$62,200	0
					Electrical and Electronic Engineering Technologists and Technicians	2	25	\$62,900	3
					Calibration Technologists and Technicians	0	1	\$57,400	0
					Electrical and Electronics Drafters	0	5	\$60,700	0
					Electrical and Electronics Repairers, Commercial and Industrial Equipment	1	12	\$66,400	3
					Telecommunications Equipment Installers and Repairers, Except Line Installers	1	14	\$58,500	11
					Electrical, Electronic, and Electromechanical Equipment Assemblers, Except Coil Winders, Tapers, and Finishers	6	58	\$43,700	0
					Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	0	3	\$80,500	0
15.0499	Electromechanical Technologies/Technicians, Other	11	5	16	Electro-Mechanical and Mechatronics Technologists and Technicians	0	4	\$62,600	1

Source: JobsEQ Data as of the 2022-2023 academic year, related occupation data as of 2024Q2 except wages which are as of 2024.

APPENDIX 1

TOP DEGREES AND CERTIFICATES

Clafin University: Top 10 Programs by Number of Certificates and Degrees Awarded

The table below illustrates the top 10 academic programs by CIP Code, number of degrees awarded in 2022-23 and links them with occupations available in Orangeburg County, their total annual demand, current number of people employed in that occupation, the average annual wage, and the number of online job postings in Orangeburg County within the last 30 days at the time of this analysis.

CIP CODE	PROGRAM TITLE	BACHELOR'S	MASTER'S	TOTAL AWARDS	OCCUPATION LINK	TOTAL ANNUAL DEMAND	TOTAL CURRENT EMPLOYMENT	AVE. ANNUAL WAGE	ONLINE JOB ADS
42.0101	Psychology, General	51	0	51	Psychology Teachers, Postsecondary	1	9	\$84,600	1
					Educational, Guidance, and Career Counselors and Advisors	6	84	\$55,500	4
					Marriage and Family Therapists	1	9	\$42,900	0
					Rehabilitation Counselors	1	12	\$41,800	0
					Substance Abuse, Behavioral Disorder, and Mental Health Counselors	7	72	\$53,200	10
					Counselors, All Other	1	9	\$66,100	0
					Child, Family, and School Social Workers	6	71	\$49,300	4
					Healthcare Social Workers	4	43	\$61,300	2
					Mental Health and Substance Abuse Social Workers	1	9	\$48,400	11
					Social Workers, All Other	1	8	\$81,100	0
51.3801	Registered Nursing/Registered Nurse	39	0	39	Social Science Research Assistants	0	3	\$70,400	0
					Industrial-Organizational Psychologists	0	1	\$142,400	0
					Clinical and Counseling Psychologists	1	10	\$67,900	2
					Psychologists, All Other	0	3	\$121,500	0
					Managers, All Other	10	140	\$108,500	4
					Registered Nurses	44	931	\$81,000	297
					Nursing Instructors and Teachers, Postsecondary	2	20	\$74,200	3
					Security Guards	8	76	\$30,600	15
					First-Line Supervisors of Correctional Officers	0	4	\$63,200	0
					Gambling Surveillance Officers and Gambling Investigators	0	1	\$31,300	0
43.0104	Criminal Justice/Safety Studies	30	4	34	Private Detectives and Investigators	0	5	\$49,600	0
					Transit and Railroad Police	0	0	\$57,800	0
					Police and Sheriffs Patrol Officers	13	190	\$50,100	8
					Detectives and Criminal Investigators	1	14	\$69,700	0
					First-Line Supervisors of Police and Detectives	1	24	\$72,500	0
					Criminal Justice and Law Enforcement Teachers, Postsecondary	0	3	\$68,000	1
					Life, Physical, and Social Science Technicians, All Other	1	12	\$69,100	2
					Business Teachers, Postsecondary	2	22	\$77,900	4
					Training and Development Managers	0	5	\$109,000	0
					Construction Managers	5	70	\$118,200	19
52.0201	Business Administration and Management, General	12	14	26	Entertainment and Recreation Managers, Except Gambling	1	5	\$83,500	1
					Industrial Production Managers	6	95	\$132,800	11
					Transportation, Storage, and Distribution Managers	4	48	\$101,300	11
					Compensation and Benefits Managers	0	2	\$97,600	0
					Sales Managers	5	76	\$132,900	8
					Human Resources Managers	2	26	\$123,300	1

Source: JobsEQ Data as of the 2022-2023 academic year, related occupation data as of 2024Q2 except wages which are as of 2024.

APPENDIX 1

TOP DEGREES AND CERTIFICATES

Clafin University: Top 10 Programs by Number of Certificates and Degrees Awarded

The table below illustrates the top 10 academic programs by CIP Code, number of degrees awarded in 2022-23 and links them with occupations available in Orangeburg County, their total annual demand, current number of people employed in that occupation, the average annual wage, and the number of online job postings in Orangeburg County within the last 30 days at the time of this analysis.

CIP CODE	PROGRAM TITLE	BACHELOR'S	MASTER'S	TOTAL AWARDS	OCCUPATION LINK	TOTAL ANNUAL DEMAND	TOTAL CURRENT EMPLOYMENT	AVE. ANNUAL WAGE	ONLINE JOB ADS
52.0201	Business Administration and Management, General	12	14	26	Chief Executives	3	50	\$208,000	4
					General and Operations Managers	36	486	\$103,900	9
					Administrative Services Managers	4	52	\$99,100	0
					Facilities Managers	2	22	\$114,300	2
					Compensation, Benefits, and Job Analysis Specialists	1	11	\$64,900	1
					Business Operations Specialists, All Other	5	61	\$74,800	21
					Insurance Underwriters	0	3	\$76,300	1
					Logisticians	5	52	\$79,000	5
					Project Management Specialists	6	98	\$105,400	0
					Management Analysts	6	82	\$103,600	3
26.0101	Biology/Biological Sciences, General	22	0	22	Social and Community Service Managers	3	33	\$72,100	5
					Personal Service Managers, All Other	0	5	\$59,200	1
					Managers, All Other	10	140	\$108,500	4
					Cost Estimators	2	23	\$74,900	6
					Human Resources Specialists	10	125	\$70,100	38
					Biological Scientists, All Other	0	2	\$97,500	0
					Agricultural Technicians	0	2	\$46,400	0
					Food Science Technicians	0	3	\$44,300	1
					Life Scientists, All Other	0	1	\$93,200	0
					Biological Technicians	0	4	\$50,700	3
09.0102	Mass Communication/Media Studies	21	0	21	Forensic Science Technicians	0	2	\$52,200	0
					Biological Science Teachers, Postsecondary	1	15	\$71,800	3
					Natural Sciences Managers	0	4	\$132,000	2
					Secondary School Teachers, Except Special and Career/Technical Education	10	209	\$61,100	2
					Public Relations Managers	0	7	\$99,800	0
					Communications Teachers, Postsecondary	0	6	\$76,200	5
					Writers and Authors	1	13	\$48,800	0
					News Analysts, Reporters, and Journalists	0	4	\$43,100	2
					Editors	0	7	\$60,800	0
					Coaches and Scouts	5	42	\$51,700	1
31.0504	Sport and Fitness Administration/Management	17	0	17	Recreation and Fitness Studies Teachers, Postsecondary	0	4	\$76,400	0
					Exercise Trainers and Group Fitness Instructors	6	29	\$39,900	2
52.1003	Organizational Behavior Studies	16	0	16	Entertainment and Recreation Managers, Except Gambling	1	5	\$83,500	1
					Training and Development Managers	0	5	\$109,000	0
					Human Resources Managers	2	26	\$123,300	1
					Compensation and Benefits Managers	0	2	\$97,600	0

Source: JobsEQ Data as of the 2022-2023 academic year, related occupation data as of 2024Q2 except wages which are as of 2024.

APPENDIX 1

TOP DEGREES AND CERTIFICATES

Clafin University: Top 10 Programs by Number of Certificates and Degrees Awarded

The table below illustrates the top 10 academic programs by CIP Code, number of degrees awarded in 2022-23 and links them with occupations available in Orangeburg County, their total annual demand, current number of people employed in that occupation, the average annual wage, and the number of online job postings in Orangeburg County within the last 30 days at the time of this analysis.

CIP CODE	PROGRAM TITLE	BACHELOR'S	MASTER'S	TOTAL AWARDS	OCCUPATION LINK	TOTAL ANNUAL DEMAND	TOTAL CURRENT EMPLOYMENT	AVE. ANNUAL WAGE	ONLINE JOB ADS
52.1003	Organizational Behavior Studies	16	0	16	Human Resources Specialists	10	125	\$70,100	38
					Business Teachers, Postsecondary	2	22	\$77,900	4
					Exercise Trainers and Group Fitness Instructors	6	29	\$39,900	2
31.0501	Sports, Kinesiology, and Physical Education/Fitness, General	13	0	13	Recreation and Fitness Studies Teachers, Postsecondary	0	4	\$76,400	0
					Athletes and Sports Competitors	0	3	\$62,500	0
					Coaches and Scouts	5	42	\$51,700	1
					Business Teachers, Postsecondary	2	22	\$77,900	4
					Advertising and Promotions Managers	0	1	\$114,700	0
					Marketing Managers	2	30	\$119,800	8
					Sales Managers	5	76	\$132,900	8
52.1401	Marketing/Marketing Management, General	12	0	12	Fundraising Managers	0	4	\$90,700	1
					Market Research Analysts and Marketing Specialists	7	83	\$68,200	2
					Fundraisers	1	14	\$58,100	0

Source: JobsEQ Data as of the 2022-2023 academic year, related occupation data as of 2024Q2 except wages which are as of 2024.

APPENDIX 1

TOP DEGREES AND CERTIFICATES

The table below illustrates the top 10 academic programs by CIP Code, number of degrees awarded in 2022-23 and links them with occupations available in Orangeburg County, their total annual demand, current number of people employed in that occupation, the average annual wage, and the number of online job postings in Orangeburg County within the last 30 days at the time of this analysis.

South Carolina State University: Top 10 Programs by # of Certificates and Degrees Awarded

CIP CODE	PROGRAM TITLE	BACHELOR'S	MASTER'S	POST-MASTER'S	DOCTORATE	TOTAL AWARDS	OCCUPATION LINK	TOTAL ANNUAL DEMAND	TOTAL CURRENT EMPLOYMENT	AVE. ANNUAL WAGE	ONLINE JOB ADS
13.0401	Educational Leadership and Administration, General	0	0	20	25	45	Education and Childcare Administrators, Preschool and Daycare	1	10	\$53,000	2
19.0101	Family and Consumer Sciences/ Human Sciences, General	28	0	0	0	28	Education Administrators, Kindergarten through Secondary	3	65	\$97,300	0
51.0204	Audiology/Audiologist and Speech-Language Pathology/Pathologist	10	16	0	0	26	Education Administrators, Postsecondary	4	74	\$98,500	11
26.0101	Biology/Biological Sciences, General	22	0	0	0	22	Education Administrators, All Other	0	5	\$83,100	0
13.1101	Counselor Education/School Counseling and Guidance Services	0	12	0	0	12	Family and Consumer Sciences Teachers, Postsecondary	0	1	\$65,400	0
52.1003	Organizational Behavior Studies	16	0	16	0	16	Farm and Home Management Educators	0	1	\$49,700	6
52.0201	Business Administration and Management, General	22	0	0	0	22	Secondary School Teachers, Except Special and Career/ Technical Education	10	209	\$61,100	2
							Speech-Language Pathologists	2	27	\$93,200	10
							Health Specialties Teachers, Postsecondary	3	32	\$95,300	5
							Audiologists	0	2	\$82,600	1
							Biological Science Teachers, Postsecondary	1	15	\$71,800	3
							Forensic Science Technicians	0	2	\$52,200	0
							Secondary School Teachers, Except Special and Career/Technical Education	10	209	\$61,100	2
							Natural Sciences Managers	0	4	\$132,000	2
							Biological Scientists, All Other	0	2	\$97,500	0
							Life Scientists, All Other	0	1	\$93,200	0
							Agricultural Technicians	0	2	\$46,400	0
							Food Science Technicians	0	3	\$44,300	1
							Biological Technicians	0	4	\$50,700	3
							Educational, Guidance, and Career Counselors and Advisors	6	84	\$55,500	4
							Human Resources Managers	2	26	\$123,300	1
							Compensation and Benefits Managers	0	2	\$97,600	0
							Training and Development Managers	0	5	\$109,000	0
							Human Resources Managers	2	26	\$123,300	1
							Compensation and Benefits Managers	0	2	\$97,600	0
							Insurance Underwriters	0	3	\$76,300	1
							Business Operations Specialists, All Other	5	61	\$74,800	21
							Entertainment and Recreation Managers, Except Gambling	1	5	\$83,500	1
							Social and Community Service Managers	3	33	\$72,100	5
							Personal Service Managers, All Other	0	5	\$59,200	1
							Managers, All Other	10	140	\$108,500	4
							Cost Estimators	2	23	\$74,900	6

Source: JobsEQ Data as of the 2022-2023 academic year, related occupation data as of 2024Q2 except wages which are as of 2024.

APPENDIX 1

TOP DEGREES AND CERTIFICATES

South Carolina State University: Top 10 Programs by # of Certificates and Degrees Awarded

The table below illustrates the top 10 academic programs by CIP Code, number of degrees awarded in 2022-23 and links them with occupations available in Orangeburg County, their total annual demand, current number of people employed in that occupation, the average annual wage, and the number of online job postings in Orangeburg County within the last 30 days at the time of this analysis.

CIP CODE	PROGRAM TITLE	BACHELOR'S	MASTER'S	POST-MASTER'S	DOCTORATE	TOTAL AWARDS	OCCUPATION LINK	TOTAL ANNUAL DEMAND	TOTAL CURRENT EMPLOYMENT	AVE. ANNUAL WAGE	ONLINE JOB ADS
52.0201	Business Administration and Management, General	22	0	0	0	22	Human Resources Specialists	10	125	\$70,100	38
							Logisticians	5	52	\$79,000	5
							Project Management Specialists	6	98	\$105,400	0
							Management Analysts	6	82	\$103,600	3
							Compensation, Benefits, and Job Analysis Specialists	1	11	\$64,900	1
							Construction Managers	5	70	\$118,200	19
							Administrative Services Managers	4	52	\$99,100	0
							Industrial Production Managers	6	95	\$132,800	11
							Transportation, Storage, and Distribution Managers	4	48	\$101,300	11
							Compensation and Benefits Managers	0	2	\$97,600	0
43.0103	Criminal Justice/Law Enforcement Administration	20	0	0	0	20	Human Resources Managers	2	26	\$123,300	1
							Training and Development Managers	0	5	\$109,000	0
							Chief Executives	3	50	\$208,000	4
							General and Operations Managers	36	486	\$103,900	9
							Sales Managers	5	76	\$132,900	8
							Facilities Managers	2	22	\$114,300	2
							Business Teachers, Postsecondary	2	22	\$77,900	4
							Criminal Justice and Law Enforcement Teachers, Postsecondary	0	3	\$68,000	1
							First-Line Supervisors of Police and Detectives	1	24	\$72,500	0
							Detectives and Criminal Investigators	1	14	\$69,700	0
11.0101	Computer and Information Sciences, General	11	0	0	0	11	Police and Sheriffs Patrol Officers	13	190	\$50,100	8
							Transit and Railroad Police	0	0	\$57,800	0
							Private Detectives and Investigators	0	5	\$49,600	0
							Gambling Surveillance Officers and Gambling Investigators	0	1	\$31,300	0
							Security Guards	8	76	\$30,600	15
							Managers, All Other	10	140	\$108,500	4
							Computer Science Teachers, Postsecondary	1	8	\$89,600	1
							Computer and Information Systems Managers	3	38	\$137,400	9
							Computer and Information Research Scientists	0	2	\$105,900	0
							Computer Systems Analysts	3	58	\$80,900	2
							Computer User Support Specialists	4	84	\$53,800	9
							Computer Network Architects	1	12	\$108,000	0
							Database Administrators	0	8	\$96,300	0
							Database Architects	0	5	\$119,800	0

Source: JobsEQ Data as of the 2022-2023 academic year, related occupation data as of 2024Q2 except wages which are as of 2024.

APPENDIX 1

TOP DEGREES AND CERTIFICATES

The table below illustrates the top 10 academic programs by CIP Code, number of degrees awarded in 2022-23 and links them with occupations available in Orangeburg County, their total annual demand, current number of people employed in that occupation, the average annual wage, and the number of online job postings in Orangeburg County within the last 30 days at the time of this analysis.

South Carolina State University: Top 10 Programs by # of Certificates and Degrees Awarded

CIP CODE	PROGRAM TITLE	BACHELOR'S	MASTER'S	POST-MASTER'S	DOCTORATE	TOTAL AWARDS	OCCUPATION LINK	TOTAL ANNUAL DEMAND	TOTAL CURRENT EMPLOYMENT	AVE. ANNUAL WAGE	ONLINE JOB ADS
11.0101	Computer and Information Sciences, General	11	0	0	0	11	Network and Computer Systems Administrators	1	37	\$88,900	7
							Software Quality Assurance Analysts and Testers	1	9	\$83,800	1
							Web and Digital Interface Designers	0	8	\$73,700	1
							Computer Occupations, All Other	2	33	\$101,000	4
							Psychology Teachers, Postsecondary	1	9	\$84,600	1
							Rehabilitation Counselors	1	12	\$41,800	0
							Substance Abuse, Behavioral Disorder, and Mental Health Counselors	7	72	\$53,200	10
							Educational, Guidance, and Career Counselors and Advisors	6	84	\$55,500	4
							Marriage and Family Therapists	1	9	\$42,900	0
							Counselors, All Other	1	9	\$66,100	0
							Child, Family, and School Social Workers	6	71	\$49,300	4
42.0101	Psychology, General	11	0	0	0	11	Healthcare Social Workers	4	43	\$61,300	2
							Mental Health and Substance Abuse Social Workers	1	9	\$48,400	11
							Social Workers, All Other	1	8	\$81,100	0
							Social Science Research Assistants	0	3	\$70,400	0
							Industrial-Organizational Psychologists	0	1	\$142,400	0
							Clinical and Counseling Psychologists	1	10	\$67,900	2
							Psychologists, All Other	0	3	\$121,500	0
							Managers, All Other	10	140	\$108,500	4
51.2399	Rehabilitation and Therapeutic Professions, Other	0	11	0	0	11	Health Specialties Teachers, Postsecondary	3	32	\$95,300	5
							Therapists, All Other	0	5	\$104,800	0

Source: JobsEQ Data as of the 2022-2023 academic year, related occupation data as of 2024Q2 except wages which are as of 2024.

APPENDIX 2

TALENT PIPELINE DEVELOPMENT

The table below outlines the top-20 occupations with highest demand for workers over the next 10 years for Orangeburg, SC.

Table - Top-20 High Demand Occupations - Orangeburg SC

10-Year Forecast

OCCUPATION	CURRENT (#) EMPLOYED	AVE. ANNUAL WAGES	TOTAL DEMAND	EMPLOYMENT GROWTH	AVE. % GROWTH
Fast Food and Counter Workers	372	\$25,400	794	-25	-0.7%
Cashiers	342	\$26,000	548	-58	-1.9%
Retail Salespersons	312	\$32,200	404	-29	-1.0%
Waiters and Waitresses	167	\$21,400	310	-17	-1.1%
Stockers and Order Fillers	181	\$33,600	284	-3	-0.1%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	167	\$30,800	215	-12	-0.7%
Customer Service Representatives	191	\$38,200	209	-28	-1.6%
Laborers and Freight, Stock, and Material Movers, Hand	170	\$38,700	206	-8	-0.5%
Personal Care Aides	116	\$28,800	176	10	0.8%
Cooks, Restaurant	101	\$31,100	172	12	1.2%
First-Line Supervisors of Food Preparation and Serving Workers	115	\$39,500	161	-4	-0.3%
Office Clerks, General	149	\$35,700	143	-22	-1.6%
Food Preparation Workers	82	\$27,500	128	-10	-1.3%
General and Operations Managers	168	\$102,800	122	-8	-0.5%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	138	\$39,500	114	-26	-2.1%
Nursing Assistants	88	\$32,600	113	-7	-0.8%
Team Assemblers	108	\$38,300	106	-13	-1.3%
Cooks, Fast Food	88	\$25,100	101	-18	-2.3%
First-Line Supervisors of Retail Sales Workers	127	\$45,600	99	-17	-1.5%
Landscaping and Groundskeeping Workers	74	\$33,000	92	-2	-0.3%

Source: JobsEQ (2024)

APPENDIX 2

TALENT PIPELINE DEVELOPMENT

The table below outlines the top-20 occupations with highest demand for workers over the next 10 years for the 45-minute Drive Time Radius of Orangeburg, SC.

Table - Top-20 High Demand Occupations - 45-Min Drive Time Radius of Orangeburg, SC

10-Year Forecast

OCCUPATION	CURRENT (#) EMPLOYED	AVE. ANNUAL WAGES	TOTAL DEMAND	EMPLOYMENT GROWTH	AVE. % GROWTH
Fast Food and Counter Workers	17,178	\$26,100	42,337	1,537	0.9%
Cashiers	16,476	\$26,400	31,109	-408	-0.3%
Retail Salespersons	16,970	\$32,400	26,363	1,031	0.6%
Laborers and Freight, Stock, and Material Movers, Hand	16,030	\$38,400	24,301	2,281	1.3%
Customer Service Representatives	15,847	\$38,700	21,304	21	0.0%
Stockers and Order Fillers	11,236	\$35,000	21,098	1,806	1.5%
Waiters and Waitresses	9,736	\$23,500	20,877	356	0.4%
Personal Care Aides	8,848	\$29,100	15,561	2,071	2.1%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	9,251	\$31,500	14,148	724	0.8%
Office Clerks, General	11,857	\$38,000	14,027	-70	-0.1%
Heavy and Tractor-Trailer Truck Drivers	10,711	\$55,700	13,064	1,304	1.2%
General and Operations Managers	13,582	\$108,900	12,853	1,559	1.1%
Cooks, Restaurant	5,931	\$32,700	11,838	1,778	2.7%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	10,824	\$41,600	11,011	-679	-0.6%
First-Line Supervisors of Food Preparation and Serving Workers	5,757	\$40,700	9,622	730	1.2%
Nursing Assistants	5,756	\$34,800	8,892	472	0.8%
Registered Nurses	13,209	\$83,300	8,601	1,180	0.9%
Security Guards	5,878	\$34,700	8,139	231	0.4%
Team Assemblers	6,555	\$42,700	8,061	235	0.4%
Maintenance and Repair Workers, General	7,505	\$47,800	7,815	751	1.0%

Source: JobsEQ (2024)

APPENDIX 2

TALENT PIPELINE DEVELOPMENT

The table below outlines the top-20 occupations paying at least \$45,497 (the City's current average annual wage) per year over the next 10 years for the 45-minute Drive Time Radius of Orangeburg, SC.

Table - Top-20 High Demand Occupations Paying at least \$45,497 Annually- 45-Min Drive Time Radius of Orangeburg, SC

10-Year Forecast

OCCUPATION	CURRENT (#) EMPLOYED	AVE. ANNUAL WAGES	TOTAL DEMAND	EMPLOYMENT GROWTH	AVE. % GROWTH
General and Operations Managers	13,582	\$108,900	12,853	1,559	1.1%
Software Developers	3,506	\$121,200	3,475	1,316	3.2%
Heavy and Tractor-Trailer Truck Drivers	10,711	\$55,700	13,064	1,304	1.2%
Registered Nurses	13,209	\$83,300	8,601	1,180	0.9%
Maintenance and Repair Workers, General	7,505	\$47,800	7,815	751	1.0%
Medical and Health Services Managers	2,273	\$123,400	2,520	734	2.8%
Management Analysts	3,737	\$95,500	3,874	651	1.6%
Nurse Practitioners	1,195	\$118,000	1,295	650	4.4%
Market Research Analysts and Marketing Specialists	2,897	\$66,700	3,446	622	2.0%
Elementary School Teachers, Except Special Education	7,003	\$59,600	5,483	601	0.8%
Financial Managers	2,526	\$136,400	2,424	565	2.0%
Industrial Machinery Mechanics	2,330	\$62,200	2,540	557	2.2%
Accountants and Auditors	5,126	\$72,500	4,626	542	1.0%
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	4,040	\$68,200	4,519	504	1.2%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5,597	\$76,400	5,614	488	0.8%
Secondary School Teachers, Except Special and Career/ Technical Education	5,003	\$60,800	3,609	433	0.8%
Electricians	2,599	\$58,500	2,844	418	1.5%
Automotive Service Technicians and Mechanics	4,048	\$48,500	3,981	417	1.0%
Lawyers	3,291	\$120,900	1,718	399	1.2%
Carpenters	3,851	\$49,900	3,689	384	1.0%

Source: JobsEQ (2024)

APPENDIX 2

TALENT PIPELINE DEVELOPMENT

The information below outlines the top-15 skills in-demand by current Orangeburg employers. This information was compiled using JobsEQ's real-time labor market data from employers and their job listings over the last year.

Top-15 Hard and Soft Skills In-Demand by Orangeburg Employers

Soft Skills:

- Communication (Verbal and written skills)
- Cooperative/Team Player
- Customer Service
- Organization
- Problem Solving
- Adaptability/Flexibility/Tolerance of Change and Uncertainty
- Supervision/Management
- Self-Motivated/Ability to Work Independently/Self Leadership
- Interpersonal Relationships/Maintain Relationships
- Detail Oriented/Meticulous
- Ability to Work in a Fast Paced Environment
- Leadership
- Prioritize
- Time Management/Time Utilization
- Enthusiastic/Energetic
- Analytical
- Multi-Task
- Good Judgment
- Project Management
- Coachable/Willingness to Learn

Hard Skills:

- Microsoft Office - Excel, Word, Outlook, Powerpoint
- Ability to Lift up to 100 lbs.
- Ability to Lift up to 50 lbs.
- Retail Sales
- Personal Computers (PC)
- Manufacturing
- Merchandising
- Cash Handling
- Teaching/Training, School
- Mathematics
- Automated External Defibrillators (AED)
- Hospitality
- Home Health Care
- Sales
- Data Analysis
- Food Preparation
- Plumbing
- Finance
- HVAC Systems
- Welding

APPENDIX 2

TALENT PIPELINE DEVELOPMENT

The information below outlines the top 20 employers in Orangeburg County seeking talent for positions over the last 12 months by number of job postings. This information was compiled using JobsEQ's real-time labor market data from employers and their job listings over the last year.

Table - Top 20 Orangeburg County Employers Seeking Full-Time Talent Over the Last 12 Months:

EMPLOYER	NUMBER OF JOB POSTINGS
State of South Carolina	443
MUSC Health	350
Pilot / Flying J	249
Sodexo	175
PruittHealth	103
Claflin University	95
Family Dollar	74
ATI Physical Therapy	71
Dollar General	69
Enmarket	66
DollarTree	64
Pet Supplies Plus	63
Agape Care Group	62
Husqvarna Group	59
Zeus Industrial Products, Inc.	59
Food Lion	55
Starbucks	55
Scotchman	54
ADUSA Supply Chain	49
Holcim	49

Source: JobsEQ (2024)

APPENDIX 2

TALENT PIPELINE DEVELOPMENT

The information below outlines the top 20 occupations in Orangeburg County with immediate talent needs by highest number of job ads within the last 30 days and includes the average advertised wage and the average annual wages of current occupations in Orangeburg County. This information was compiled using JobsEQ's real-time labor market data from employers and their job listings over the last year.

Table - Top 20 Orangeburg County Employers Seeking Full-Time Talent Over the Last 12 Months:

OCCUPATION	ACTIVE JOB ADS WITHIN LAST 30 DAYS	CURRENT UNEMPLOYED	CURRENT EMPLOYED	AVE. ADVERTISED WAGE	AVE. ANNUAL WAGE
Registered Nurses	277	13	925	\$71,400	\$80,200
First-Line Supervisors of Retail Sales Workers	149	9	347	\$41,300	\$45,600
Heavy and Tractor-Trailer Truck Drivers	115	39	798	\$48,600	\$55,000
Retail Salespersons	104	47	795	\$25,000	\$32,200
First-Line Supervisors of Food Preparation and Serving Workers	75	11	285	\$30,400	\$39,500
Fast Food and Counter Workers	69	73	889	\$26,100	\$25,400
Medical and Health Services Managers	63	3	126	\$94,100	\$111,600
Maintenance and Repair Workers, General	59	19	354	\$53,700	\$47,000
Physical Therapists	50	0	46	\$84,700	\$105,200
Stockers and Order Fillers	43	648	68	\$38,500	\$33,600
Human Resources Specialists	39	4	111	\$41,600	\$69,400
Social and Human Service Assistants	36	2	75	\$35,500	\$40,000
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	31	29	405	\$29,200	\$30,800
Customer Service Representatives	29	36	534	\$27,000	\$38,200
Cooks, Restaurant	28	24	276	\$29,300	\$31,100
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	27	6	101	\$85,700	\$67,600
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	26	12	432	\$40,600	\$39,500
First-Line Supervisors of Production and Operating Workers	25	6	241	\$70,700	\$74,400
Licensed Practical and Licensed Vocational Nurses	24	4	162	\$62,400	\$57,000
Construction Managers	17	1	67	\$38,300	\$116,800

Source: JobsEQ (2024)

APPENDIX 2

TALENT PIPELINE DEVELOPMENT

The information below outlines the top 20 occupations in Orangeburg County with immediate talent needs and their average entry, median, and experienced wages by highest number of job ads within the last 30 days (refer to previous page).

Table - Top 20 Orangeburg County Employers Seeking Full-Time Talent Over the Last 12 Months:

OCCUPATION	AVE. ENTRY LEVEL WAGE	AVE. ANNUAL WAGE	AVE. EXPERIENCED WAGE
Registered Nurses	\$61,700	\$80,200	\$89,500
First-Line Supervisors of Retail Sales Workers	\$27,800	\$45,600	\$54,500
Heavy and Tractor-Trailer Truck Drivers	\$36,600	\$55,000	\$64,200
Retail Salespersons	\$21,200	\$32,200	\$37,600
First-Line Supervisors of Food Preparation and Serving Workers	\$27,300	\$39,500	\$45,600
Fast Food and Counter Workers	\$21,100	\$25,400	\$27,500
Medical and Health Services Managers	\$73,200	\$111,600	\$130,800
Maintenance and Repair Workers, General	\$28,600	\$47,000	\$56,200
Physical Therapists	\$74,900	\$105,200	\$120,300
Stockers and Order Fillers	\$27,100	\$33,600	\$36,800
Human Resources Specialists	\$46,000	\$69,400	\$81,000
Social and Human Service Assistants	\$27,800	\$40,000	\$46,100
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$23,300	\$30,800	\$34,500
Customer Service Representatives	\$26,500	\$38,200	\$44,000
Cooks, Restaurant	\$23,800	\$31,100	\$34,700
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	\$33,900	\$67,600	\$84,500
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$28,100	\$39,500	\$45,300
First-Line Supervisors of Production and Operating Workers	\$54,600	\$74,400	\$84,000
Licensed Practical and Licensed Vocational Nurses	\$46,800	\$57,000	\$62,100
Construction Managers	\$77,900	\$116,800	\$136,200

Source: JobsEQ (2024)

APPENDIX 2

TALENT PIPELINE DEVELOPMENT

The information below outlines the top 20 occupations in Orangeburg County with immediate talent needs and their typical entry-level education levels and on-the-job training required for each occupation by highest number of job ads within the last 30 days (refer to previous pages).

Table - Top 20 Orangeburg County Employers Seeking Full-Time Talent Over the Last 12 Months:

OCCUPATION	LOWEST PAYING INDUSTRY	HIGHEST PAYING INDUSTRY	TYPICAL ENTRY-LEVEL EDUCATION	PREVIOUS WORK EXPERIENCE	TYPICAL ON-THE-JOB TRAINING
Registered Nurses	Religious Organizations	Offices Health Practitioners	Bachelor's degree	None	None
First-Line Supervisors of Retail Sales Workers	Gasoline Stations	Automobile Dealers	High school diploma or equivalent	Less than 5 years	None
Heavy and Tractor-Trailer Truck Drivers	Transit and Ground Passenger Transportation	Couriers and Express Delivery Services	Certificate/License	None	Short-term OJT
Retail Salespersons	Restaurants and Other Eating Places	Residential Building Construction	None	None	Short-term OJT
First-Line Supervisors of Food Preparation and Serving Workers	Gasoline Stations	Nursing Care Facilities (Skilled Nursing Facilities)	High school diploma or equivalent	Less than 5 years	None
Fast Food and Counter Workers	Gasoline Stations	Religious Organizations	None	None	Short-term OJT
Medical and Health Services Managers	Continuing Care Retirement Communities and Assisted Living Facilities	Health and Personal Care Retailers	Bachelor's degree	Less than 5 years	None
Maintenance and Repair Workers, General	Gasoline Stations	Electric Power Generation, Transmission and Distribution	High school diploma or equivalent	None	Moderate-term OJT
Physical Therapists	Home Health Care Services	Offices of Physicians	Doctoral or professional degree	None	None
Stockers and Order Fillers	Vocational Rehabilitation Services	Aerospace Product and Parts Manufacturing	High school diploma or equivalent	None	Short-term OJT
Human Resources Specialists	Individual and Family Services	Electric Power Generation, Transmission and Distribution	Bachelor's degree	None	None
Social and Human Service Assistants	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	Nursing Care Facilities (Skilled Nursing Facilities)	High school diploma or equivalent	None	Short-term OJT
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	Gasoline Stations	Postal Service	None	None	Short-term OJT
Customer Service Representatives	Amusement and Recreation Industries	Aerospace Product and Parts Manufacturing	High school diploma or equivalent	None	Short-term OJT
Cooks, Restaurant	Gasoline Stations	Traveler Accommodation	None	Less than 5 years	Moderate-term OJT
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	Amusement and Recreation Industries	Architectural, Engineering, and Related Services	High school diploma or equivalent	None	Moderate-term OJT
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	RV (Recreational Vehicle) Parks and Recreational Camps	Electric Power Generation, Transmission and Distribution	High school diploma or equivalent	None	Short-term OJT
First-Line Supervisors of Production and Operating Workers	Employment Services	Electric Power Generation, Transmission and Distribution	High school diploma or equivalent	Less than 5 years	None
Licensed Practical and Licensed Vocational Nurses	Offices of Physicians	Employment Services	Postsecondary non-degree award	None	None
Construction Managers	Residential Building Construction	Architectural, Engineering, and Related Services	Bachelor's degree	None	Moderate-term OJT

Source: JobsEQ (2024)

APPENDIX 3:

DATA & RESOURCES USED



ABOUT

STRATEGIC LOCATION ADVISORS

Strategic Location Advisors, LLC was founded on the experience and passion of owner Chuck Sexton. His rural upbringing and successful work in Economic Development, Site Selection, and Strategic Planning converged into an idea for a consulting firm with the overall goal of creating opportunities for people across the country to grasp a better future.

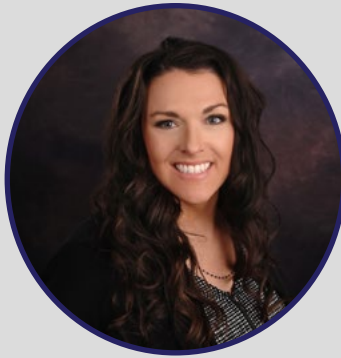
We are a results-driven professional consulting firm with the needs of our clients as our top priority. Utilizing a depth of knowledge and expertise on staff and through our advisory council, we guide action and strategy nationwide toward positive results.

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