

Navigating Today's Economic Storm & Data Fog



ECONOMIC
LEADERSHIP

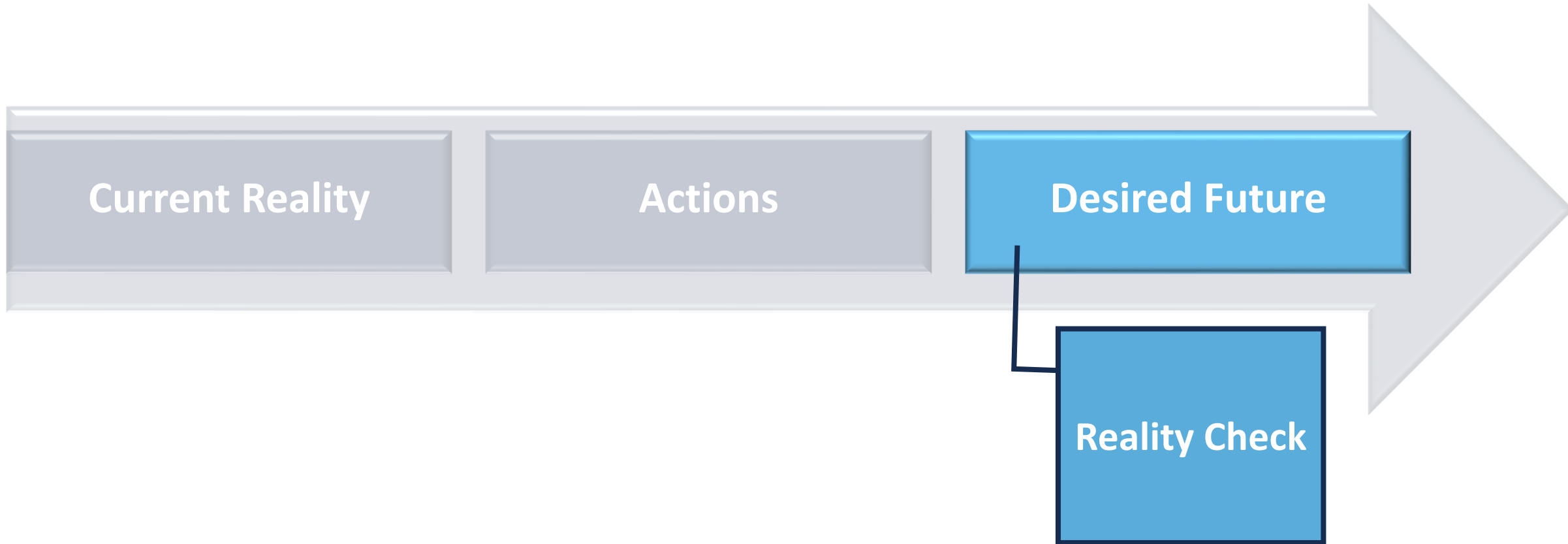


June 2025

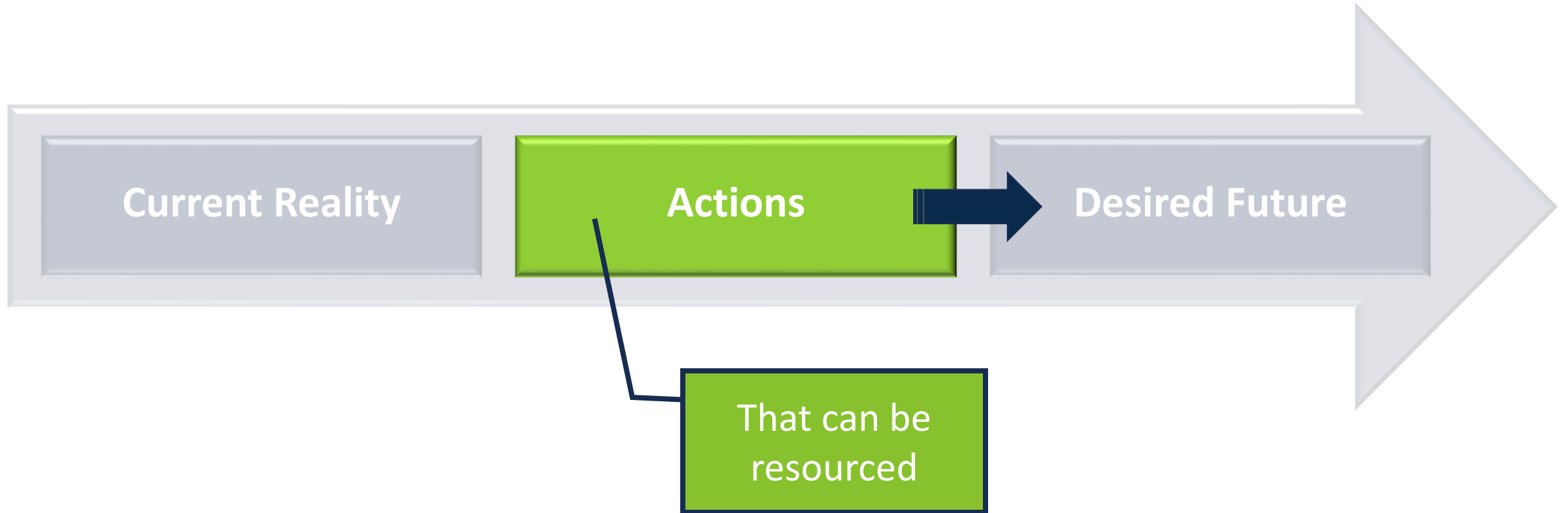
Strategic improvement follows a common pattern...



Strategic improvement follows a common pattern...



Strategic improvement follows a common pattern...



In Times of Uncertainty: Risk and Noise

- ✓ Narrow Your Focus,
- ✓ Prioritize Your Time
- ✓ Tend Relationships
- ✓ Verify What You Hear

What I Can
Control or
Impact

~~What I
Cannot
Control or
Impact~~

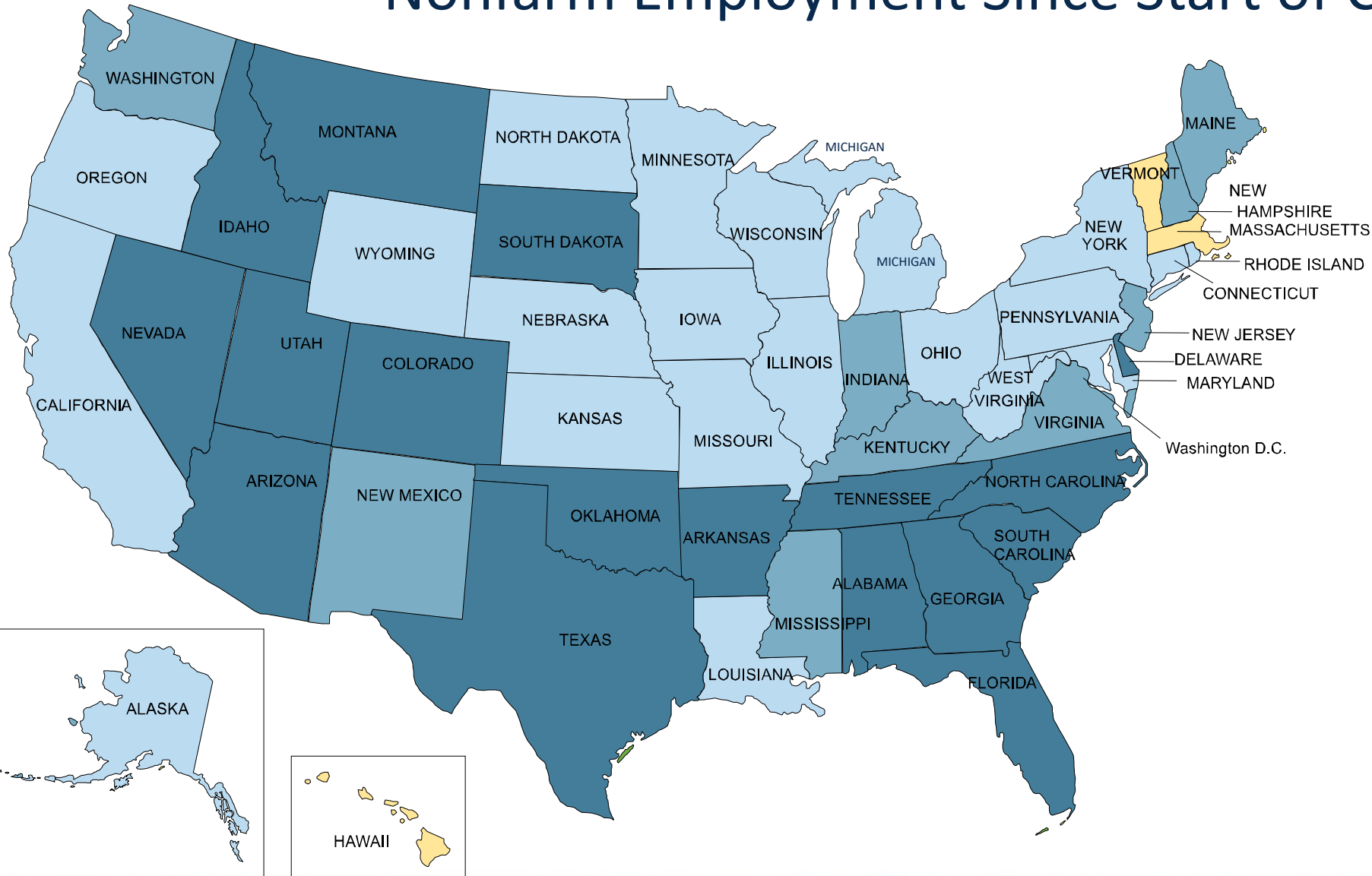
What is
Important
to My
Success

~~What is Not
Important
to My
Success~~

A Quick Update & Reset



Nonfarm Employment Since Start of Covid



Employment loss

0% to +3.0%

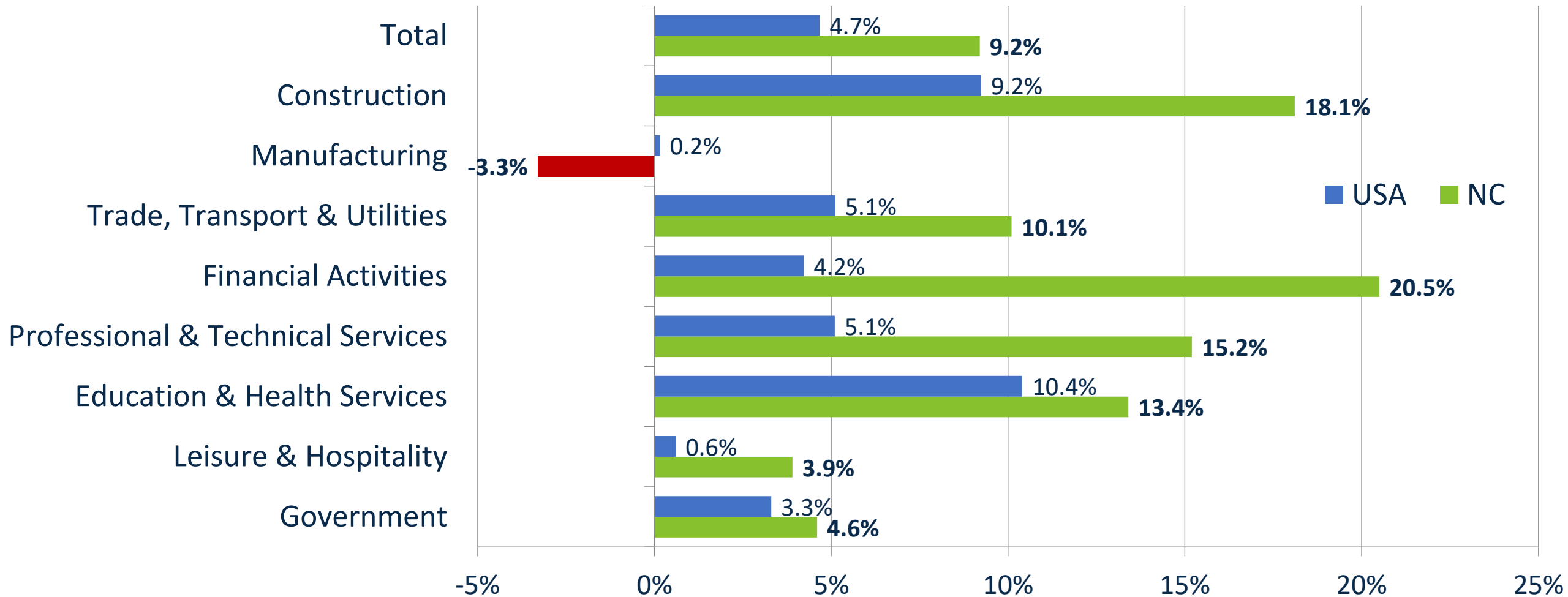
3.0% to 5.0%

Over 5.0% gain

Source: U.S. Bureau of Labor Statistics
February 2020 – March 2025

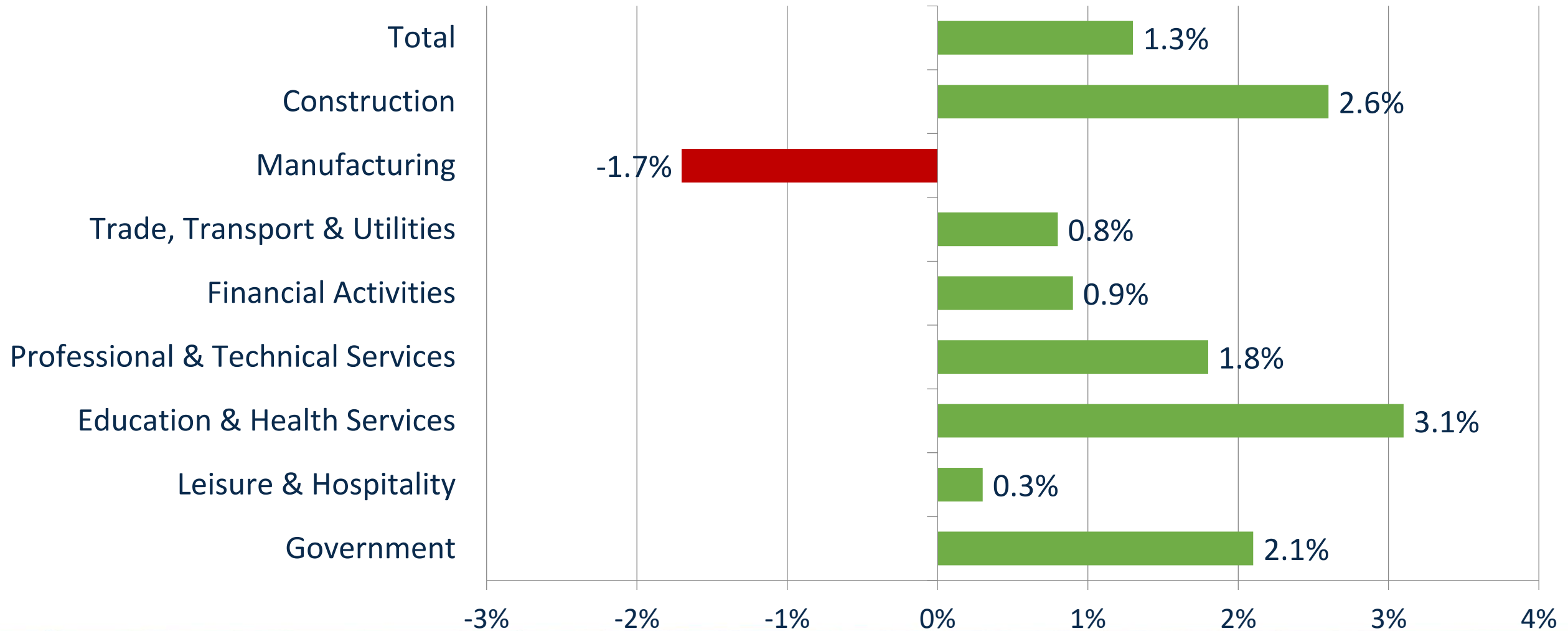


Nonfarm Employment Change by Sector for NC & U.S. Since the Start of COVID February 2020 – March 2025



NC Nonfarm Employment Change by Sector

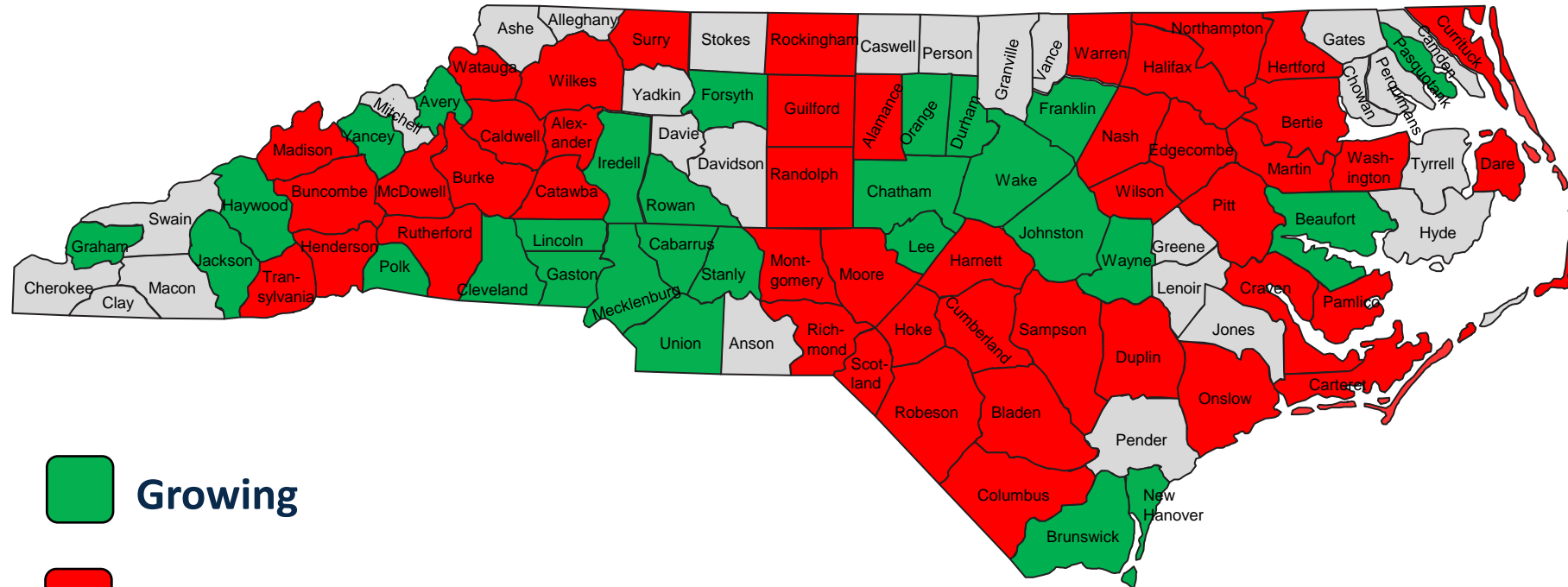
March 2024 – March 2025



Source: US Bureau of Labor Statistics CES

Employed People Growth March 2024 – March 2025

North Carolina Average 0.03%

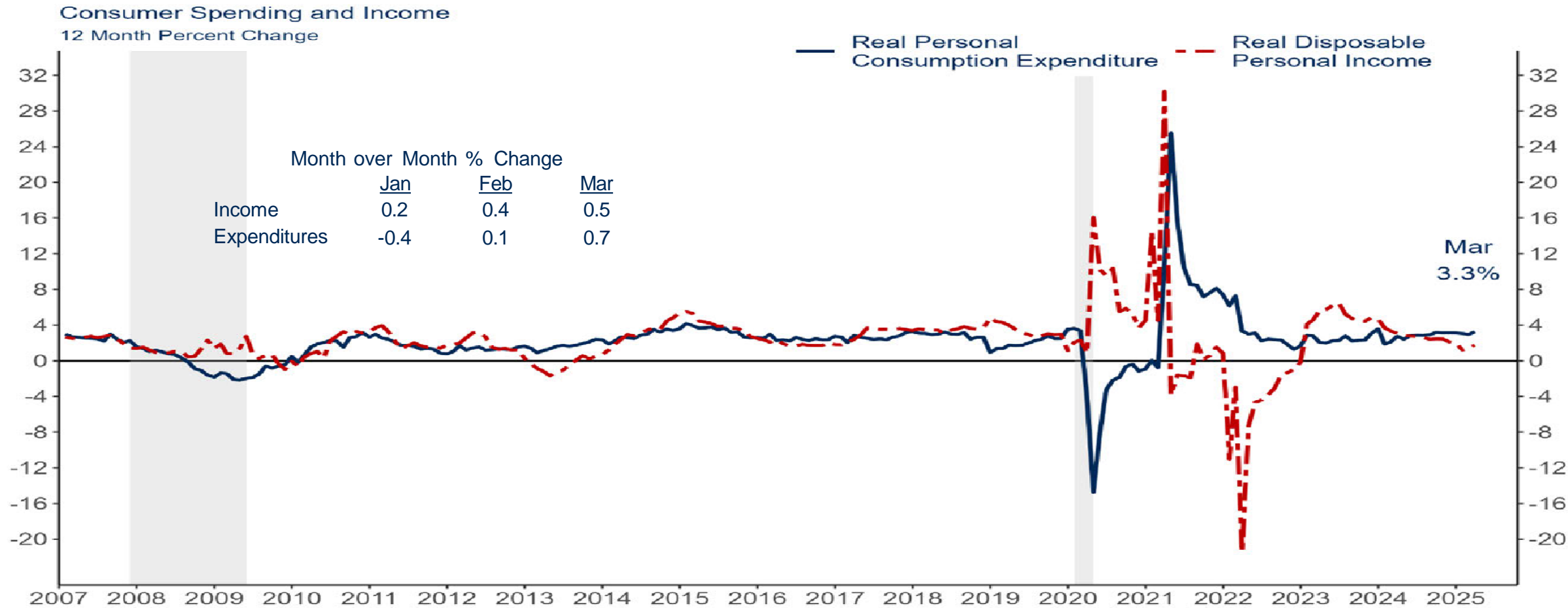
 **Growing** Declining

 **No change – fewer than 100 persons**

2/3 of the US Economy is Consumer Consumption



Consumer Spending and Income



Consumer Sentiment?





INFLATION

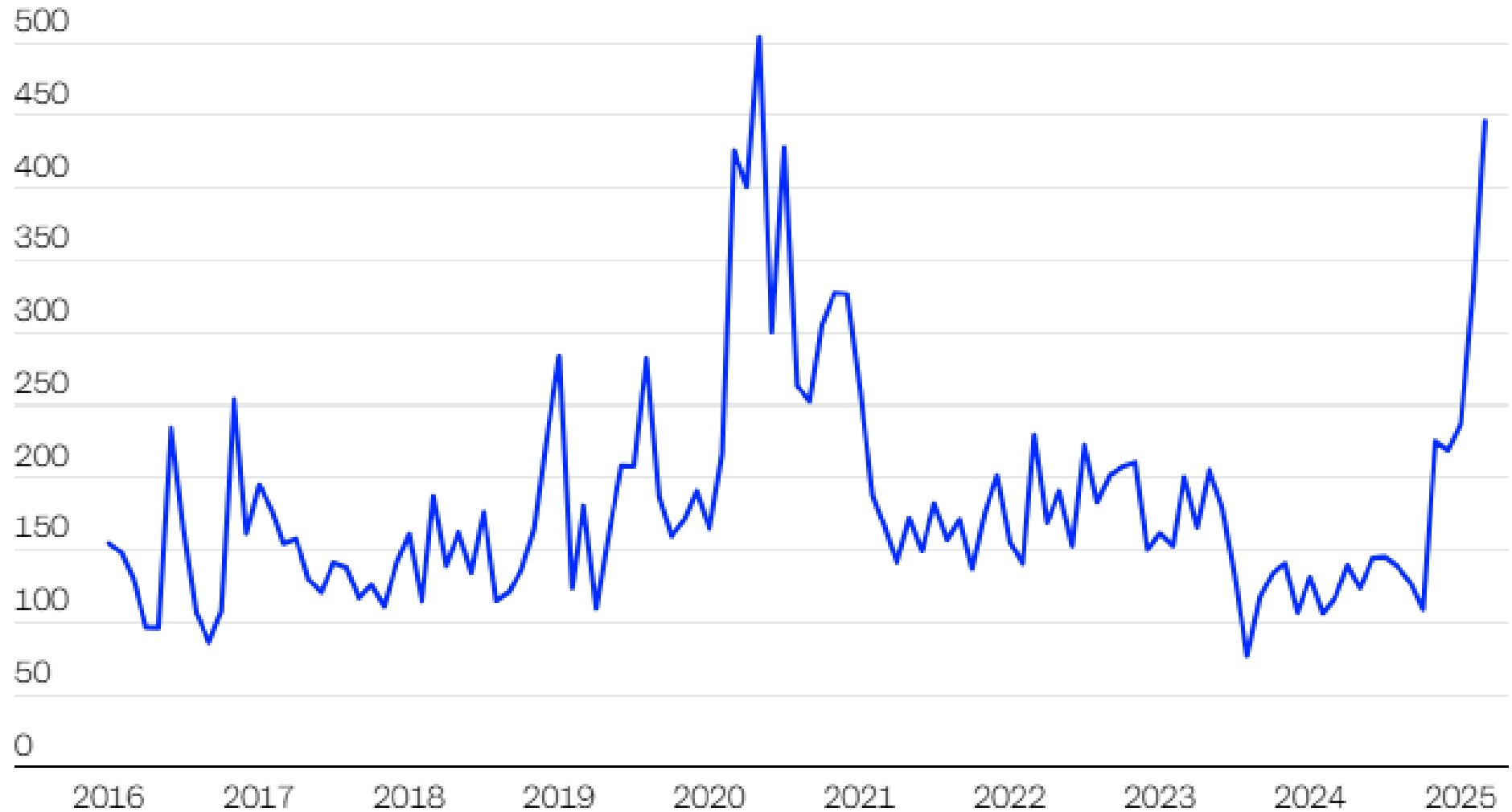
The Economy Looking Forward

Every Action

A blue water droplet is shown in the center, creating a series of concentric ripples that spread outwards. The background is a light blue gradient.

Uncertainty has skyrocketed

US economic policy uncertainty index



Source: [Economic Policy Uncertainty](#)

Madison Hoff/BI

The background of the slide is a composite image. The upper portion features a close-up of water ripples, with concentric circles spreading out from several points of impact, creating a sense of movement and depth. The lower portion of the slide, visible at the bottom, shows a detailed view of a green printed circuit board (PCB) with various electronic components and intricate wiring patterns.

Underlying fundamentals
Trade policy
Global response
Federal spending policy
Immigration policy
Consumer response
Business response
Federal Reserve Response

Market Intelligence



**Competitiveness &
Data Analytics =
Decisions**

Place-Based Competitiveness



Business Climate

Taxes

Regulatory Climate

Legal Climate

Workforce

In-migration

Education

Productivity

Costs

Skills

QOL

Risk

Weather

Crime

Fiscal Stability

Political Stability

Out-migration

Geo-economics

Water

Transportation

Broadband

Power

Housing

Childcare

Infrastructure

R&D

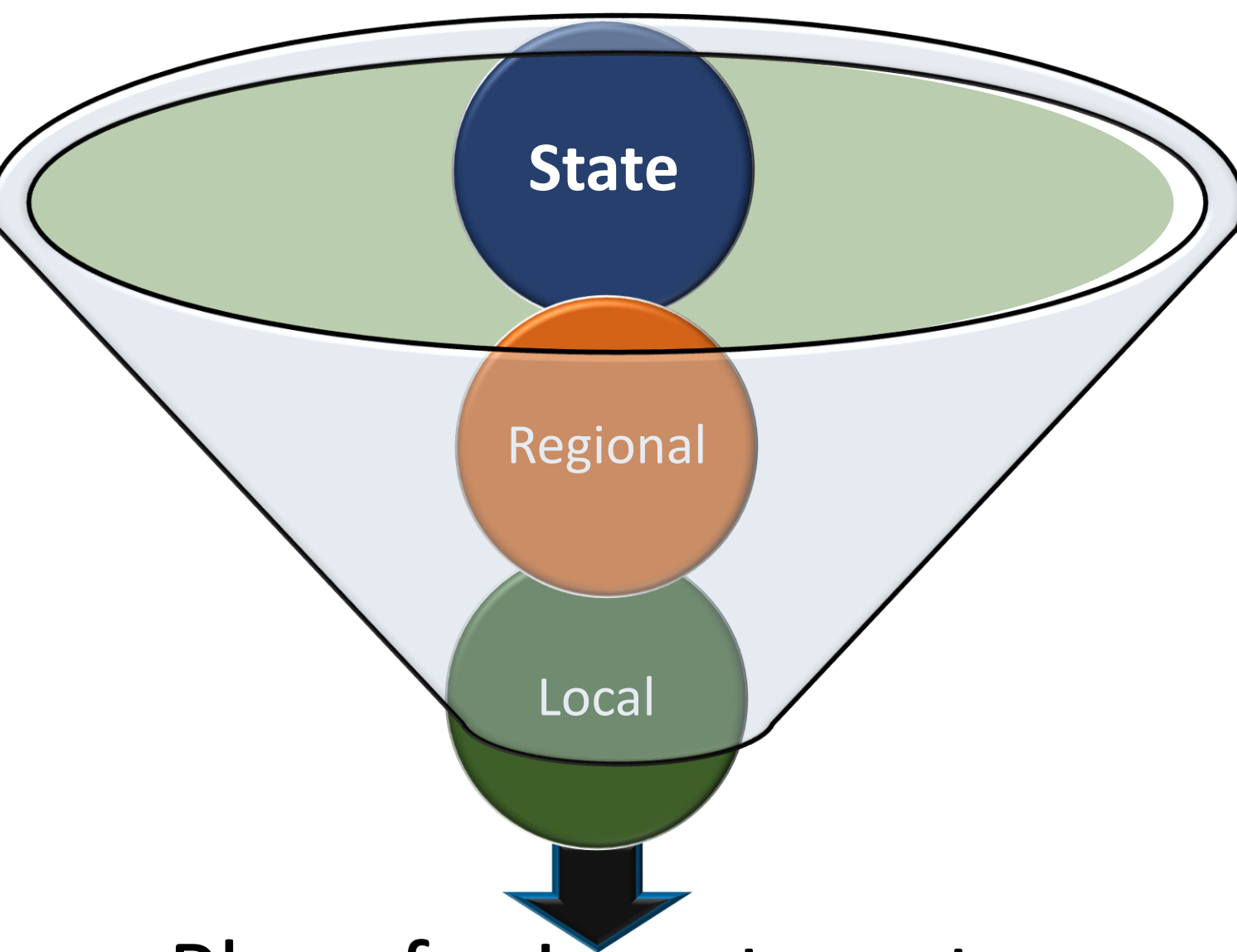
Automation

Patents

Advanced Industries

Start-up Ecosystem

Innovation

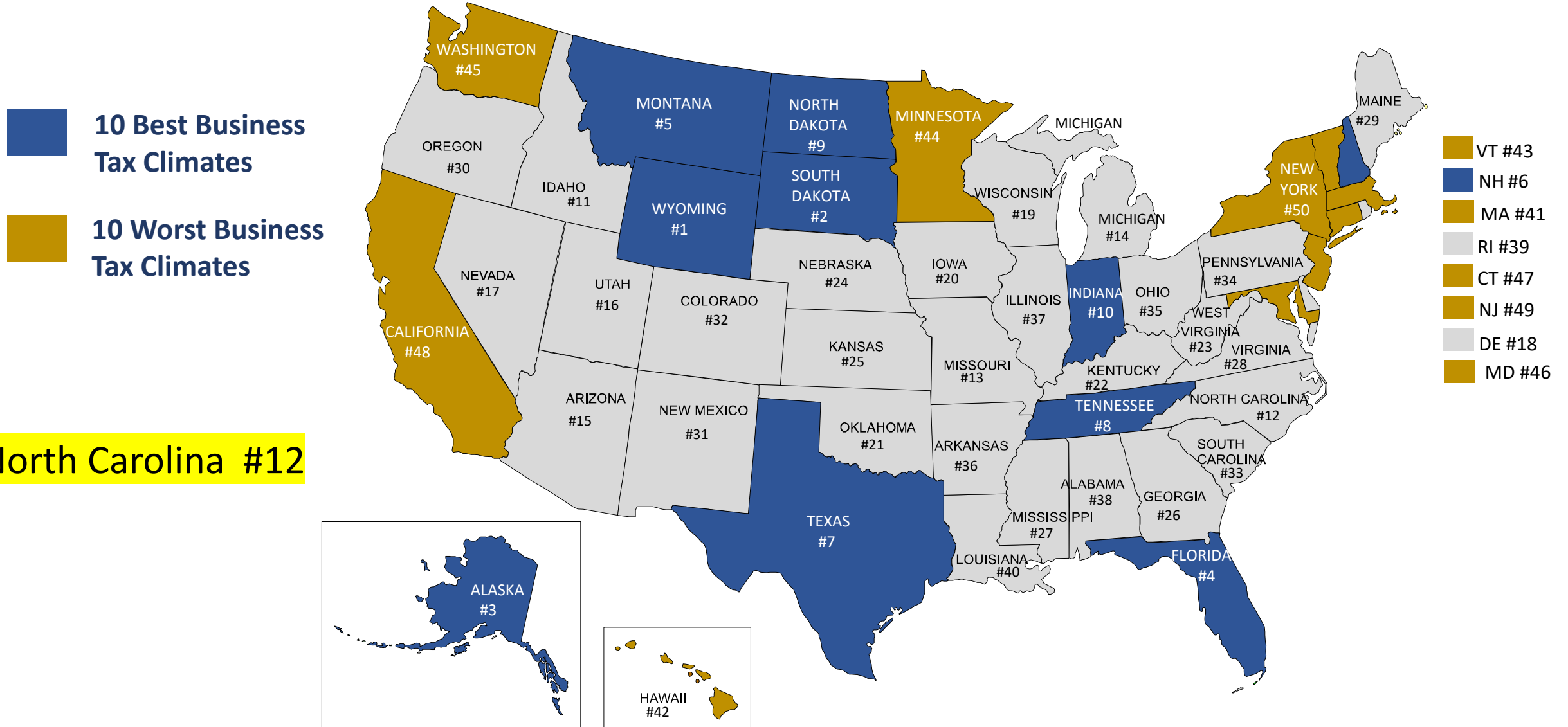


- **Corporate Tax rate**
- **Legal Environment**
- **Right to Work**
- **Brand/Image**
- **Workforce**
- **Housing**
- **Air Service**
- **Quality of Life**
- **Higher Education**
- **Buildings and Sites**
- **Water and Sewer**
- **Permitting Certainty and Speed**

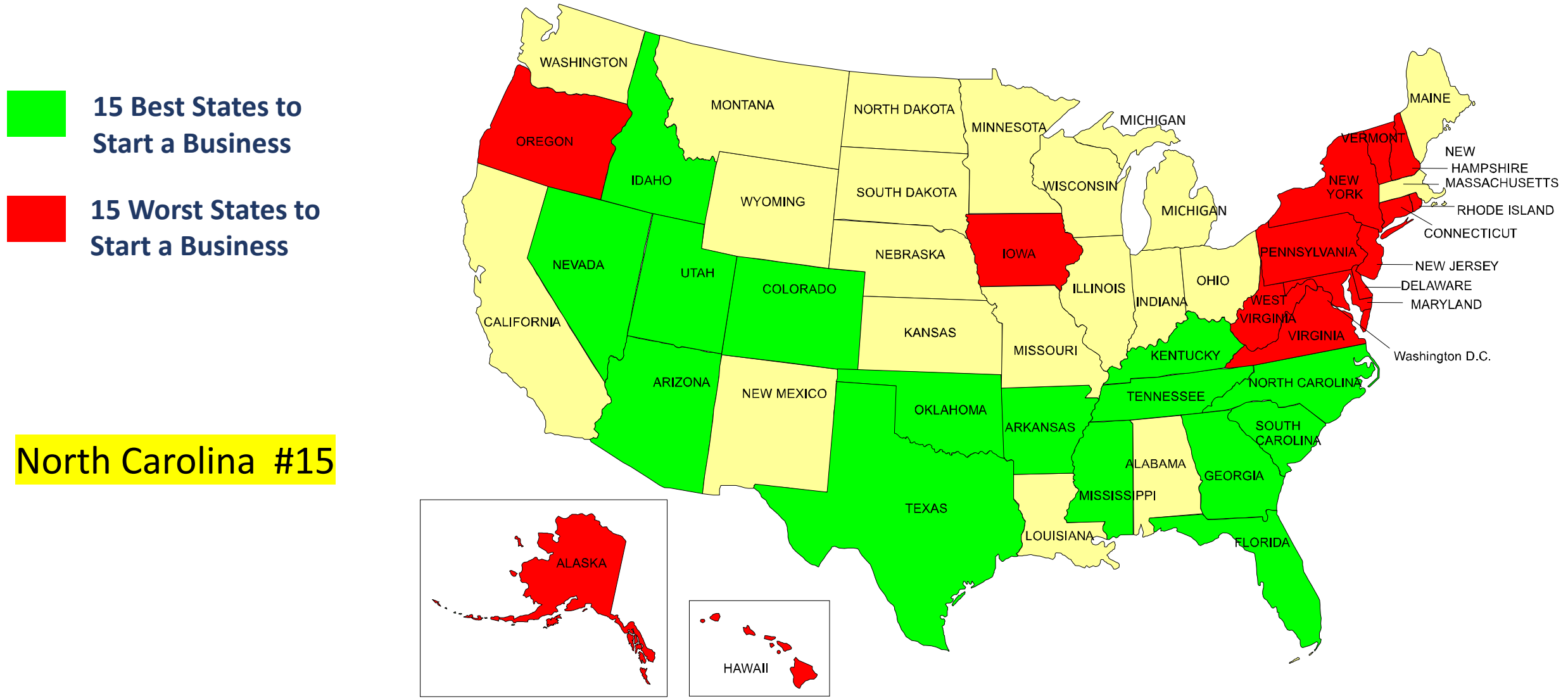
Latest Best States for Business Rankings

	Site Selection	CNBC	CEO Magazine	Business Facilities
1	Texas	Virginia	Texas	Texas
2	Georgia	North Carolina	Florida	North Carolina
3	North Carolina	Texas	Tennessee	Virginia
4	Virginia	Georgia	North Carolina	Florida
5	Florida	Florida	Georgia	Tennessee
6	Ohio	Minnesota	Indiana	Georgia
7	Arizona	Ohio	Utah	Indiana
8	Indiana	Tennessee	Nevada	Colorado
9	Illinois	Michigan	Virginia	Arizona
10	Michigan	Washington	Arizona	South Carolina

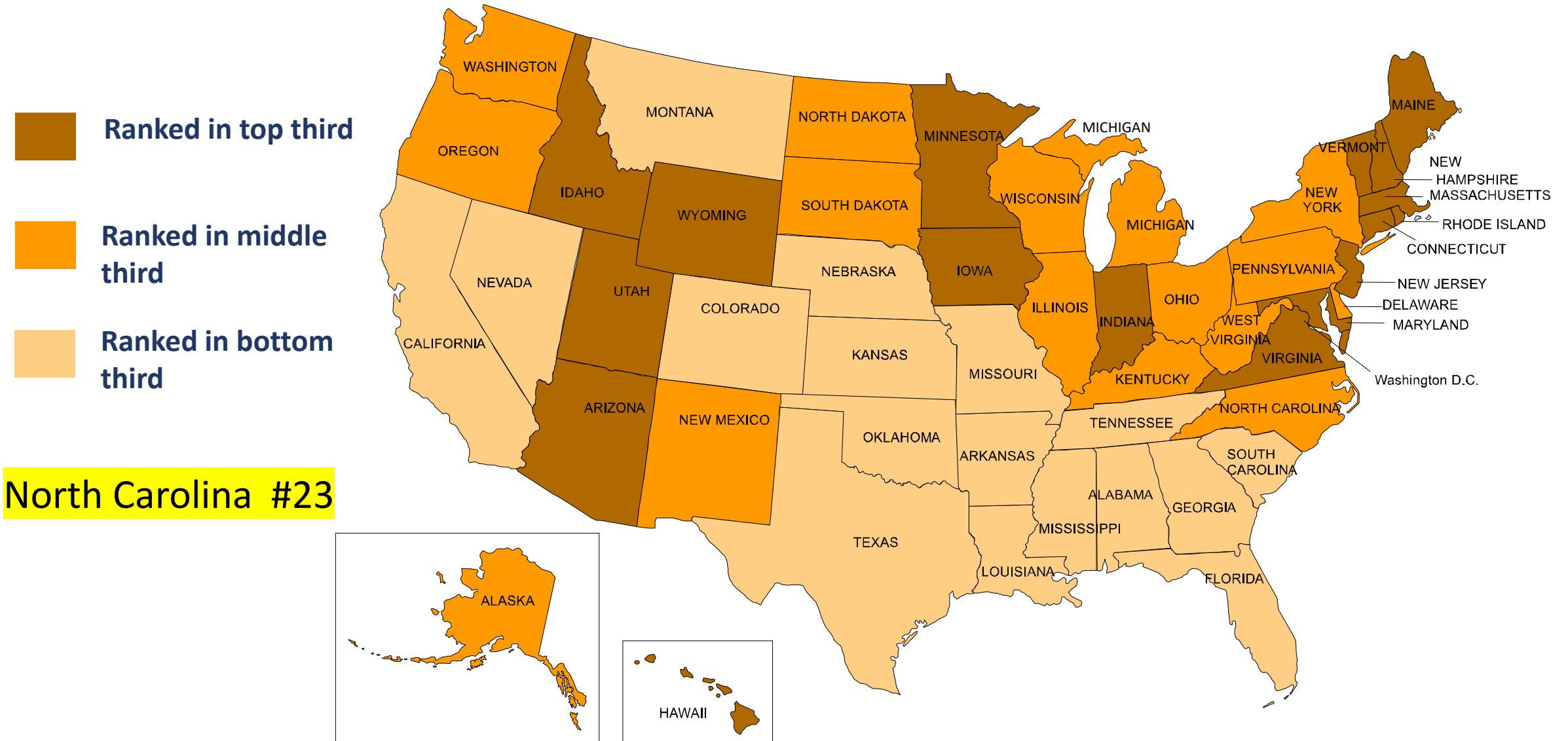
2025 State Business Tax Climate Index



2025 Best & Worst States to Start a Business

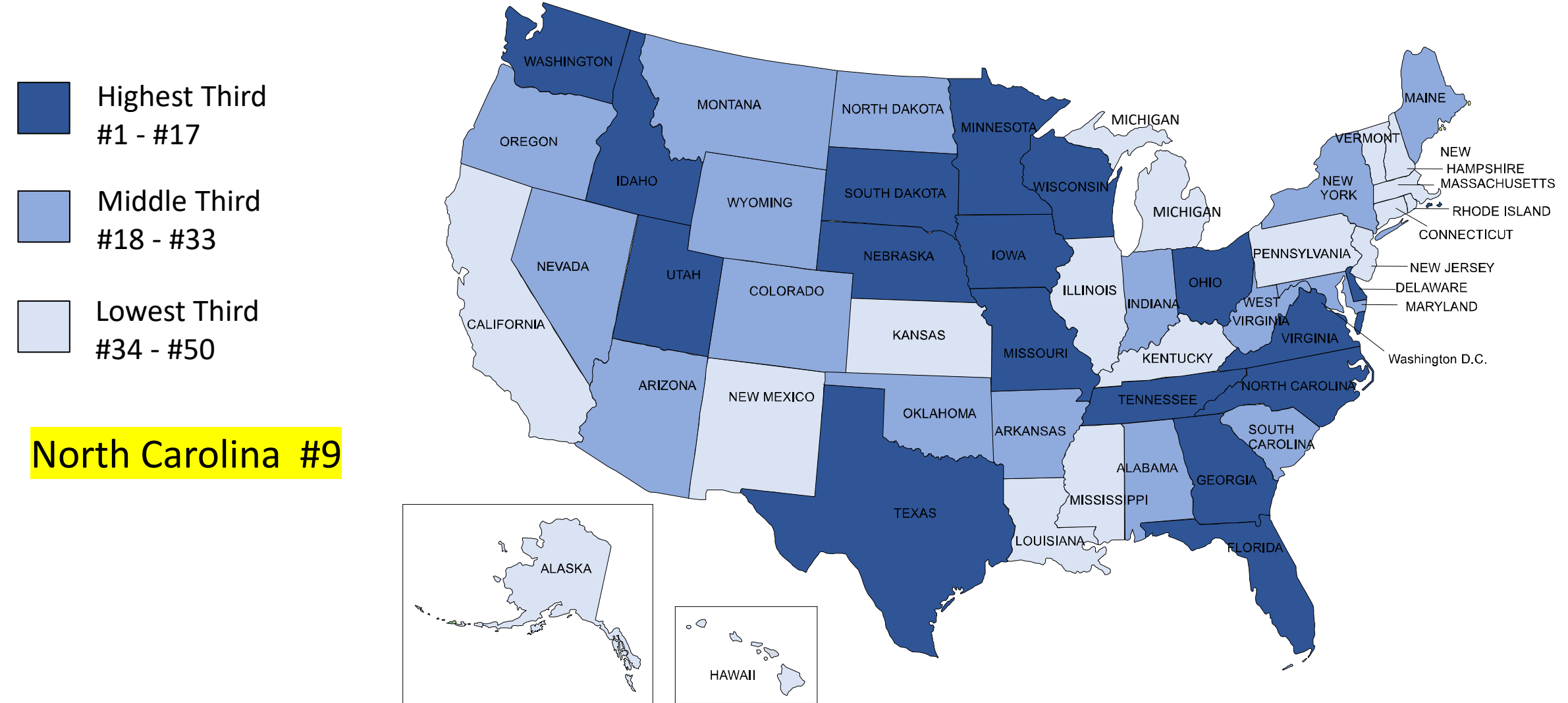


“Safest States” Overall Ranking 2024



North Carolina #23

Long Term Fiscal Stability Ranking



Percentage Change Advanced Industry Jobs 2019-2024

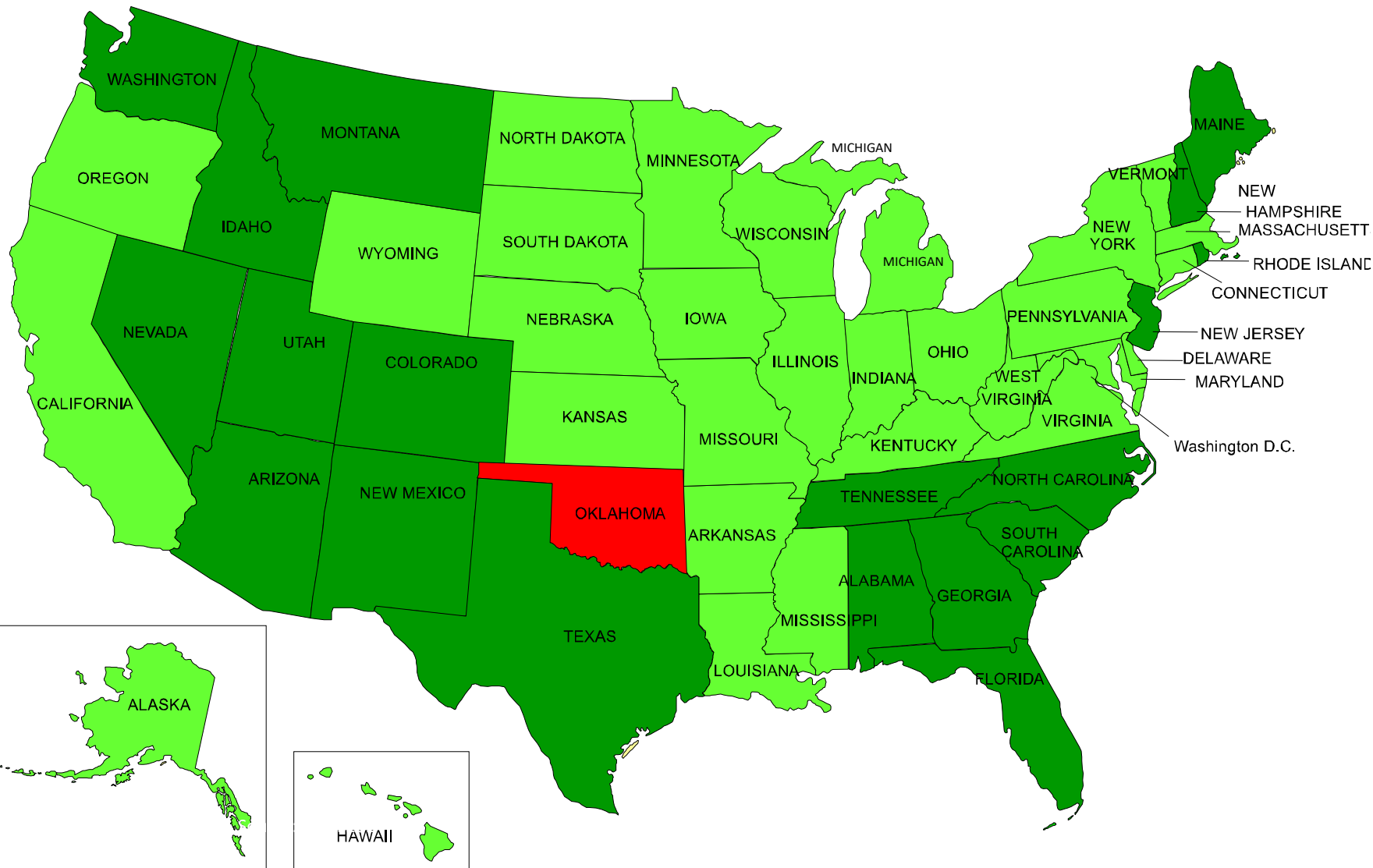
Advance Industry Jobs

Characterized by its deep involvement with technology research and development (R&D) and STEM (science, technology, engineering, and math) workers, the “Advance Industry” sector encompasses 50 industries ranging from manufacturing industries such as automaking and aerospace to energy industries such as oil and gas extraction to high-tech services such as computer software and computer system design, including for health applications.

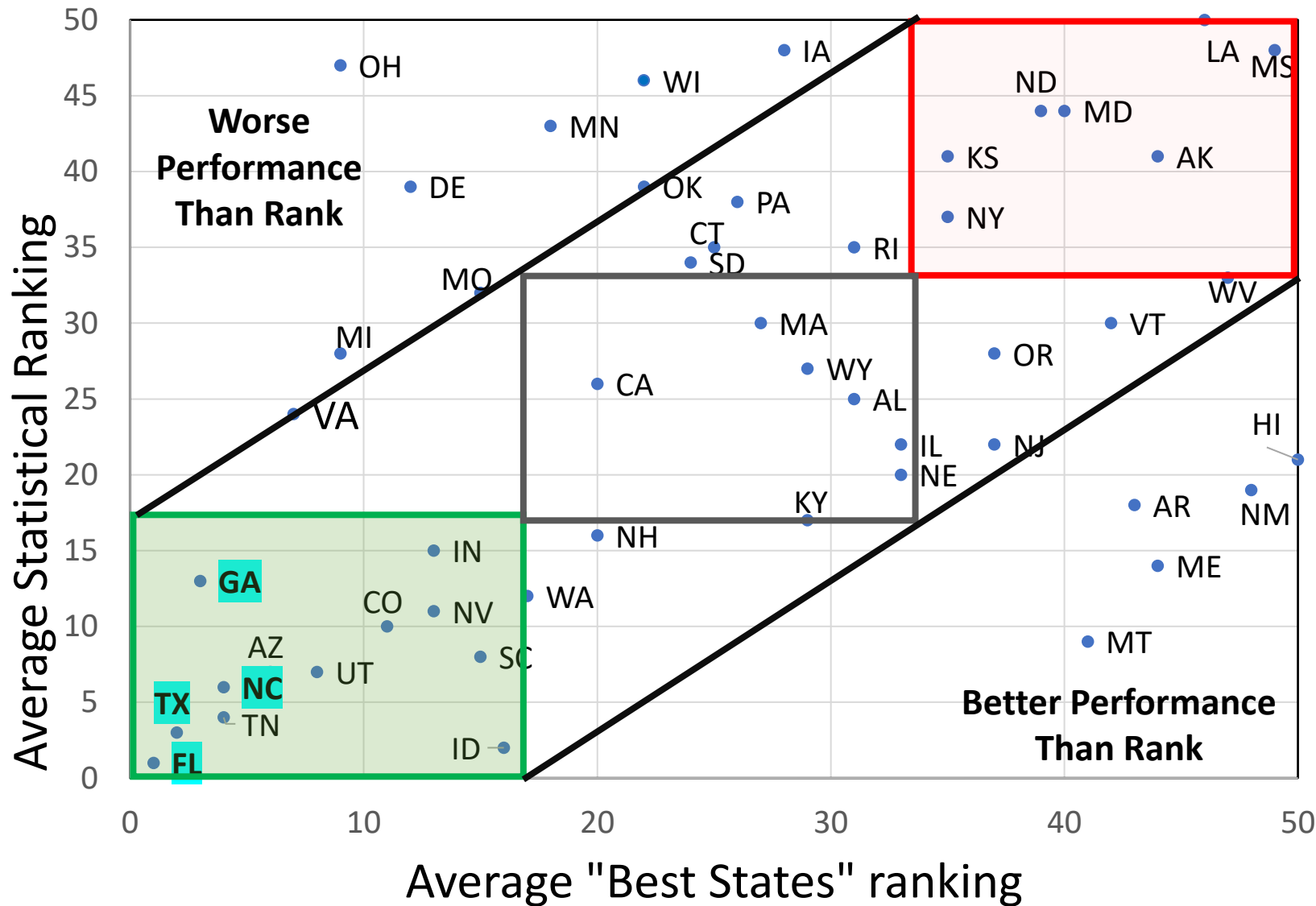
– Brookings-

United States 9.1%
North Carolina 14.9%

- Over 10% gain
- Up to 10% gain
- Job loss



Rankings and Performance



States By Average Ranks by Forbes, CNBC, and Chief Executive

US News Business Environment released 5/15/24; CNBC released 7/11/24; Chief Executive released 4/24/24

Plotted Against

Actual Performance for Job Growth, Wage Growth and Growth in GDP

3 years 2020-2023 Jobs & Wages: BLS QCEW annual; GDP: BEA

Trends That Will Impact North Carolina in the Next 5 Years



5 Critical Current National Trends in Competitiveness



Improvement
by
Competitor
States &
Regions
(The Race)

5 Critical Current National Trends in Competitiveness



Improvement
by
Competitor
States
(The Race)

Business
Climate
(Cost, Speed
& Certainty)

5 Critical Current National Trends in Competitiveness



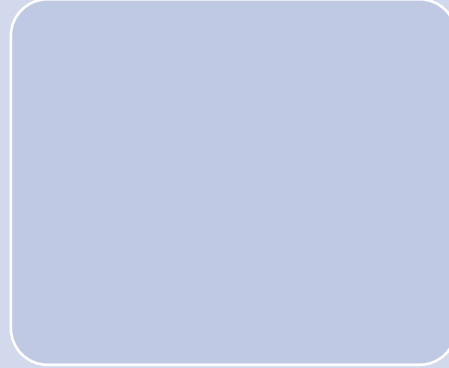
Improvement
by
Competitor
States
(The Race)



Business
Climate
(Cost, Speed
& Certainty)



Labor Force
Availability

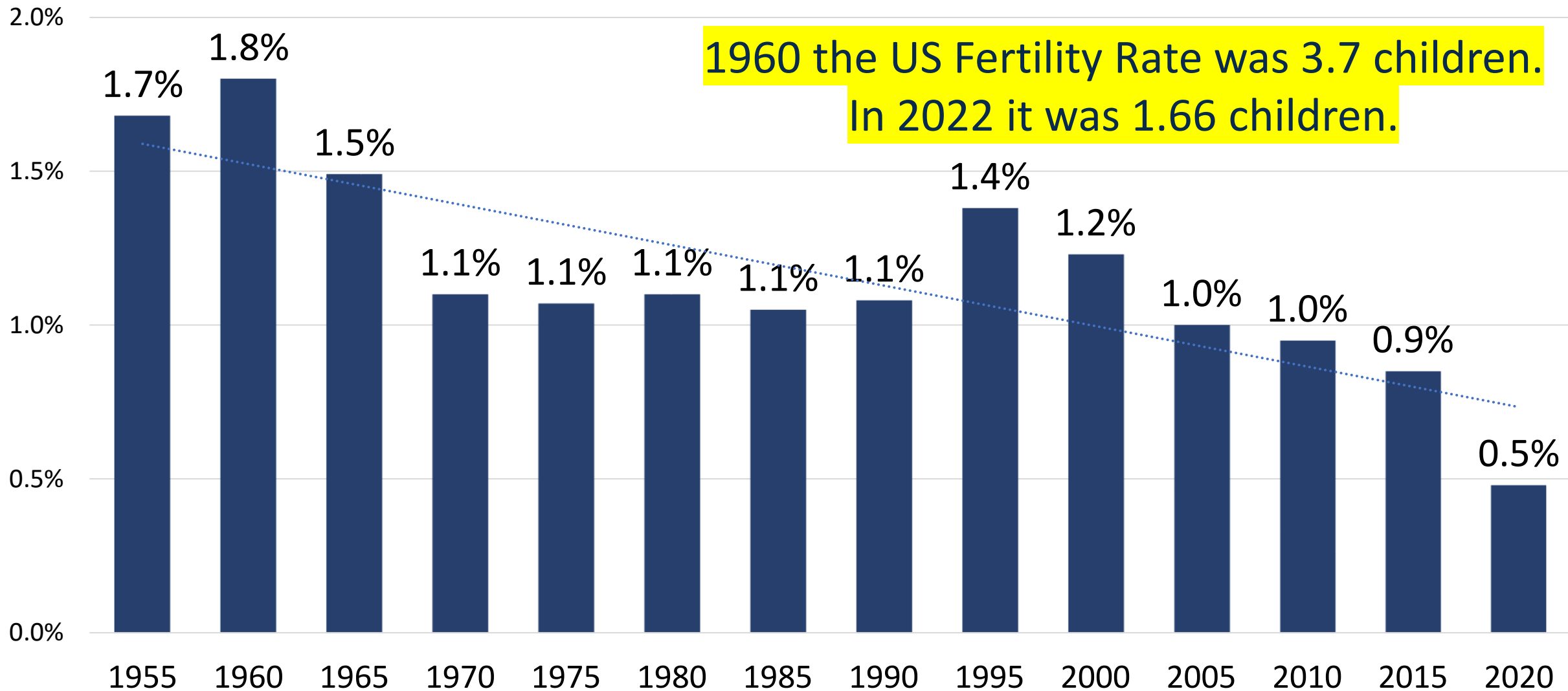


Workforce

Finding enough workers
with the needed skills
will be a challenge for
the foreseeable future!



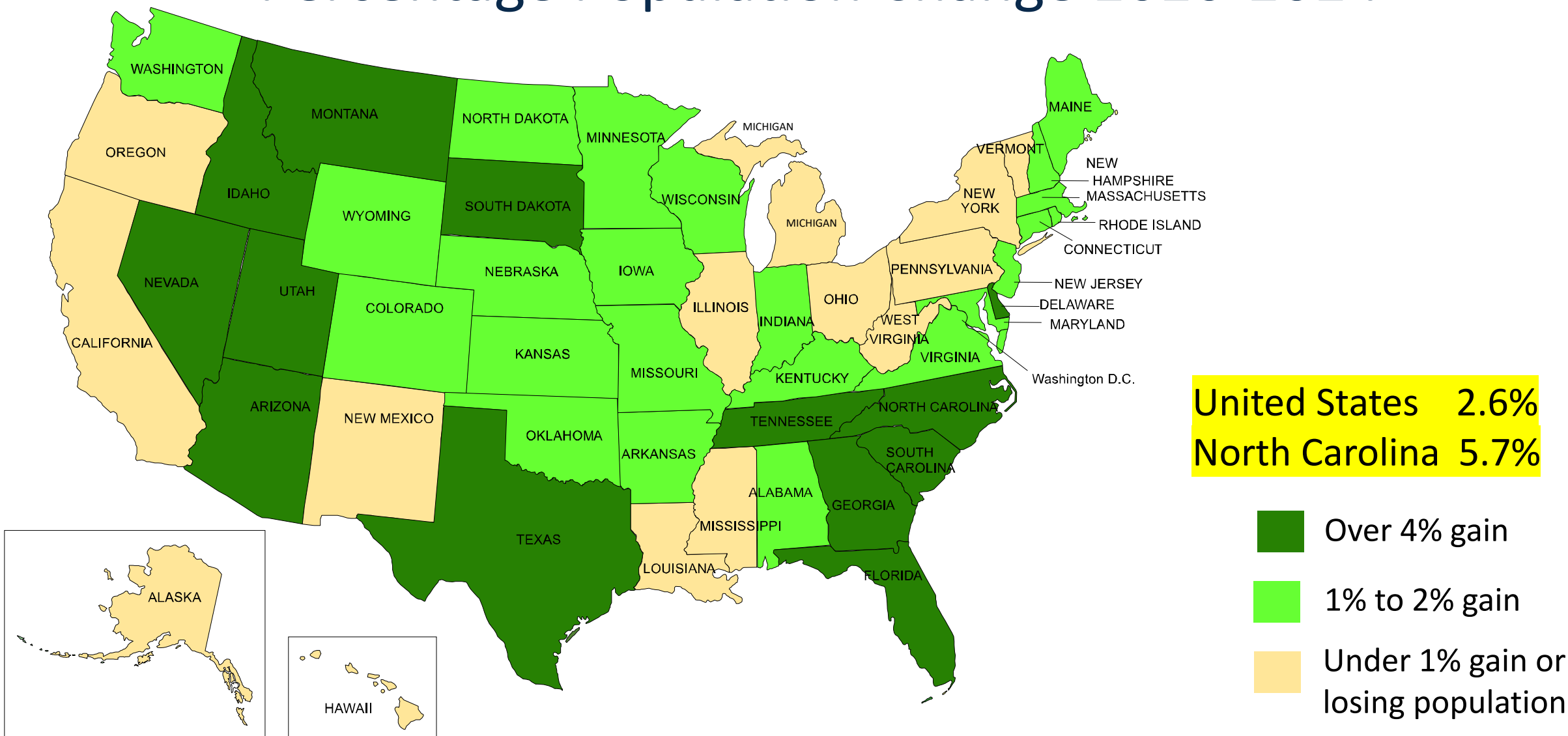
United States Population Growth Rate



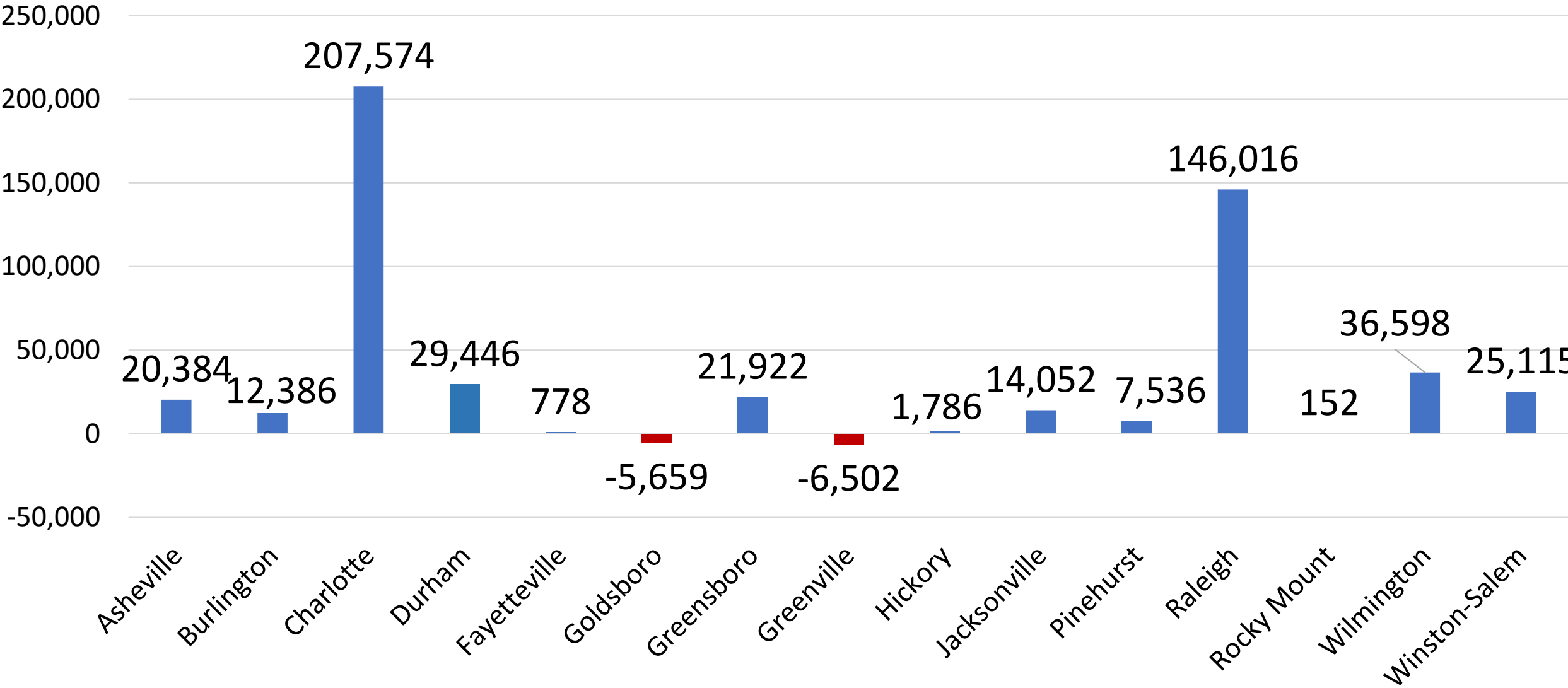
Millennials Are Not Having Children?



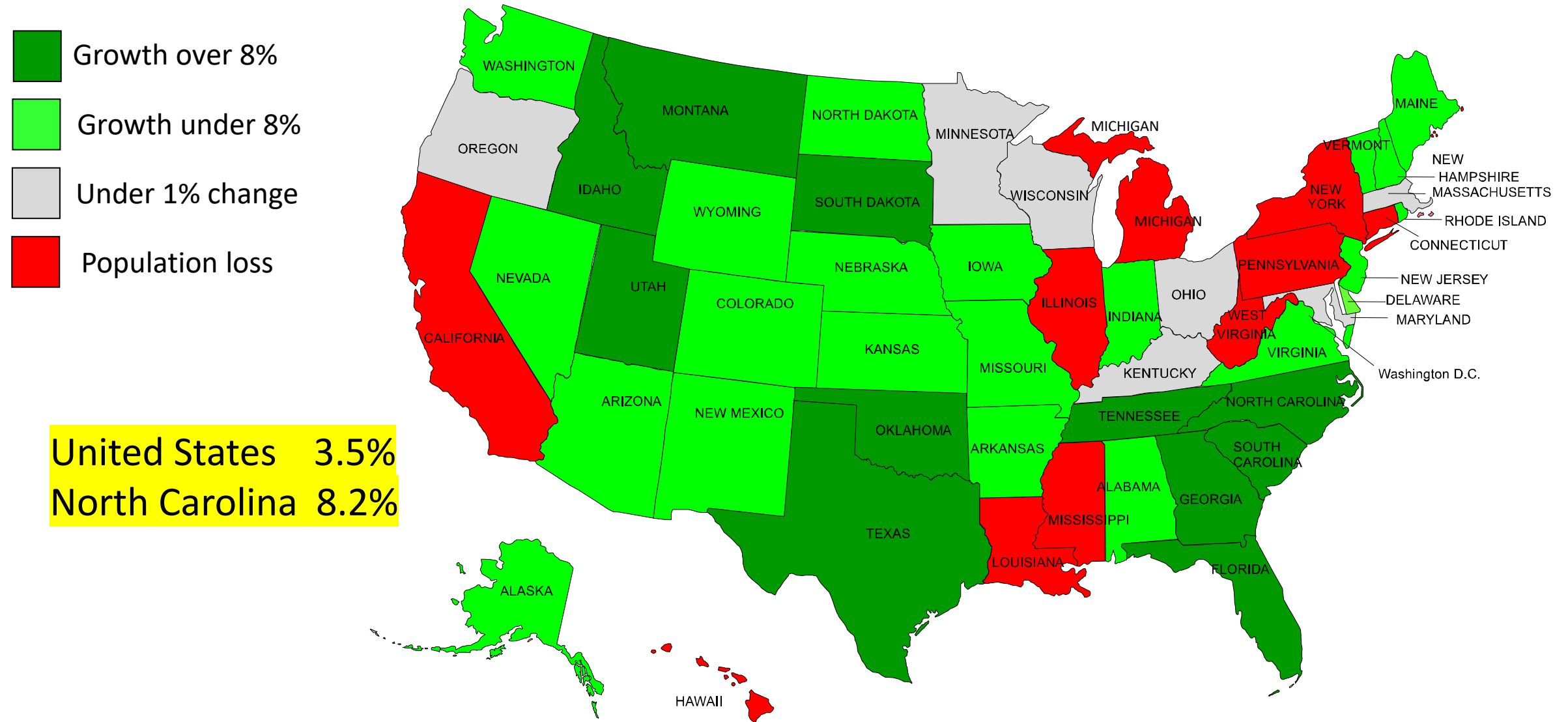
Percentage Population Change 2020-2024



NC Metros Population Growth 2019-2024



Projected Population Change 2024–2034 Ages 25-64

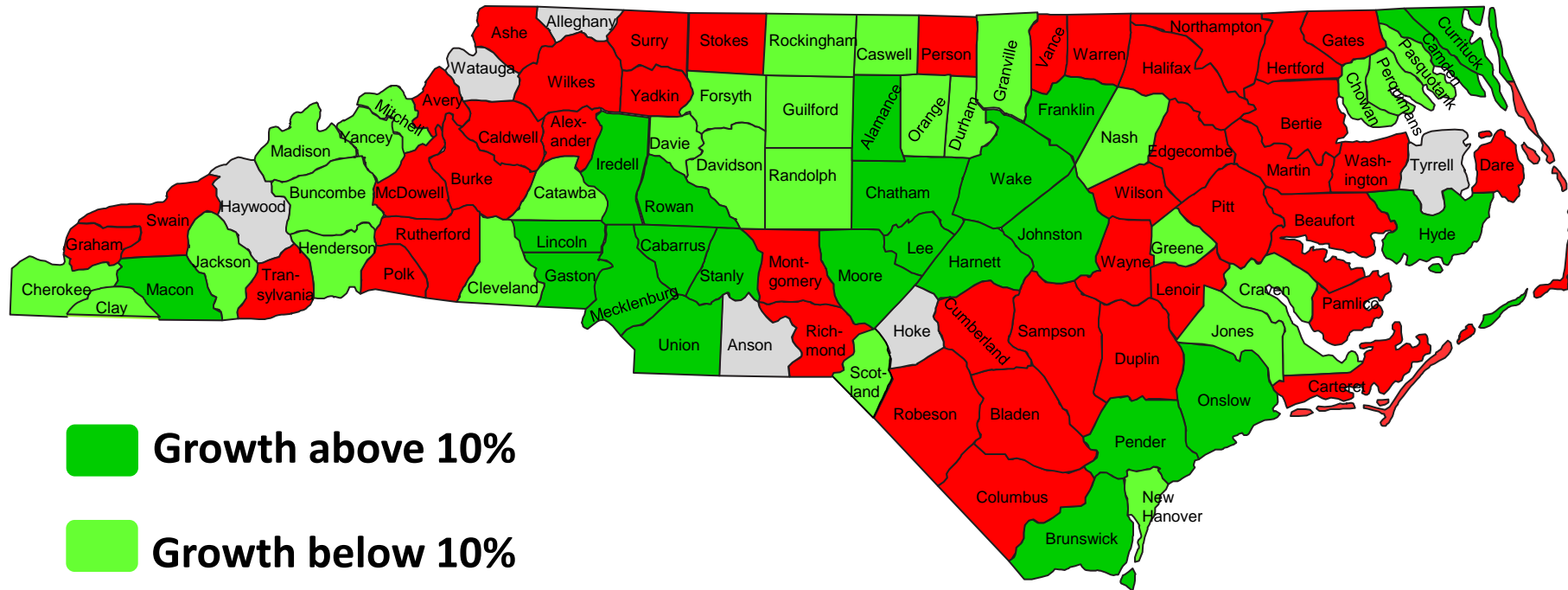






PROJECTED CHANGE IN LABOR FORCE AGE POPULATION

Ages 25 – 64

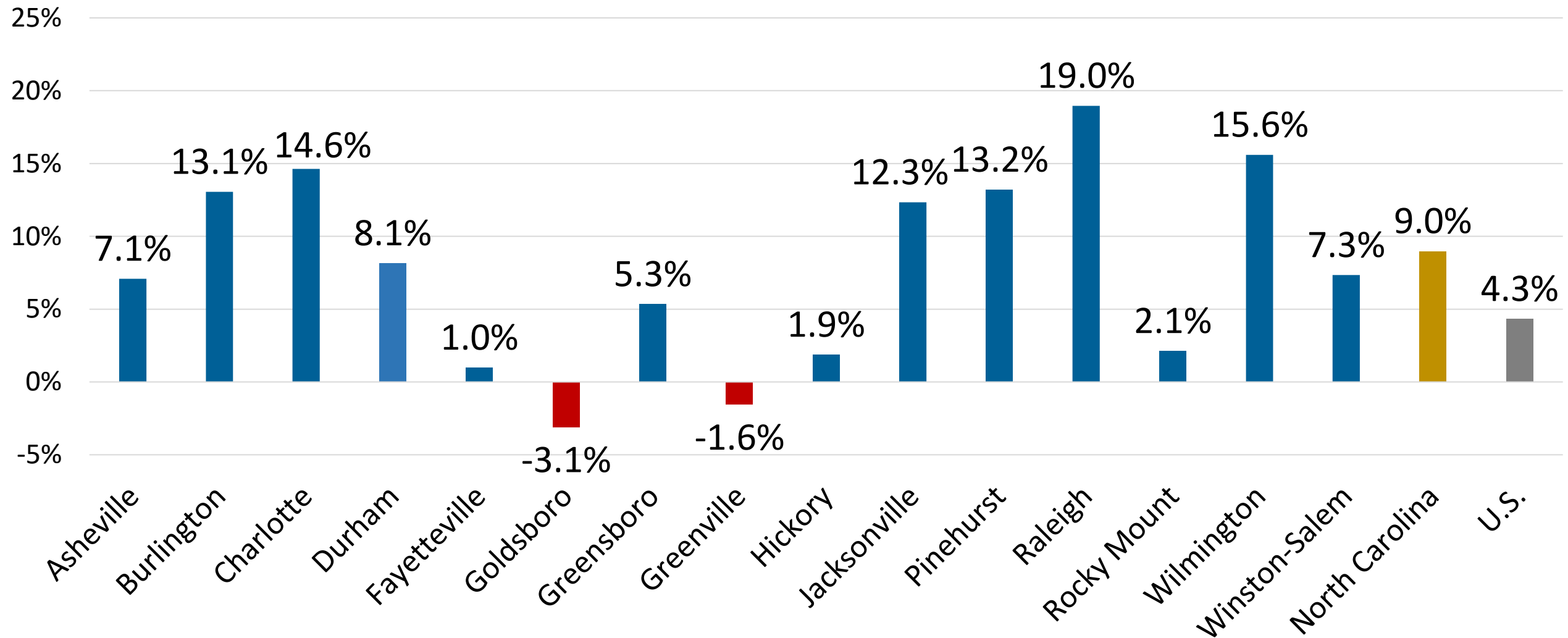
2024 - 2034

North Carolina state average 8.2%

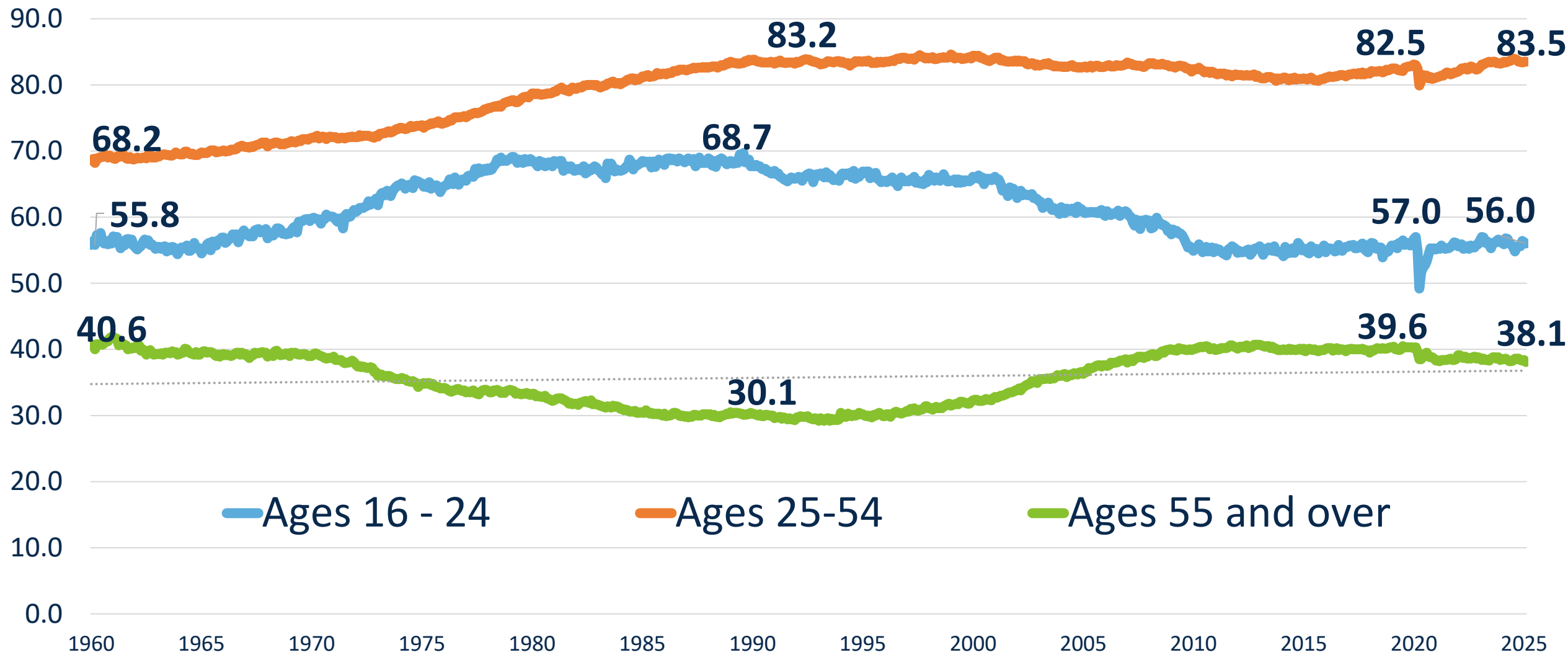


-  Growth above 10%
-  Growth below 10%
-  Losing population
-  Less than 1% or less than 100 person change

Projected Population Growth 2024-2034

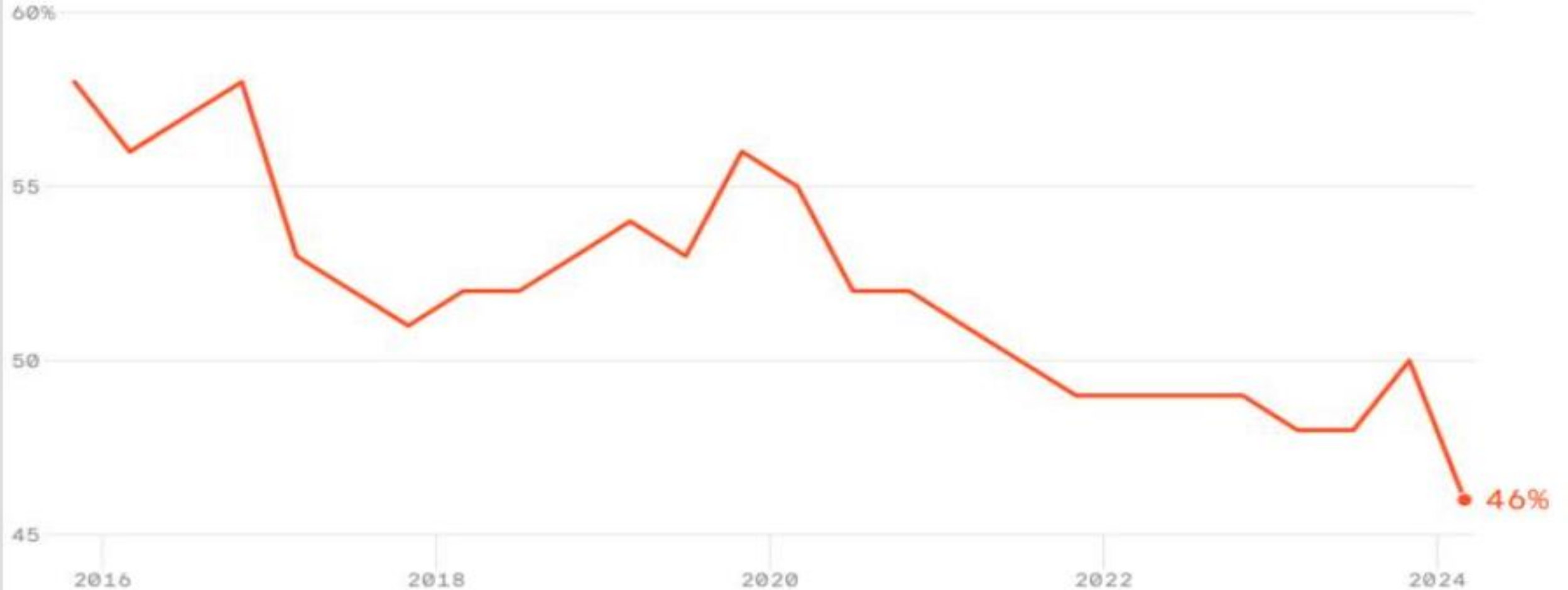


U.S. Labor Force Participation Rate 1960 - 2025



Share of Americans who think they'll work past 62

Triannually; Nov. 2015 to March 2024



MAY / 2024

talent >wars

P 04

TALENT
LANDSCAPE

Current
trends and
challenges

P 06

MYTHS
& FACTS

What
really drives
relocation

P 42

TOP MARKETING
TACTICS

How to
influence
talent

P 52

ACTION
ITEMS

Turning
the data
into action

What Really **Matters**
to **Talent** and What
Places Can Do to
Attract Them

dc*i*

Top Lifestyle Factors In Decision To Relocate

Blue Collar

White Collar

Factor 1

Cost of living
(7.5)

Cost of living
(7.9)

Housing availability
(7.5)

Housing availability
(7.9)

Housing cost
(7.5)

Safety/crime rates
(7.9)

Factor 2

Quality healthcare
(7.3)

Housing cost
(7.7)

Safety/crime rates
(7.3)

Quality healthcare
(7.7)

**The competition
between places to
attract new workers
has intensified!!!**

The New York Times

**Want to Move to Our Town?
Here's \$10,000 and a Free Bike.**

With offers of cash, housing and a budding talent pool, smaller cities and states hope to get in on the ground floor of a new era for remote workers.

WSJ | VIDEO

**Remote Workers Wanted: Small
Cities Offer Cash to Those Who
Relocate**

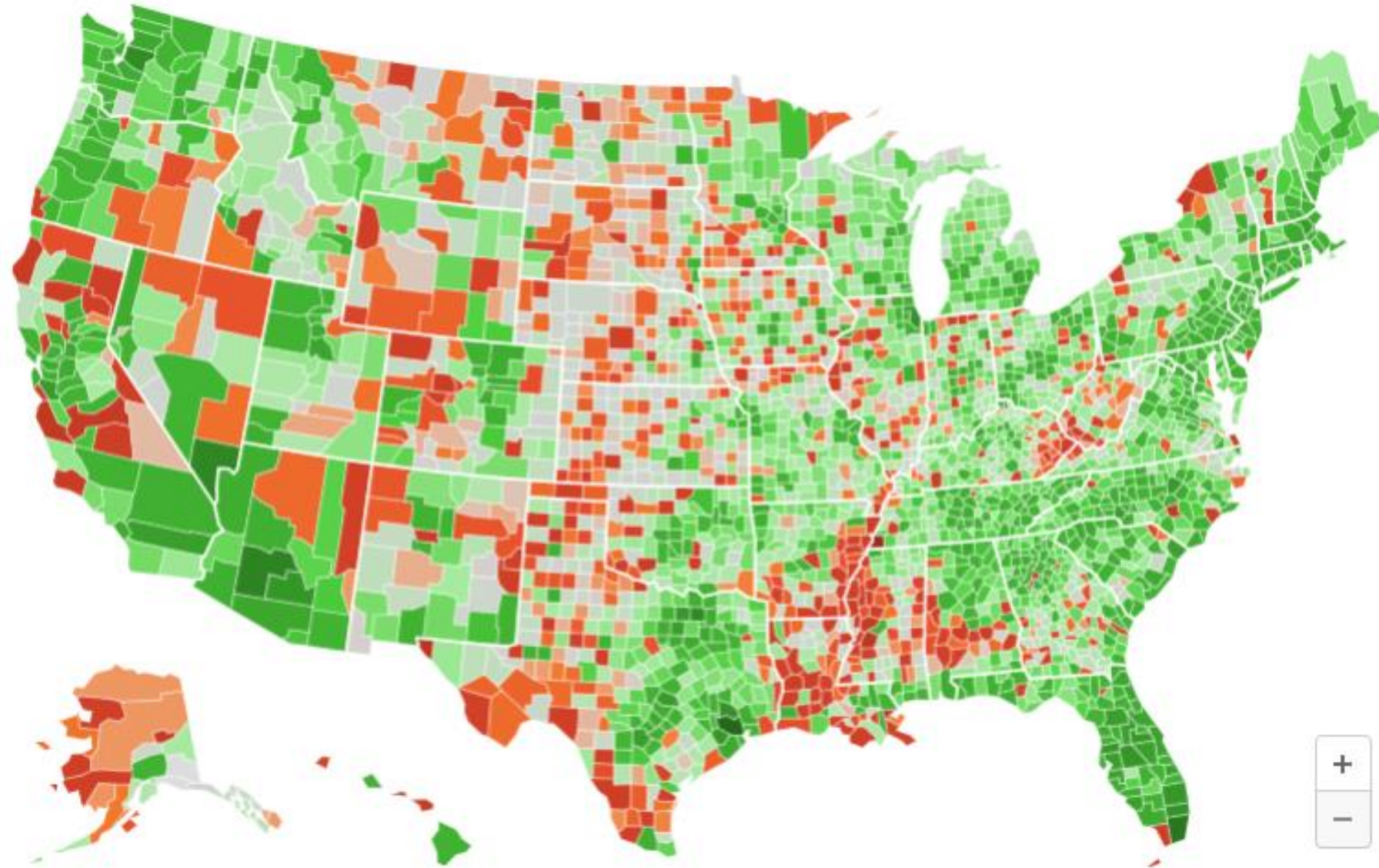
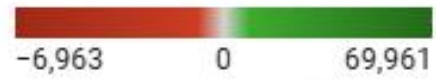
Rate of Americans relocating residences falls

1947 - 2019



Data: Census 2019 Current Population Survey Annual Social and Economic Supplement; Chart: Danielle Alberti/Axios

Net Migration in 2024

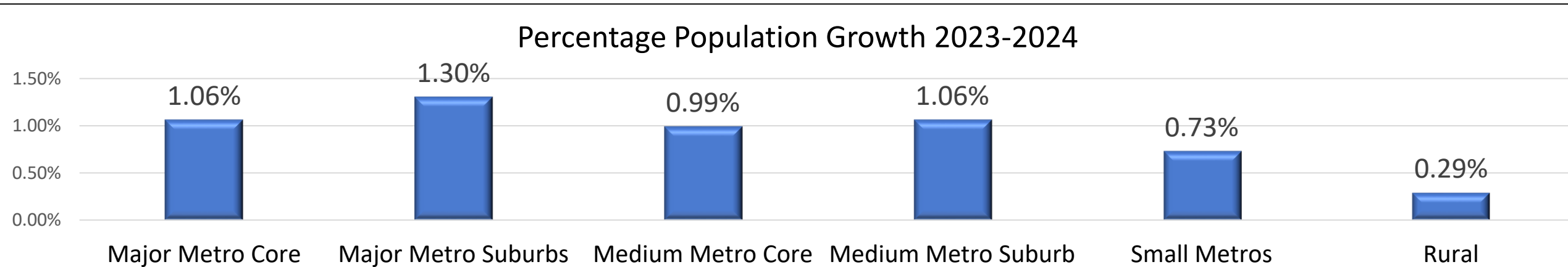


Map: Daily Yonder / Sarah Melotte • Source: Census Bureau • [Get the data](#) • Created with [Datawrapper](#)



County Type	2023 Population	2024 Population	% Change
Major Metro Core	91,704,288	92,676,972	1.06%
Major Metro Suburbs	96,793,061	98,053,513	1.30%
Medium-Sized Metro Core	52,647,997	53,167,361	0.99%
Medium-Sized Metro Suburbs	18,176,183	18,369,343	1.06%
Small Metros	30,577,300	30,801,581	0.73%
Nonmetro (Rural)	46,330,480	46,464,712	0.29%

Table: Daily Yonder / Sarah Melotte • [Get the data](#) • Created with [Datawrapper](#)

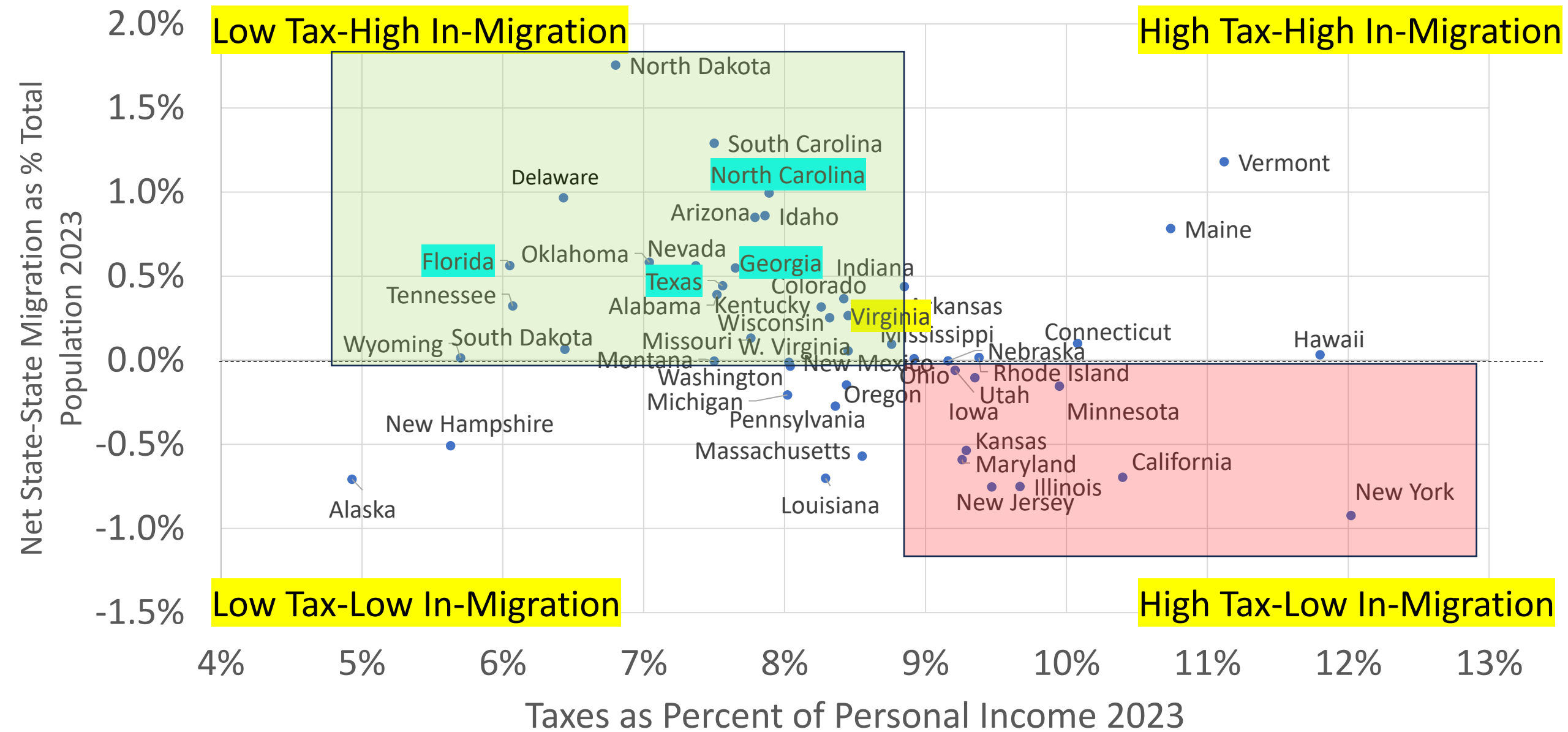


U.S. Metropolitan Statistical Areas by Numeric Growth: July 1, 2023-July 1, 2024

Rank	Metro area	Numeric change
1	New York-Newark-Jersey City, NY-NJ.....	213,403
2	Houston-Pasadena-The Woodlands, TX.....	198,171
3	Dallas-Fort Worth-Arlington, TX.....	177,922
4	Miami-Fort Lauderdale-West Palm Beach, FL.....	123,471
5	Washington-Arlington-Alexandria, DC-VA-MD-WV.....	90,608
6	Phoenix-Mesa-Chandler, AZ.....	84,938
7	Orlando-Kissimmee-Sanford, FL.....	75,969
8	Atlanta-Sandy Springs-Roswell, GA.....	75,134
9	Chicago-Naperville-Elgin, IL-IN.....	70,762
10	Seattle-Tacoma-Bellevue, WA.....	66,666
11	Charlotte-Concord-Gastonia, NC-SC.....	61,176
12	Boston-Cambridge-Newton, MA-NH.....	58,251
13	Austin-Round Rock-San Marcos, TX.....	58,019
14	Tampa-St. Petersburg-Clearwater, FL.....	50,482
15	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD.....	49,520
16	San Antonio-New Braunfels, TX.....	47,297
17	Las Vegas-Henderson-North Las Vegas, NV.....	44,586
18	Los Angeles-Long Beach-Anaheim, CA.....	41,214
19	Riverside-San Bernardino-Ontario, CA.....	39,860
20	Raleigh-Cary, NC.....	39,165
21	San Francisco-Oakland-Fremont, CA.....	39,041
22	Jacksonville, FL.....	37,350
23	Nashville-Davidson--Murfreesboro--Franklin, TN.....	36,567
24	Minneapolis-St. Paul-Bloomington, MN-WI.....	35,476
25	Denver-Aurora-Centennial, CO.....	31,748

Guaranteed
Bar Bet
Winner

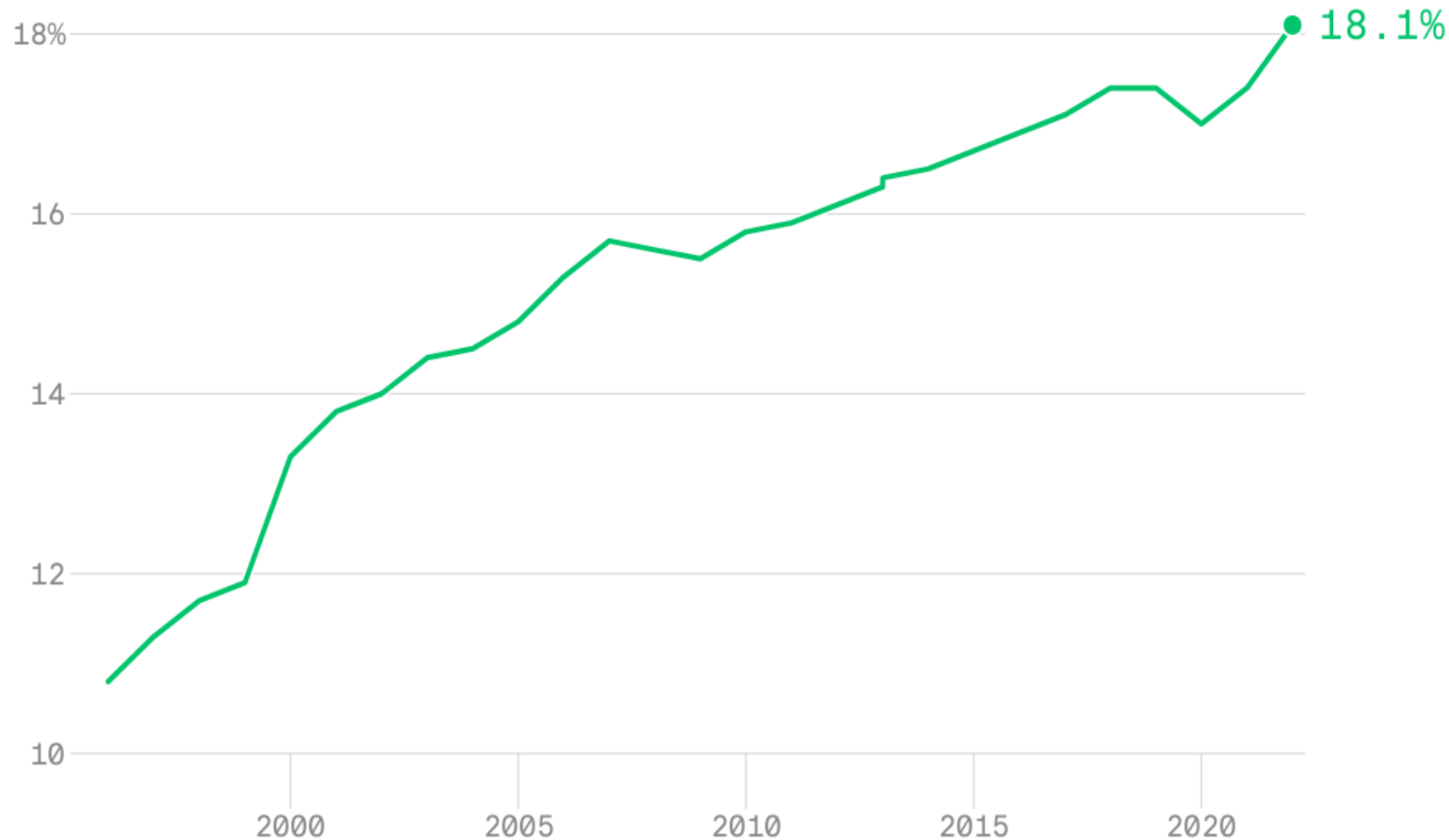
Source: U.S. Census Bureau. Vintage 2024 Population Estimates.



Source: US Census Bureau & US Bureau of Economic Analysis

Share of U.S. workforce that is foreign-born

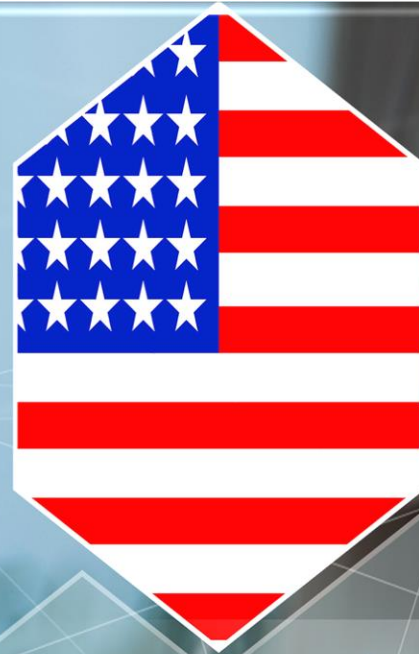
Annually; 1996-2022



The share of foreign-born people in the workforce has been steadily rising for decades.

The number of foreign-born workers in the U.S. increased to 29.8 million in 2022, from 27.9 million the previous year — a jump of about 6%.

Impacts over
the next year
on
construction,
agriculture,
food
processing
and
hospitality?



IMMIGRATION

Labor availability will
get tighter, and
companies will look for
denser pockets of
people.

SO
WHAT?

5 Critical Current National Trends in Competitiveness



Improvement
by
Competitor
States
(The Race)



Business
Climate
(Cost, Speed
& Certainty)



Labor Force
Availability

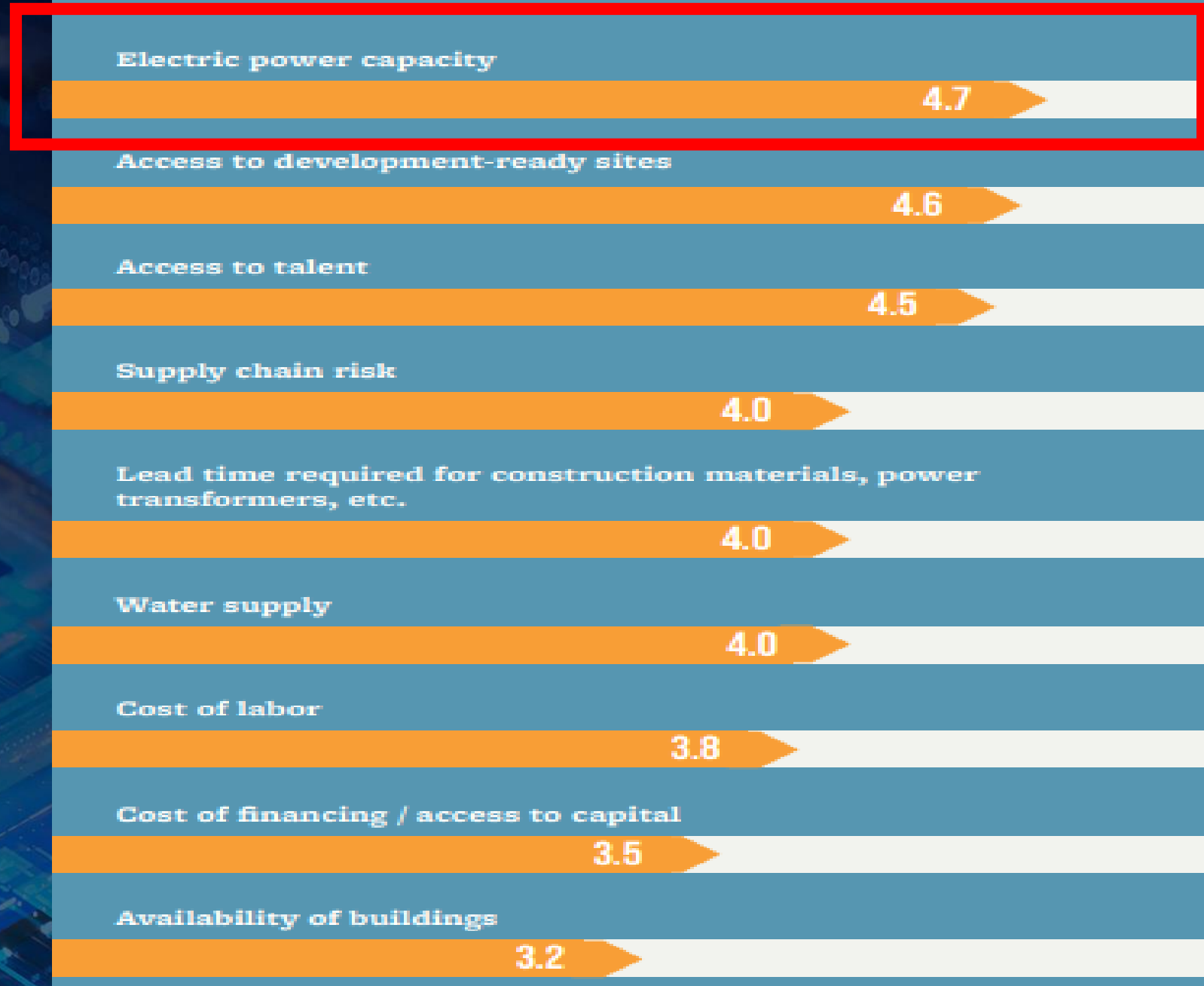


Power Supply
(Energy)





FACTORS MOST IMPACTING INDUSTRIAL PROJECTS (1 = NO IMPACT, 5 = SIGNIFICANT IMPACT)

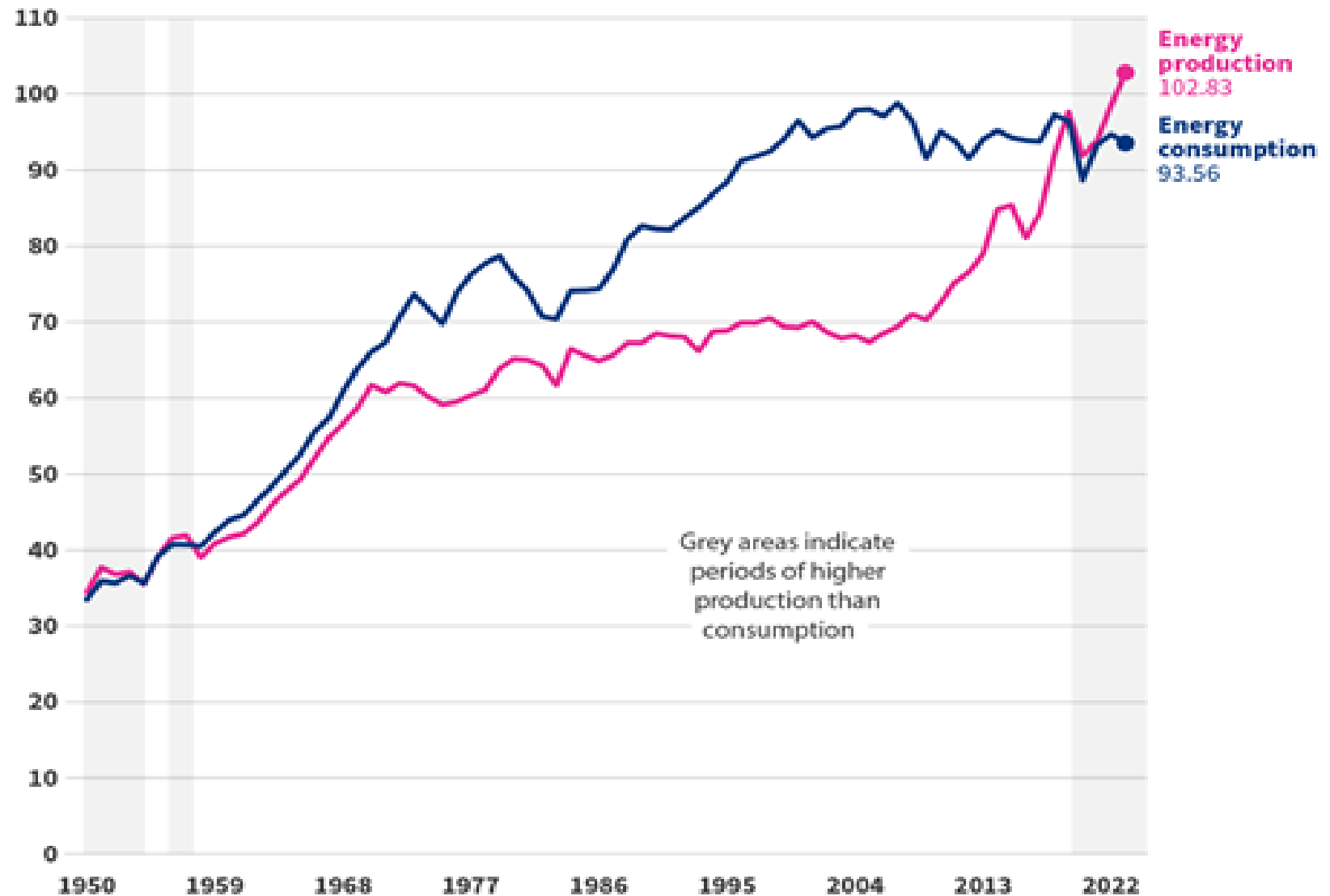


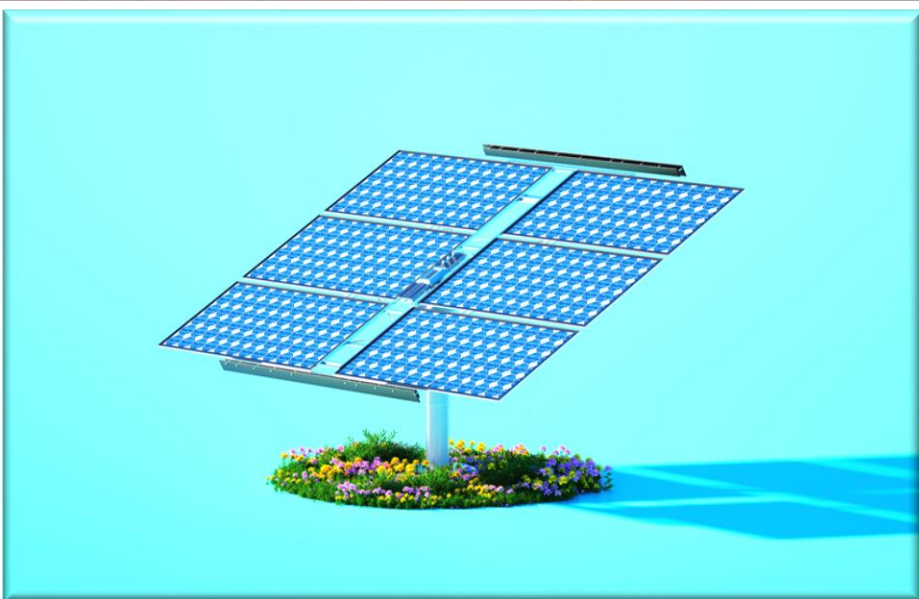
Source: State of Site Selection – Site
Selectors Guild 2024

The US is the world's top producer of both oil and gas. In 2023, fossil fuels were 75% of US energy production, with natural gas accounting for 38.2% and crude oil accounting for 26.1%. Renewable energy sources comprised 8.2%. Nuclear energy was at 8.1%.

US energy production and consumption

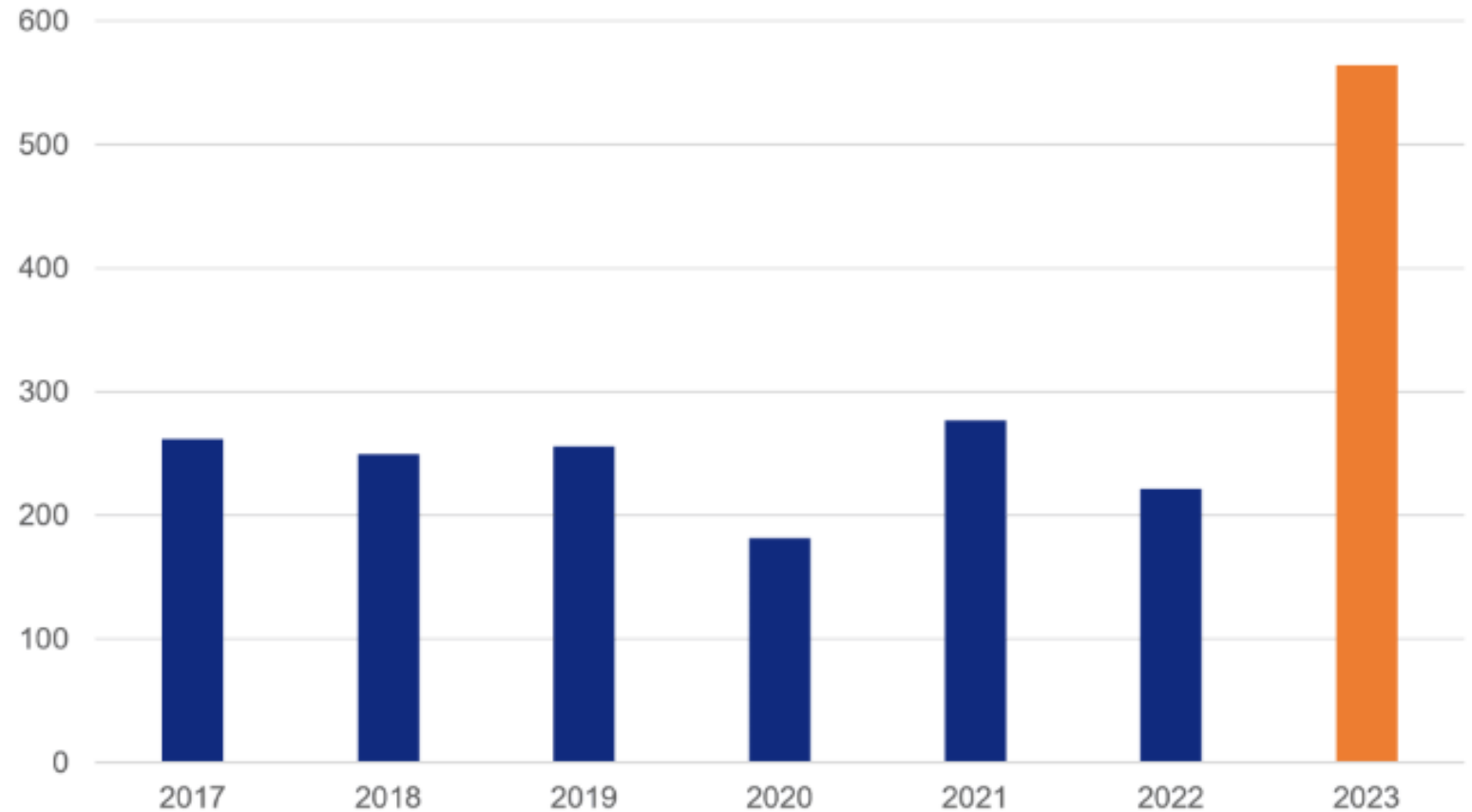
In quadrillion BTUs





Projections for New Energy Demand in North America Doubles

9-year growth forecast for demand for new electricity (1,000 GW hours)



Source: North American Electric Reliability Corporation Long Term Reliability Assessment, 2017-2023.

5 Critical Current National Trends in Competitiveness



Improvement
by
Competitor
States
(The Race)



Business
Climate
(Cost, Speed
& Certainty)



Labor Force
Availability



Power Supply
(Energy)

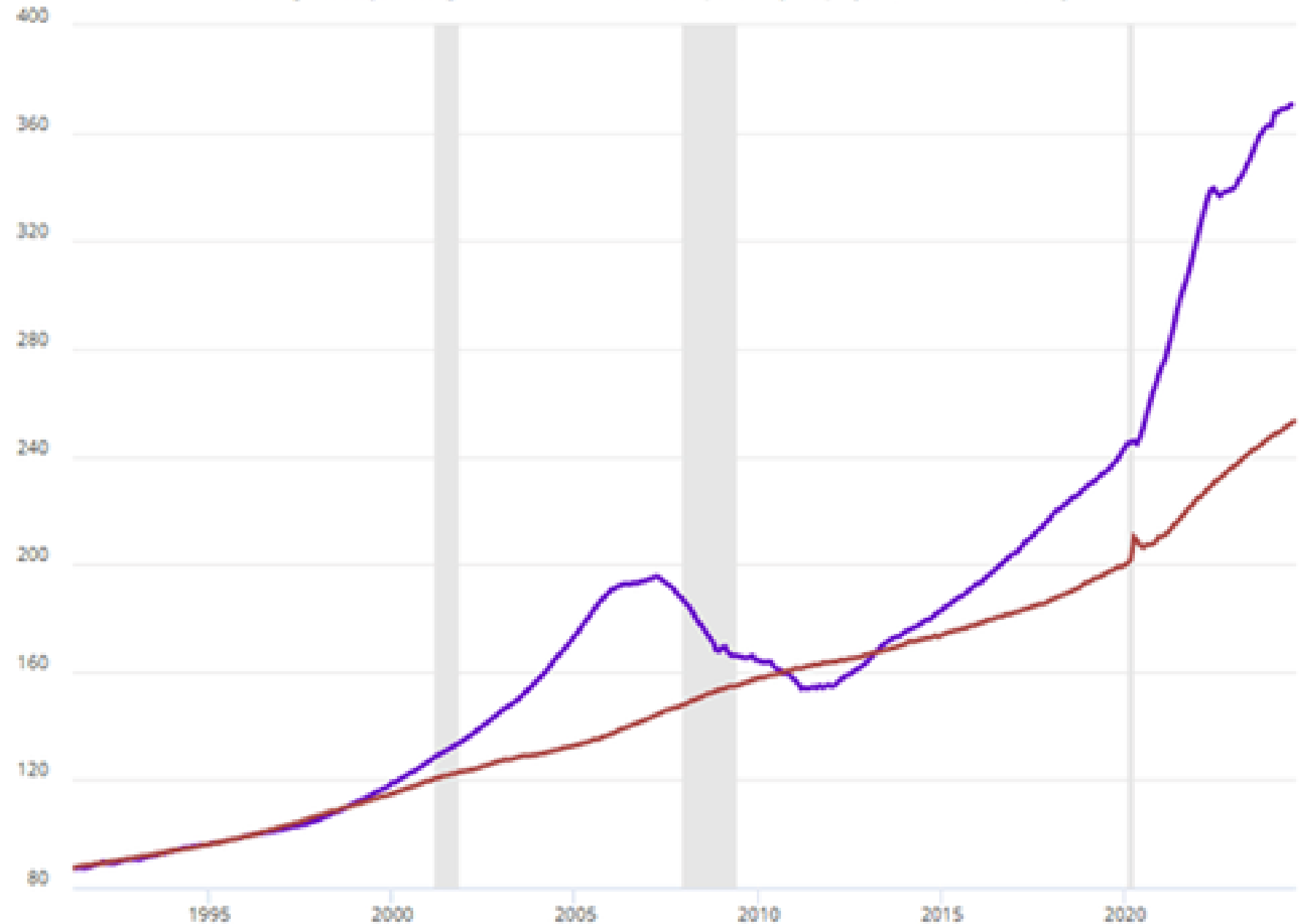


Housing Costs

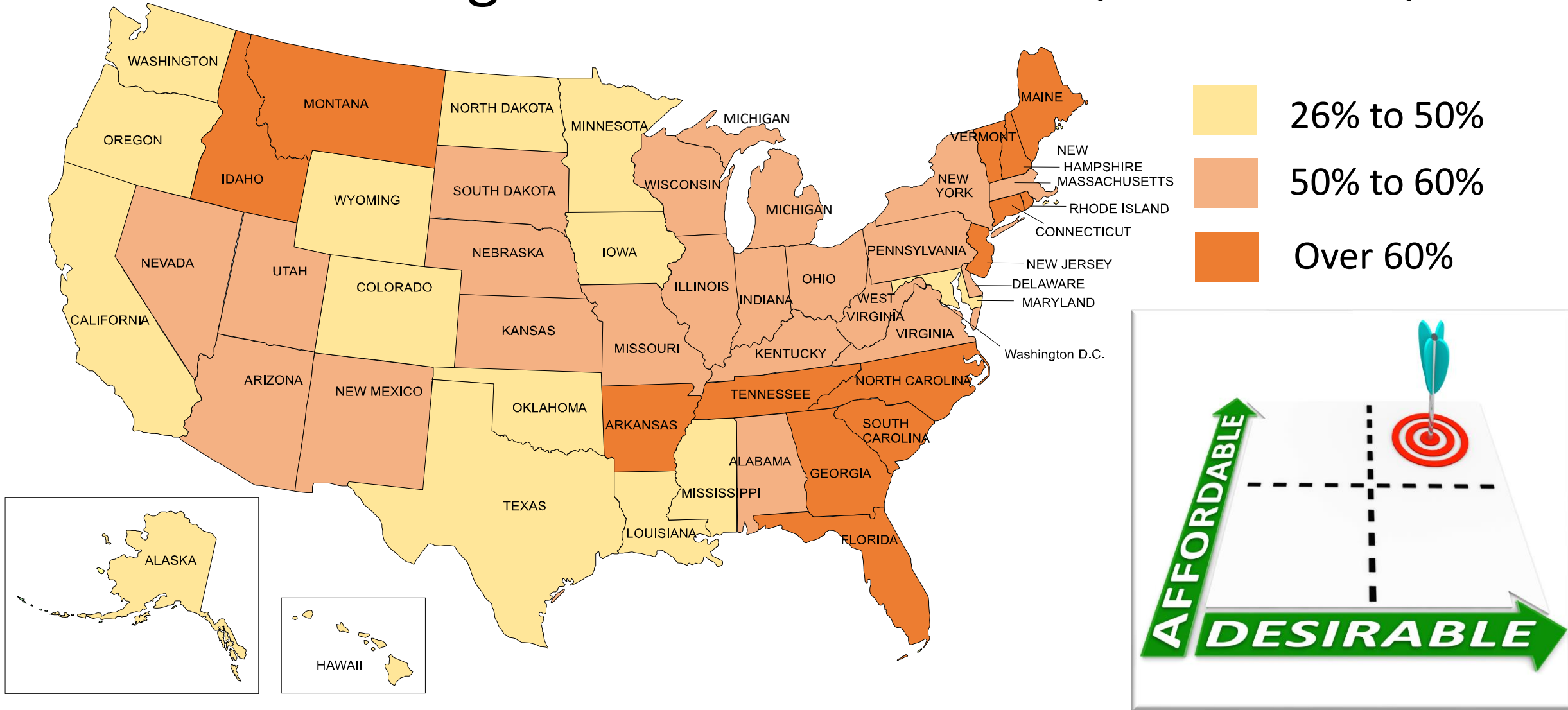


FRED

— Purchase Only House Price Index for the United States, May 1996=100
— Average Hourly Earnings of Production and Nonsupervisory Employees, Total Private, May 1996=100

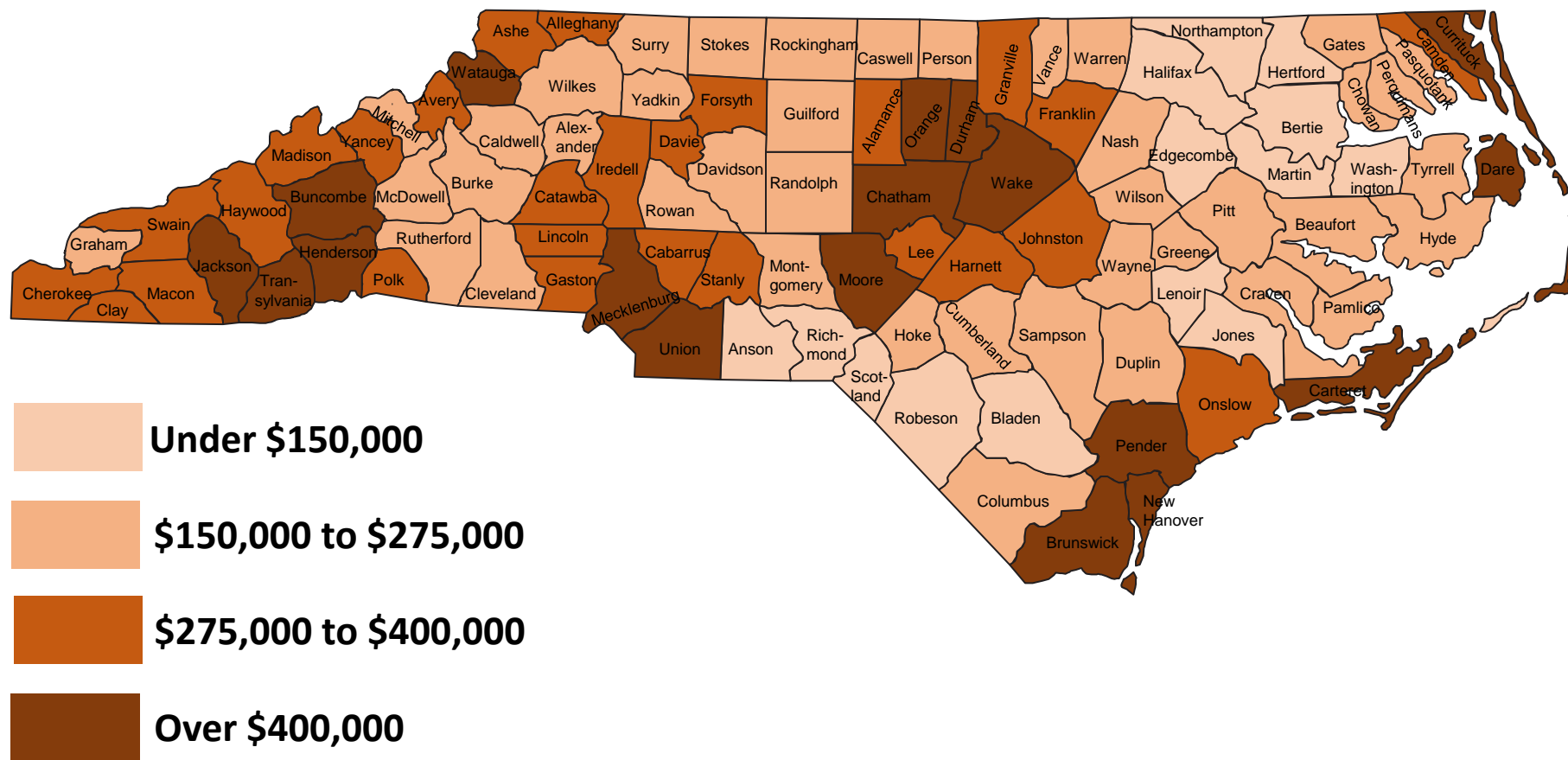


Housing Price Increase 2020Q1 to 2024Q4



Home Values: March 2025

NC Average: \$331,761



Affordability is
now a more
important
consideration.



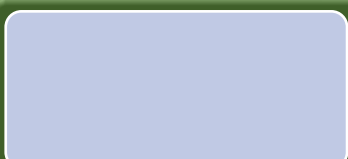
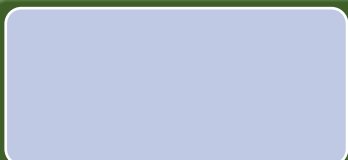
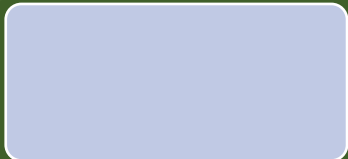
SO
WHAT?

Housing, or shelter, looks to be an increasing crisis that will have a huge impact across the State/Country and will be a priority for public officials.

6-10 More Critical Current Trends in Economic Growth



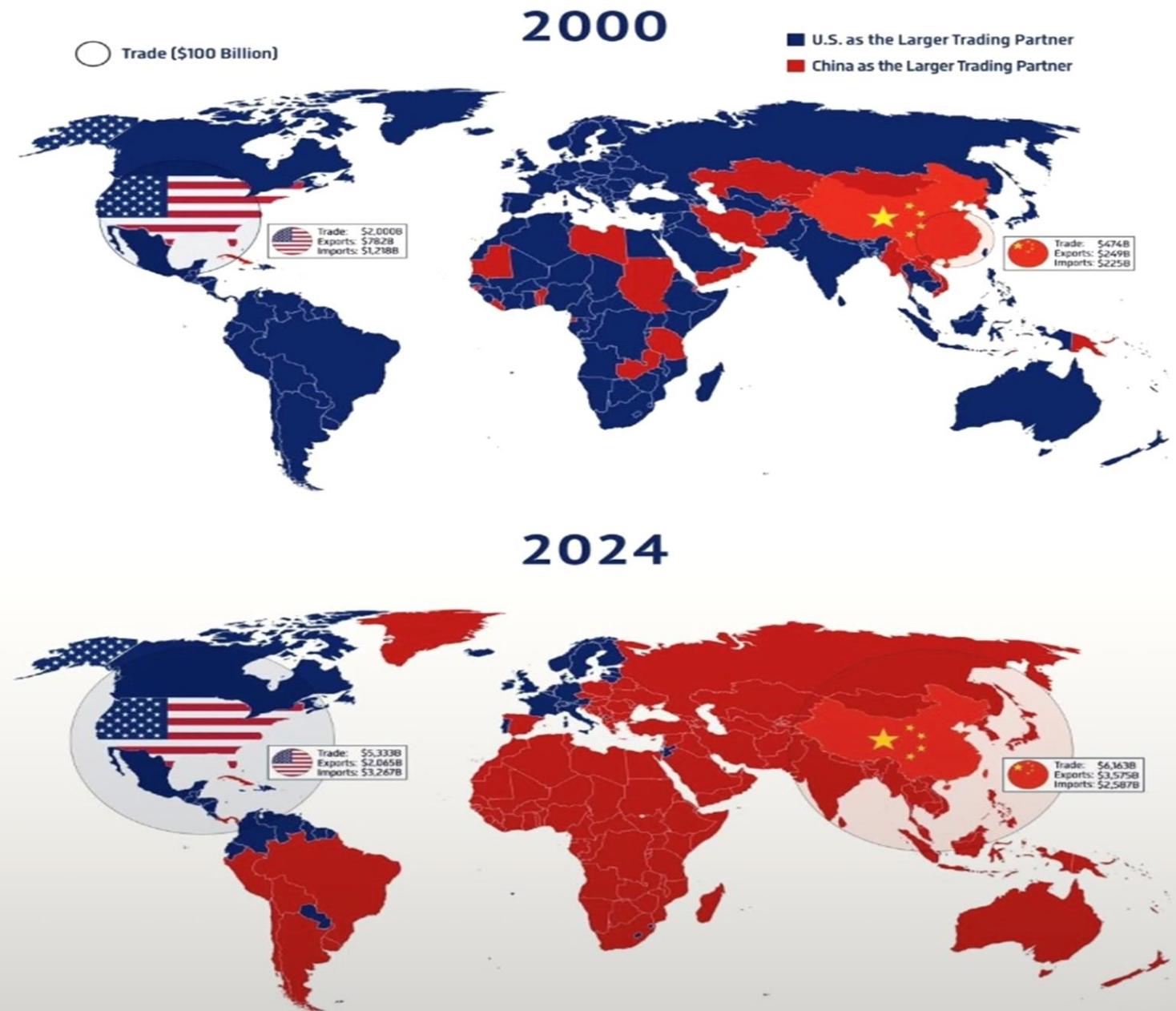
Evolving Globalization



Geoeconomics and Geopolitics are in Transition



My business philosophy includes “value your customers and never forget your friends.”



We are currently decoupling the China-USA relationship and igniting a new global trading norm.

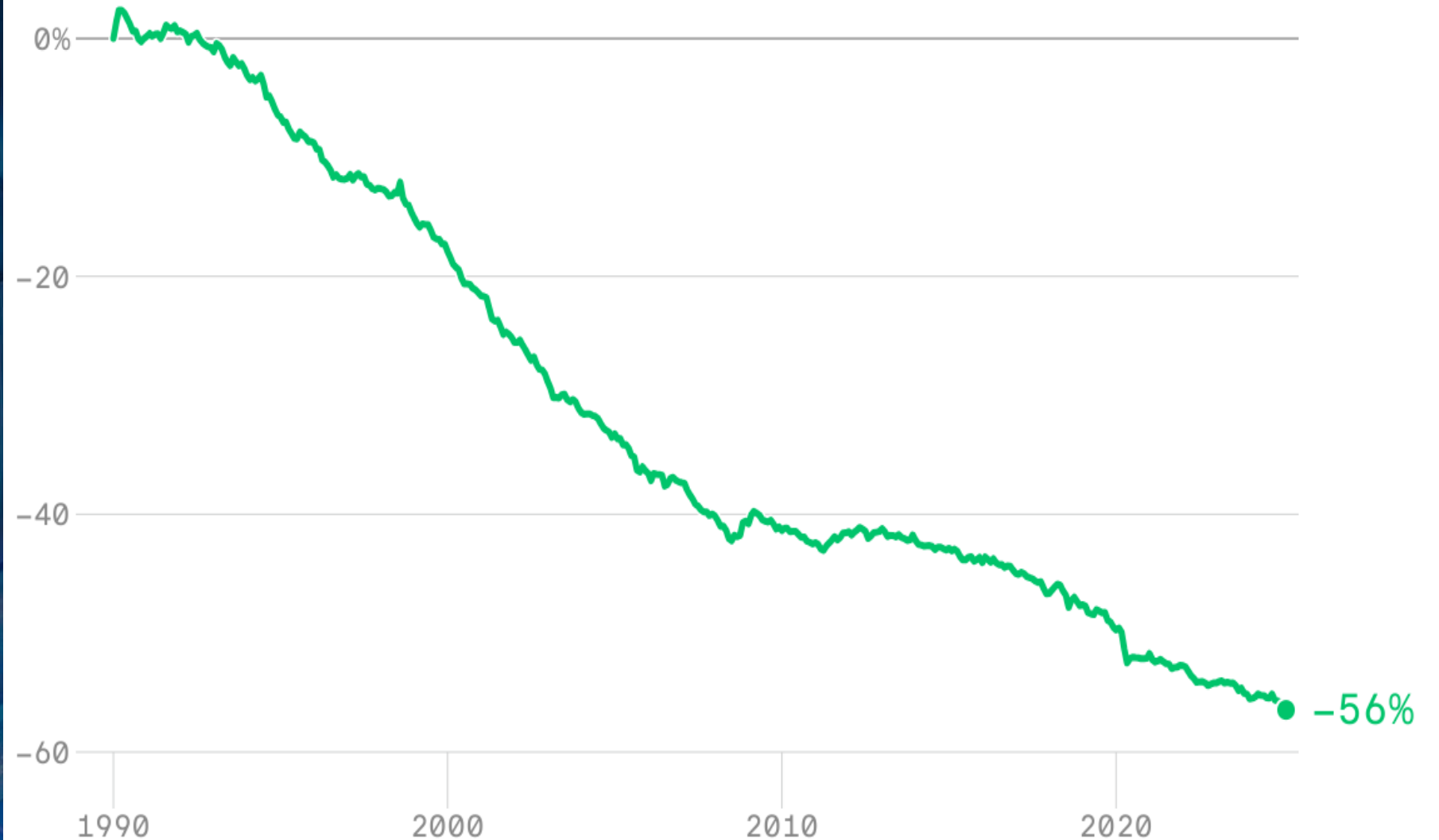
China's Share in Total US Goods' Imports
SA



Source: Census Bureau

Change in real apparel prices

Monthly; from January 1990 to February 2025



Data: [Federal Reserve Economic Data](#). Chart: Axios Visuals

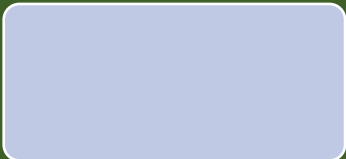
6-10 Critical Current Trends in Economic Growth



Evolving Globalization



USA Industrial Policy



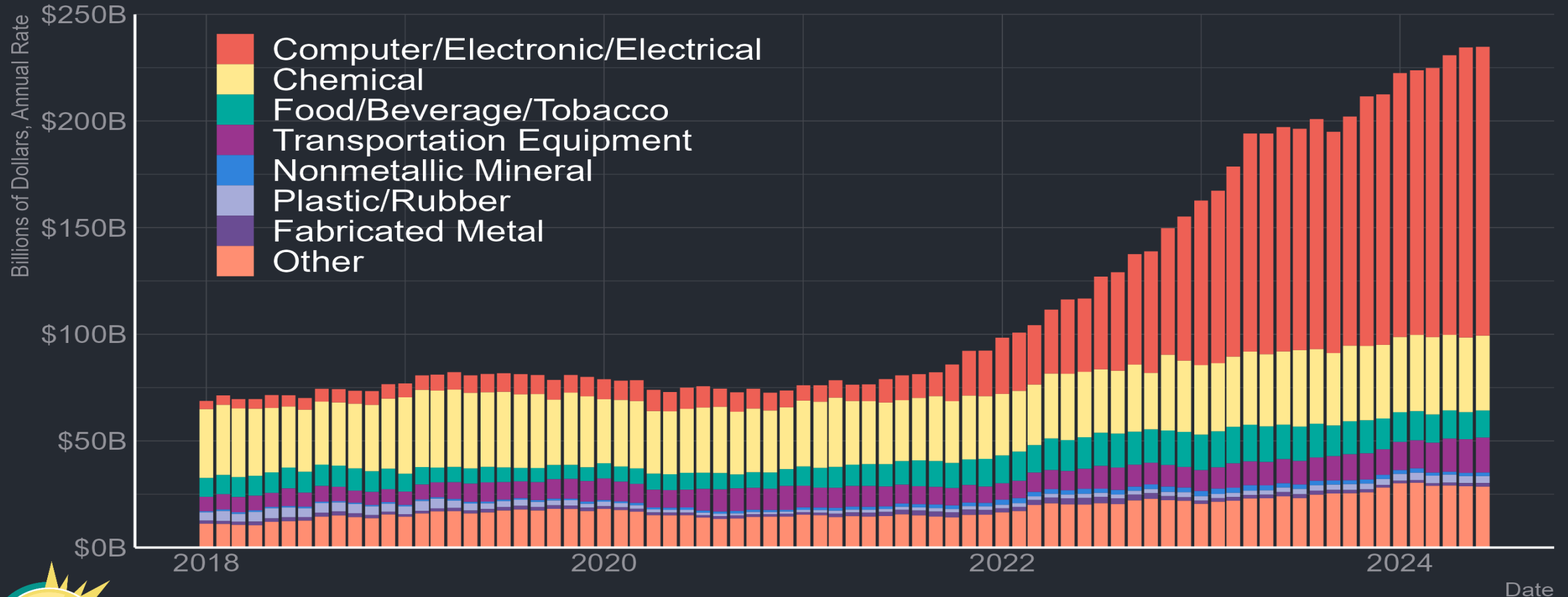
A national
policy
prioritization
on American
manufacturing.

The image features two interlocking gears. The larger, foreground gear is light gray and has the word 'manufacturing' written along its inner curve. The smaller, background gear is yellow and has the words 'high-tech' written along its inner curve. The background of the entire image is a dark blue, abstract representation of a circuit board or a complex manufacturing structure with glowing points of light.

high-tech
manufacturing

US Manufacturing Construction Spending

Computer/Electronic Manufacturing Now Makes Up Nearly 60% of Manufacturing Construction



Bipartisan Infrastructure Law, Inflation Reduction Act, and CHIPS and Science Act

Graph created by @JosephPolitano using US Census data

U.S. manufacturing GDP

In 2025 dollars; Quarterly; Q1 2005 to Q4 2024

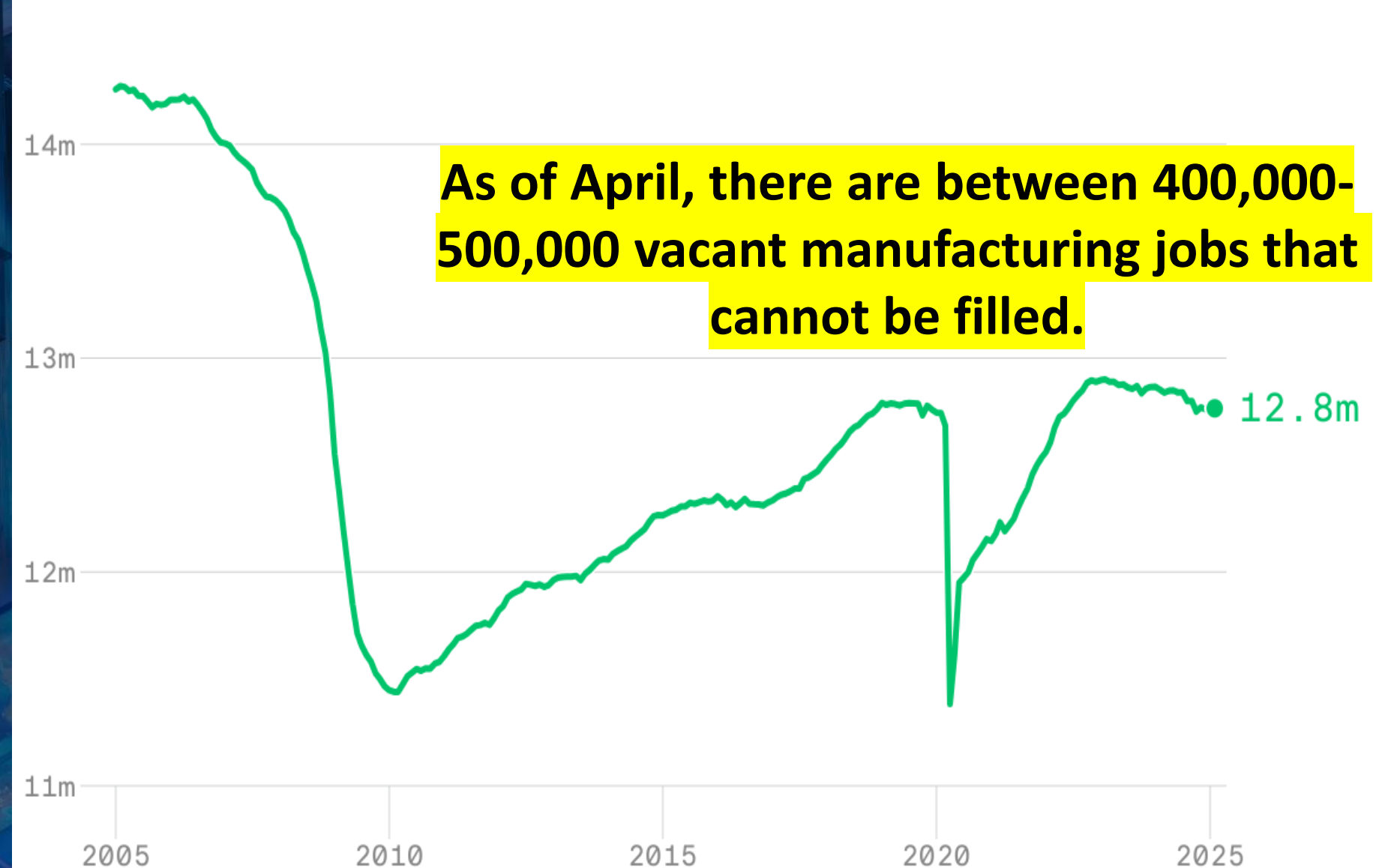


From January 2020 to February 2025, real GDP in the sector rose nearly 11%, to \$3.1 trillion from \$2.8 trillion in 2025 dollars, per data from the Bureau of Economic Analysis.

Data: Bureau of Economic Analysis. Chart: Axios Visuals

All U.S. manufacturing employees

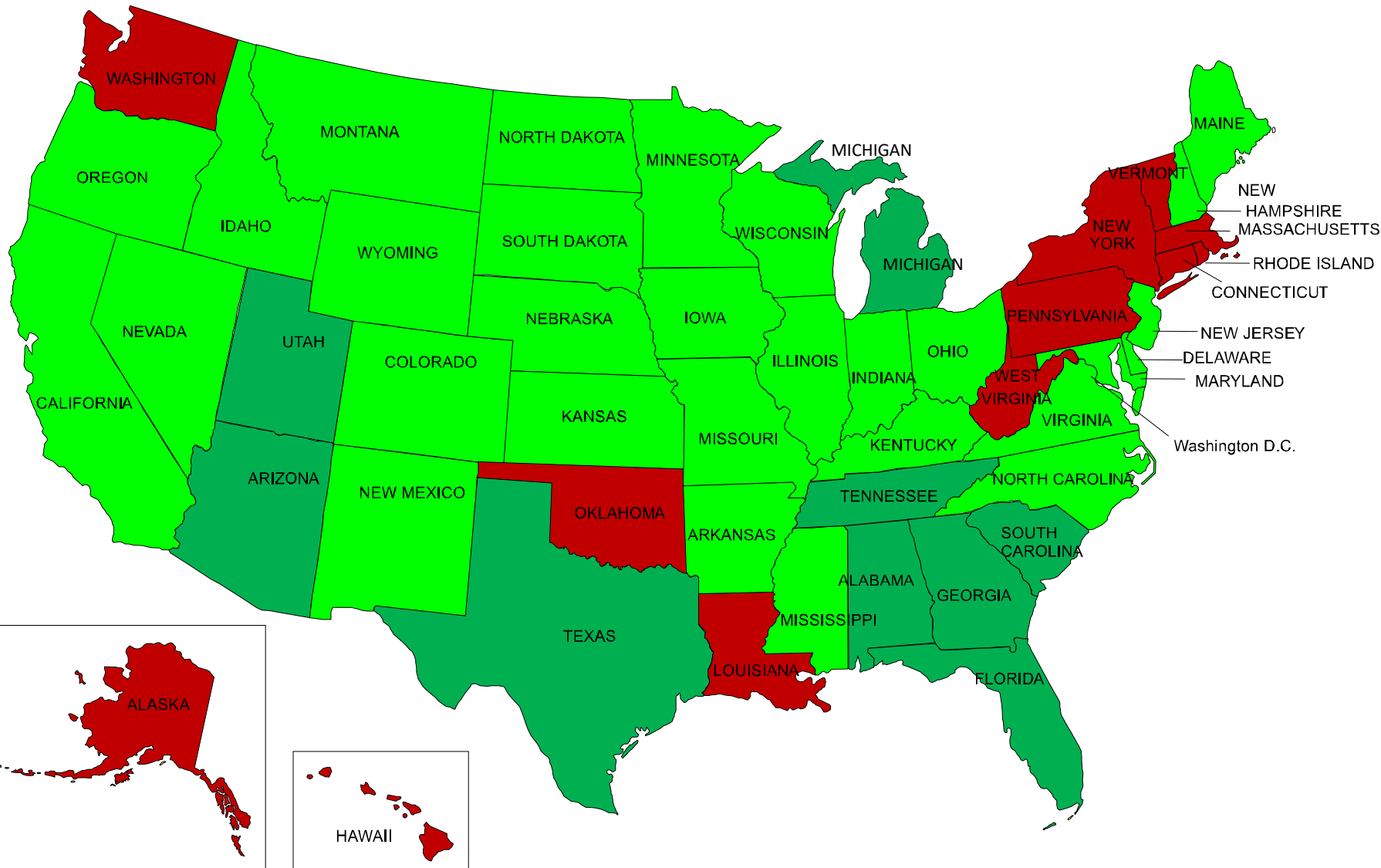
Monthly; January 2005 to February 2025




In January 2020 there were 12.75 million workers in manufacturing. In February 2025 that number was 12.76 million, hardly budging, per data from the Labor Department.

Data: Bureau of Labor Statistics. Chart: Axios Visuals

Change in Manufacturing Jobs 2014-2024

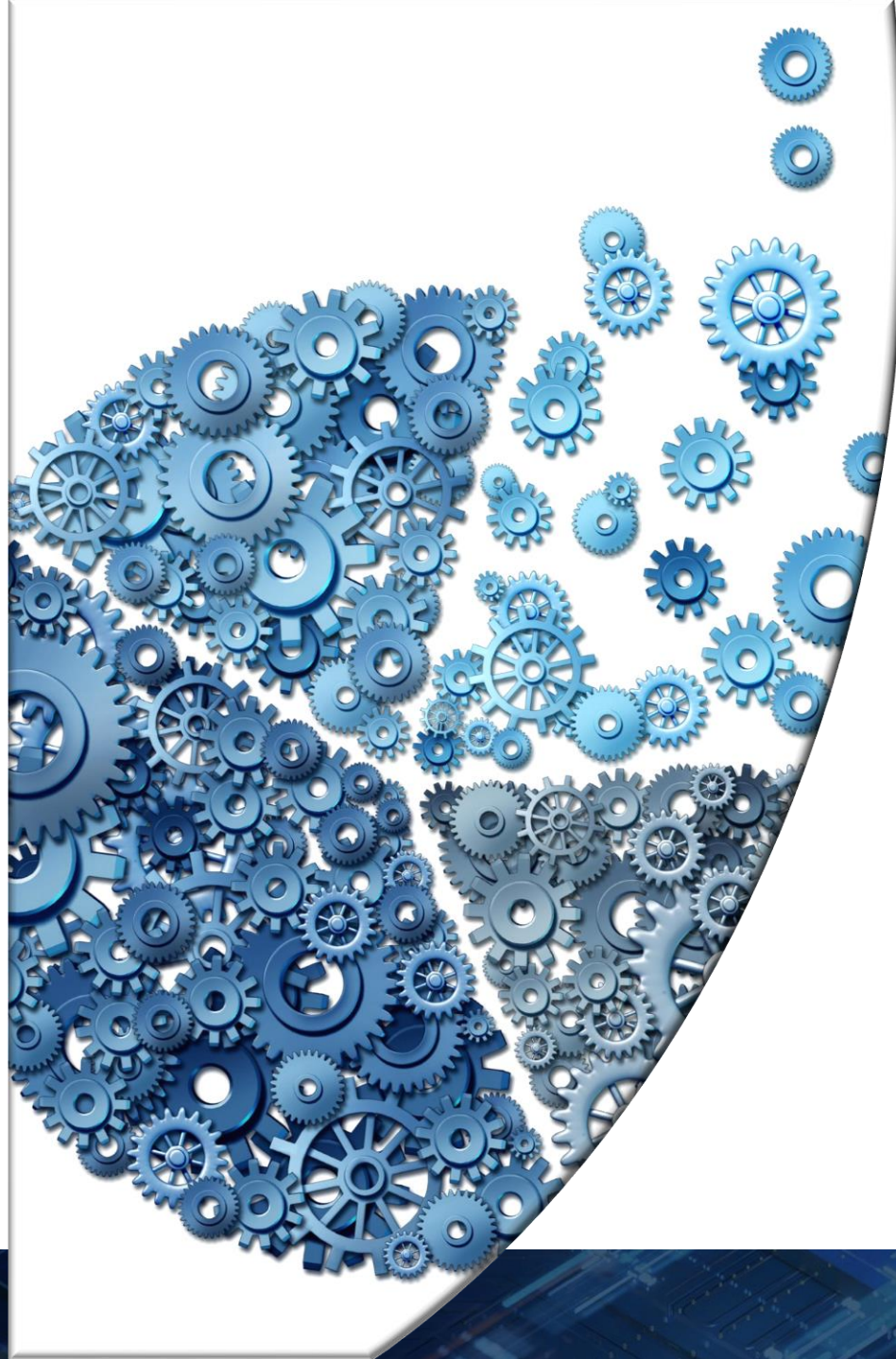


United States	5.7%
North Carolina	4.4%

 Over 30,000 net new jobs

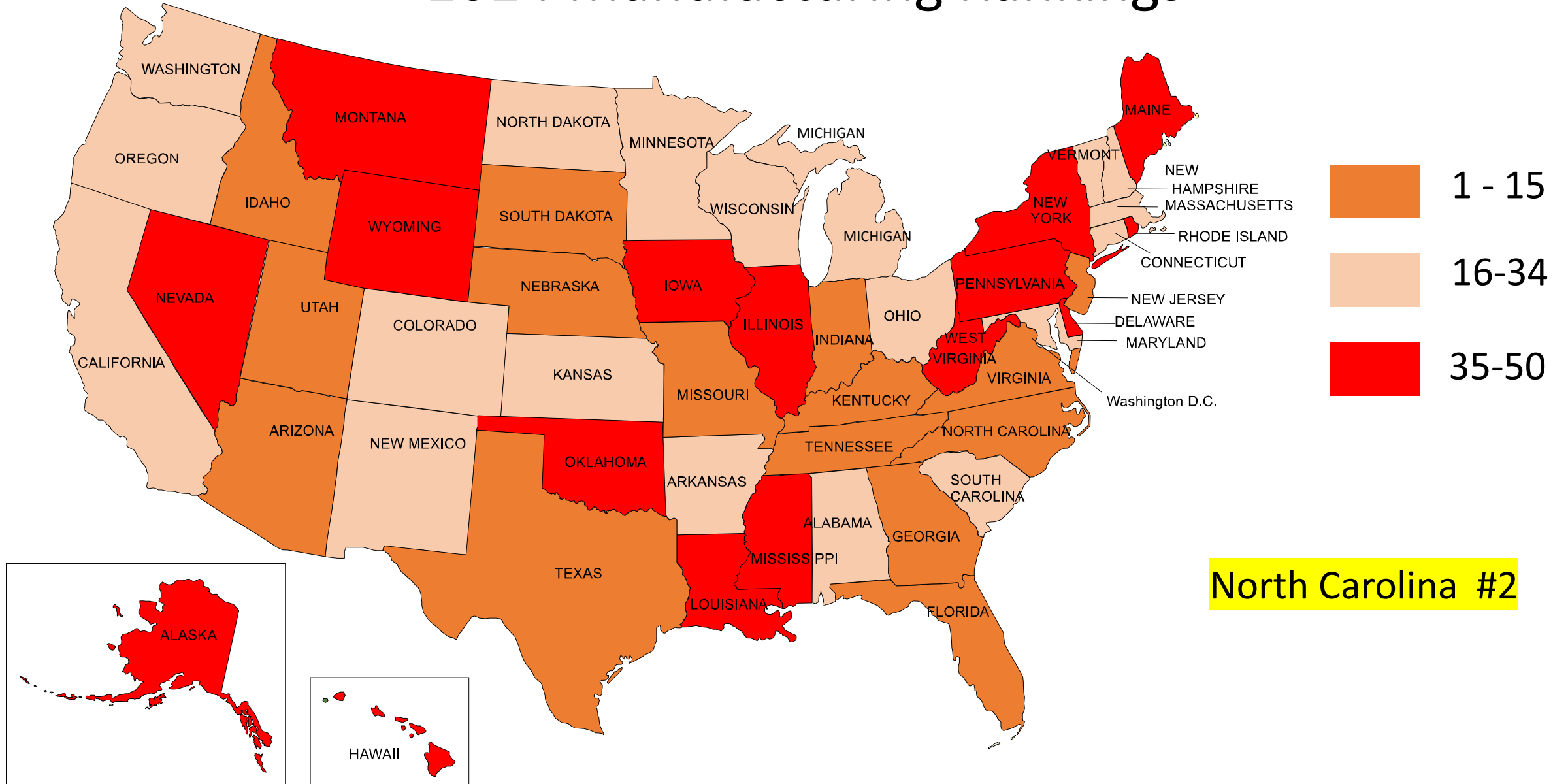
1 to 30,000 net new jobs

Losing jobs

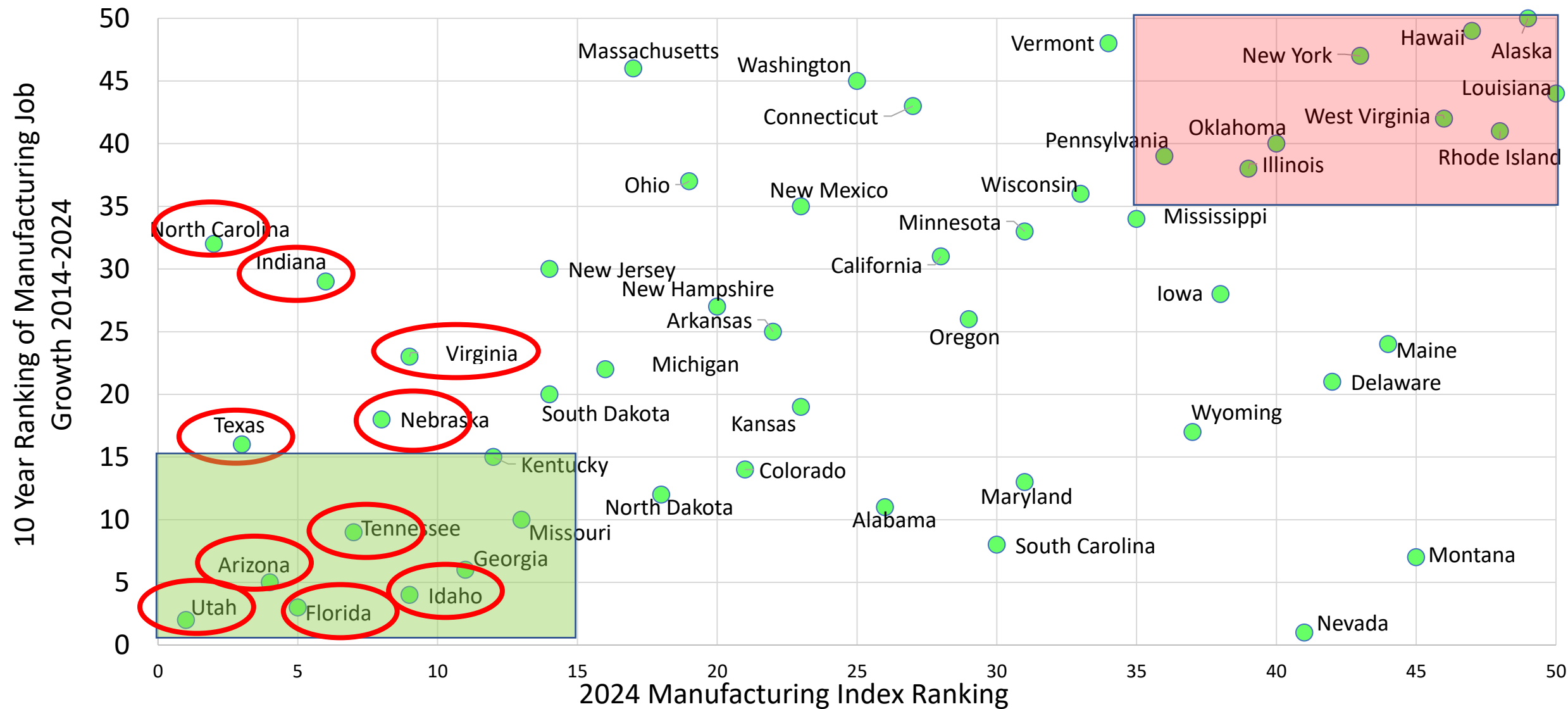


2024 Manufacturing Competitiveness Index

2024 Manufacturing Rankings



Manufacturing Rankings vs 10 Year Job Growth/Loss

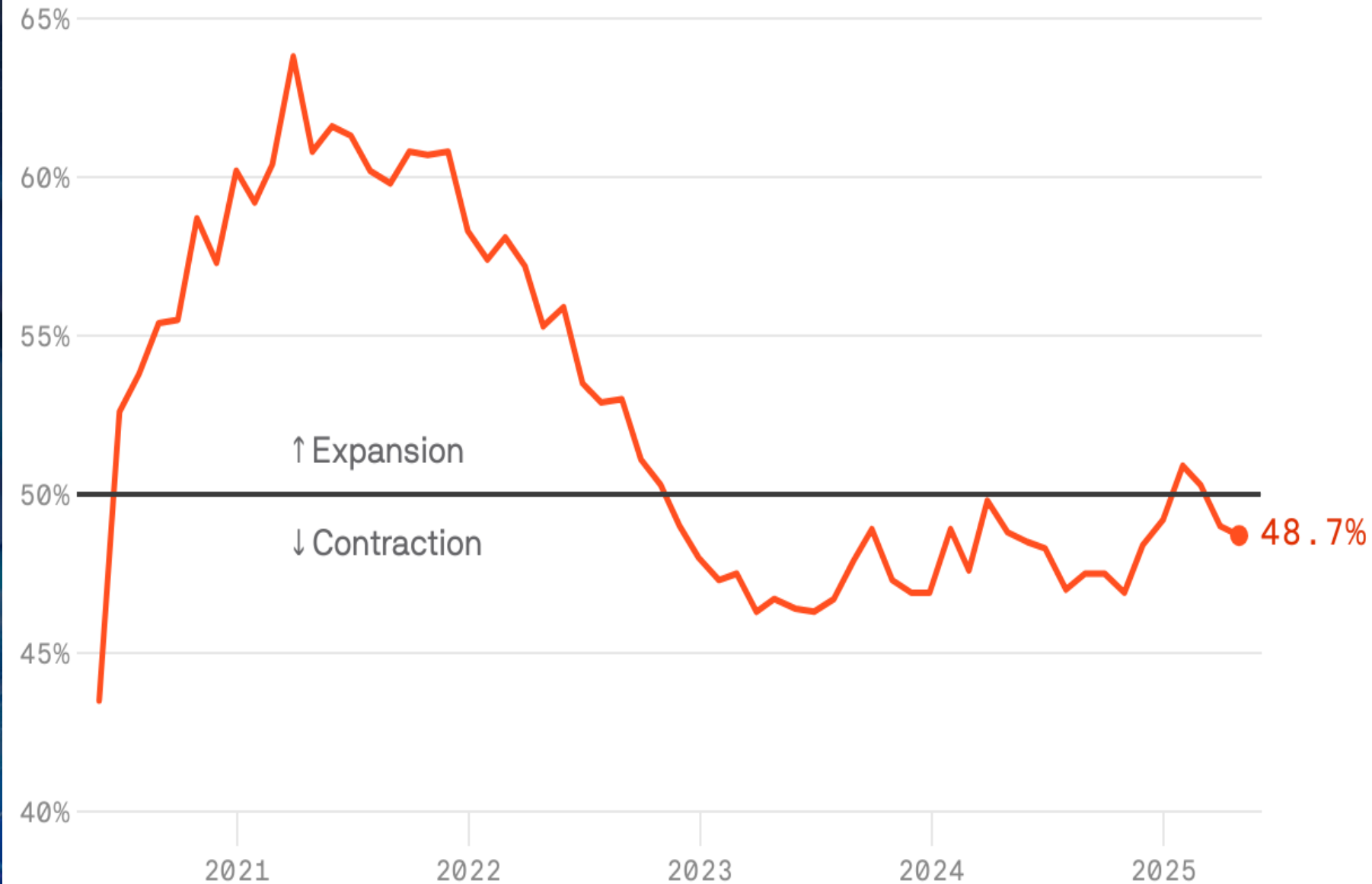


Manufacturers reported plummeting production, higher material costs and a drop-off in imports and exports.

Data: Institute for Supply Management; Chart: Axios Visuals

Manufacturing purchasing manager's index

Monthly; May 2020 to April 2025



6-10 Critical Current Trends in Economic Growth



Evolving Globalization



USA Industrial Policy



Entrepreneurship

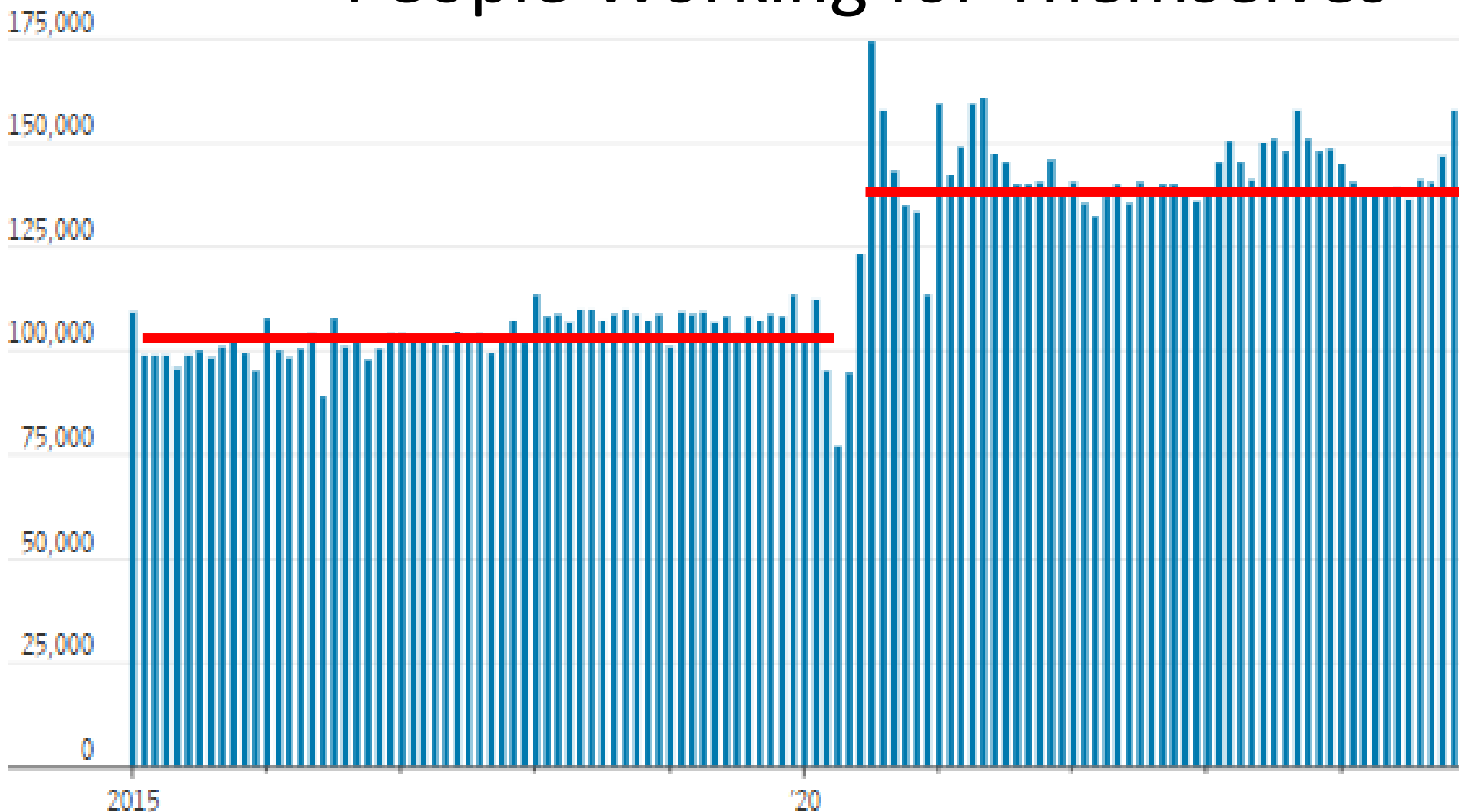




High-propensity business applications

200,000 number

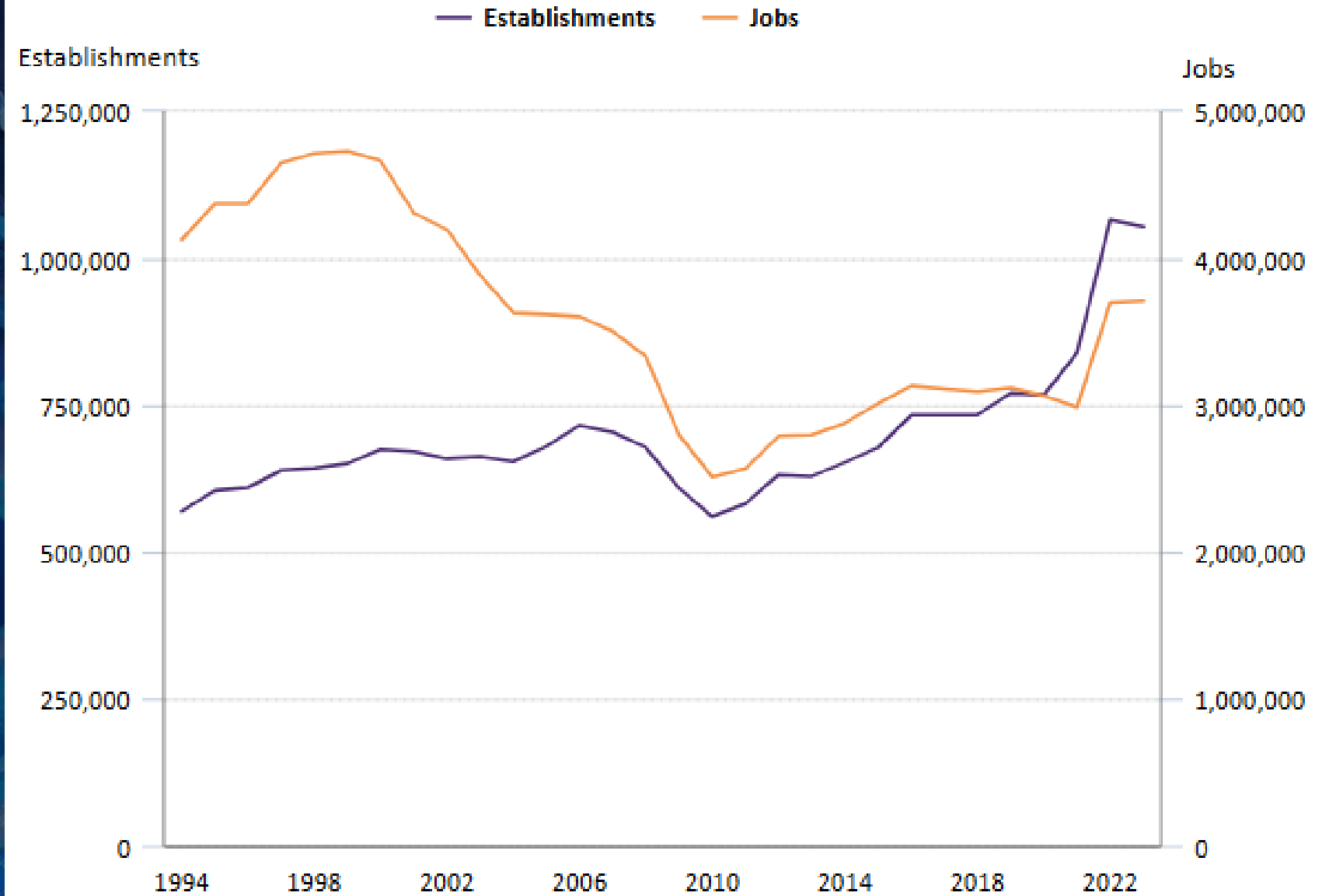
People Working for Themselves



Note: Seasonally adjusted.

Source: U.S. Census Bureau via St. Louis Fed

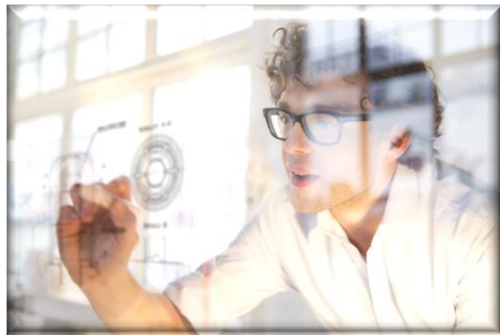
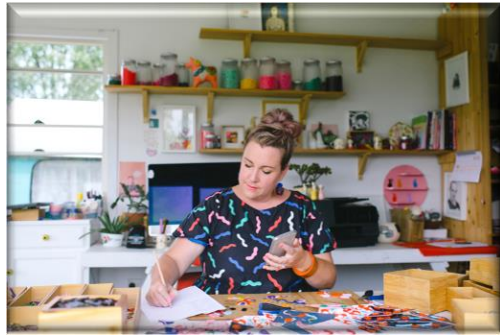
Number of establishments and jobs created annually by start-ups, 1994–2023



Click legend items to change data display. Hover over chart to view data.

Source: U.S. Bureau of Labor Statistics

What's Behind the Trend?



6-10 Critical Current Trends in Economic Growth



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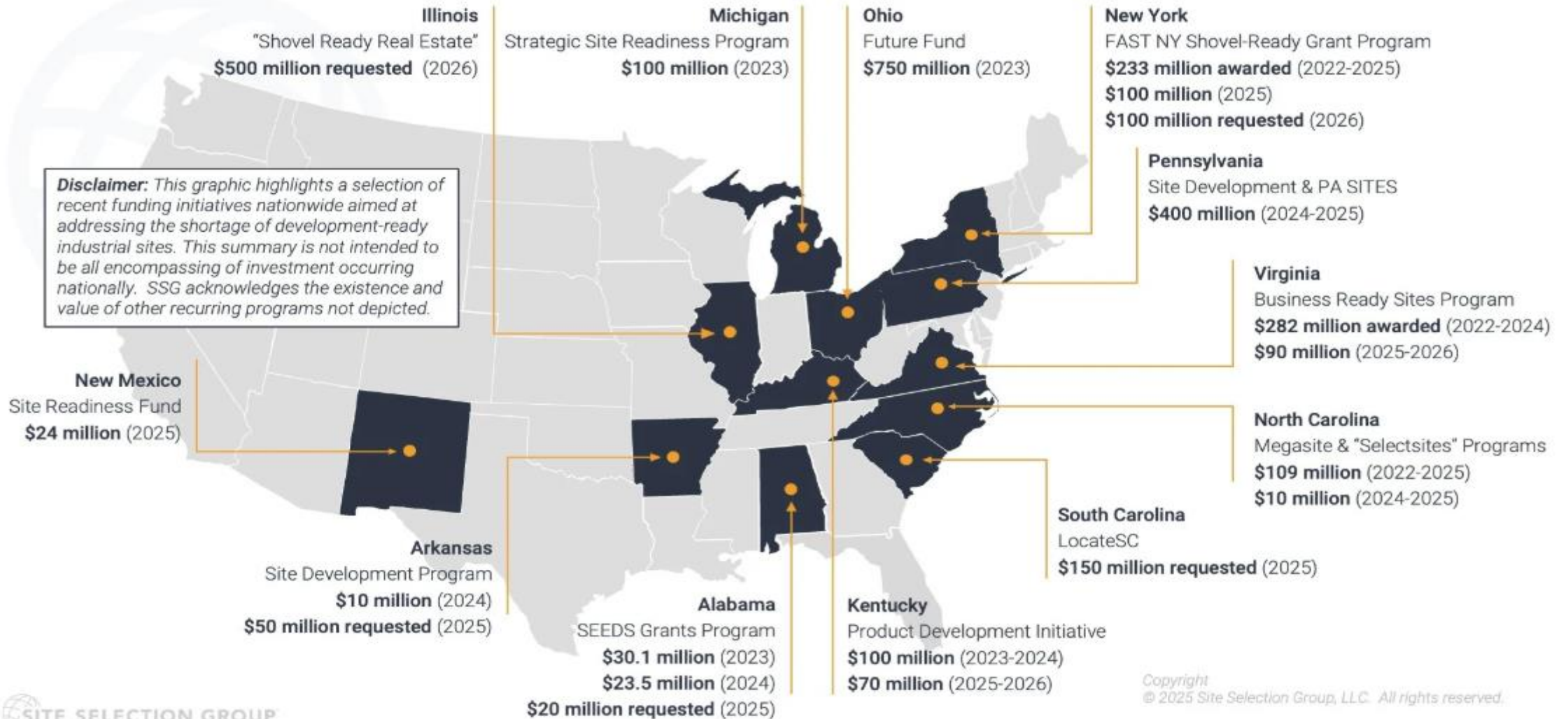
Site Demand





ECONOMIC
LEADERSHIP

State of Product Development



SO
WHAT?

Spec real estate investments
will be limited to high growth
places. No product-no projects
and the public sector will feel
the pressure to create product.

6-10 Critical Current Trends in Economic Growth



Evolving Globalization



USA Industrial Policy



Entrepreneurship



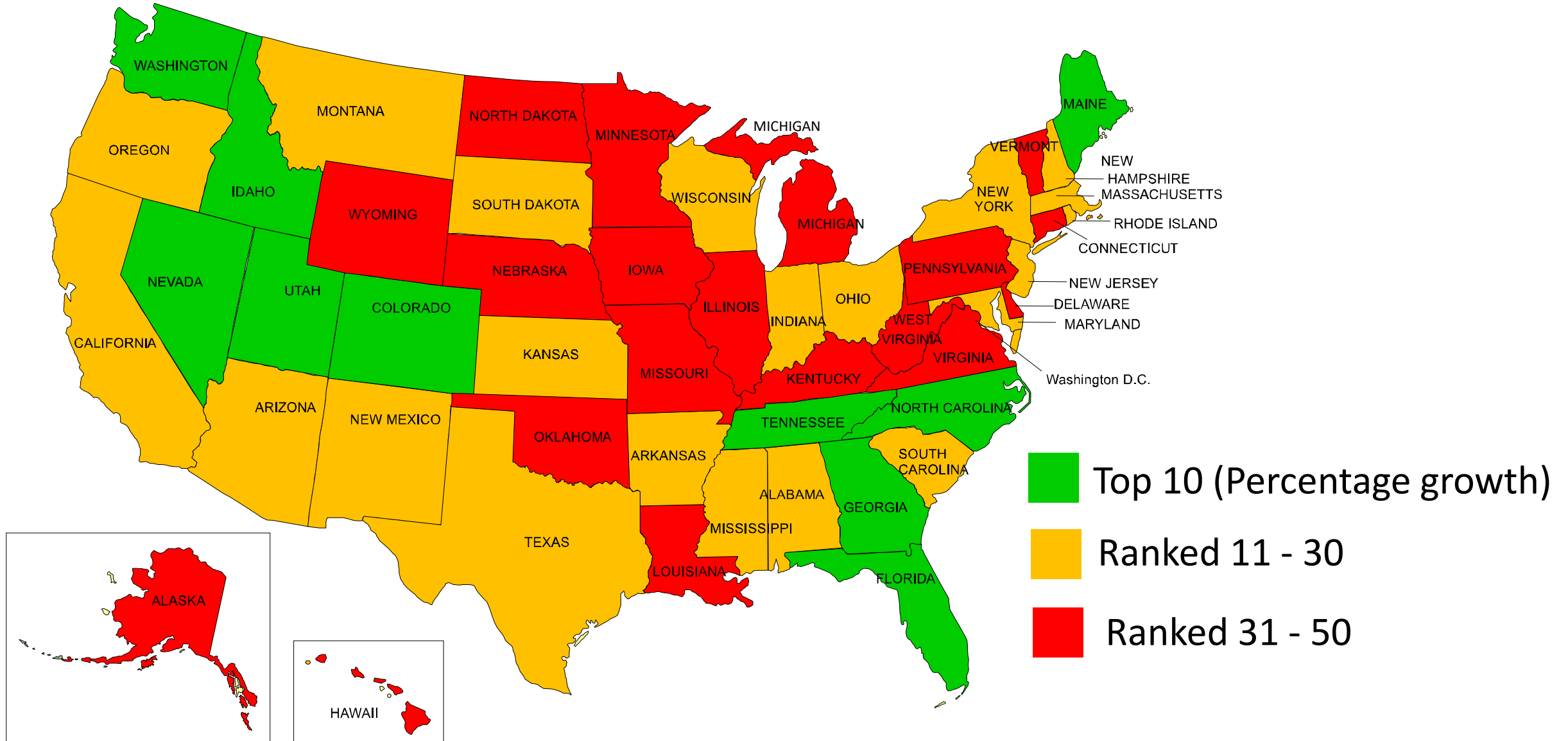
Site Demand



Technology Acceleration



Tech Industry Employment Change, 2018 - 2023



Technology Acceleration



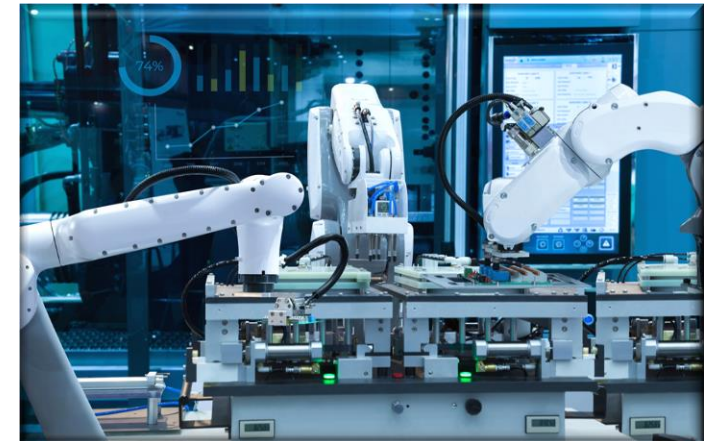
✓ **Artificial Intelligence**
(Generative AI)



✓ **Spatial Computing**
(Sensors, IoT,
Drone, 3D, VR/AR)



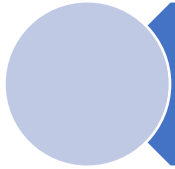
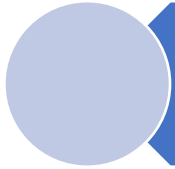
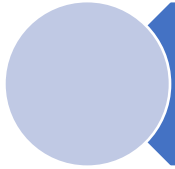
✓ **Advanced Robotics**



Trends 11-15



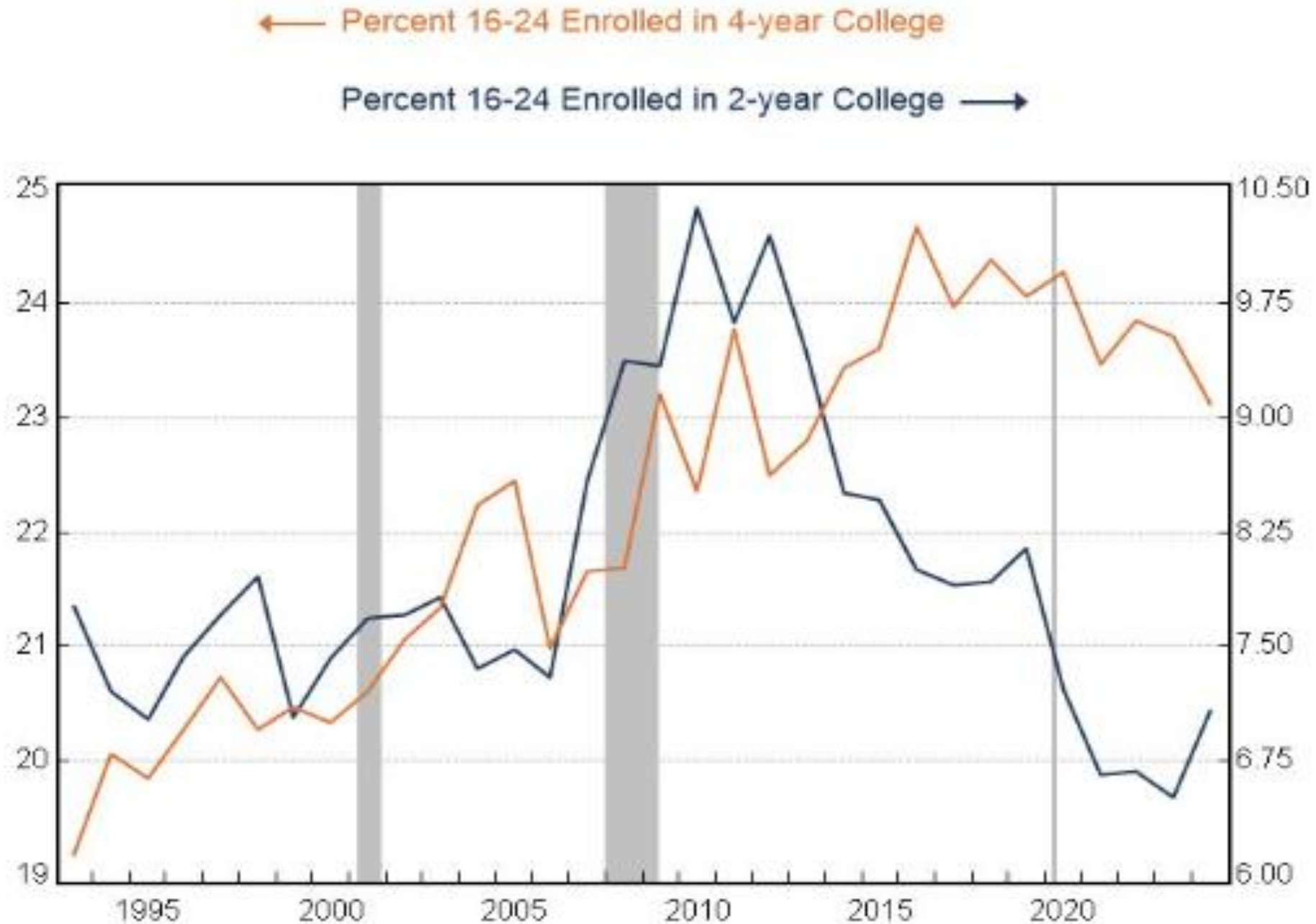
Higher Education



Our Relationship with Higher Education Has Hit an Inflection Point



We are in the early stages of a fundamental shift in the delivery of education and skill acquisition (skill training).



Source: Haver Analytics

Over a million foreign-born students attend US Universities each year



Immigrants have started more than half of America's startup companies valued at \$1 billion or more the

Nearly two-thirds (64%) of U.S. billion-dollar companies (unicorns) were founded or cofounded by immigrants or the children of immigrants.

National Foundation for American Policy



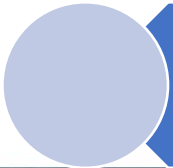
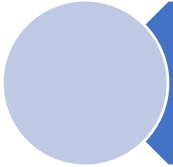
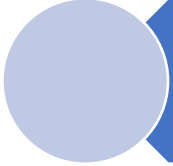
Trends 11-15



Higher Education



Wider Live-Work Distances

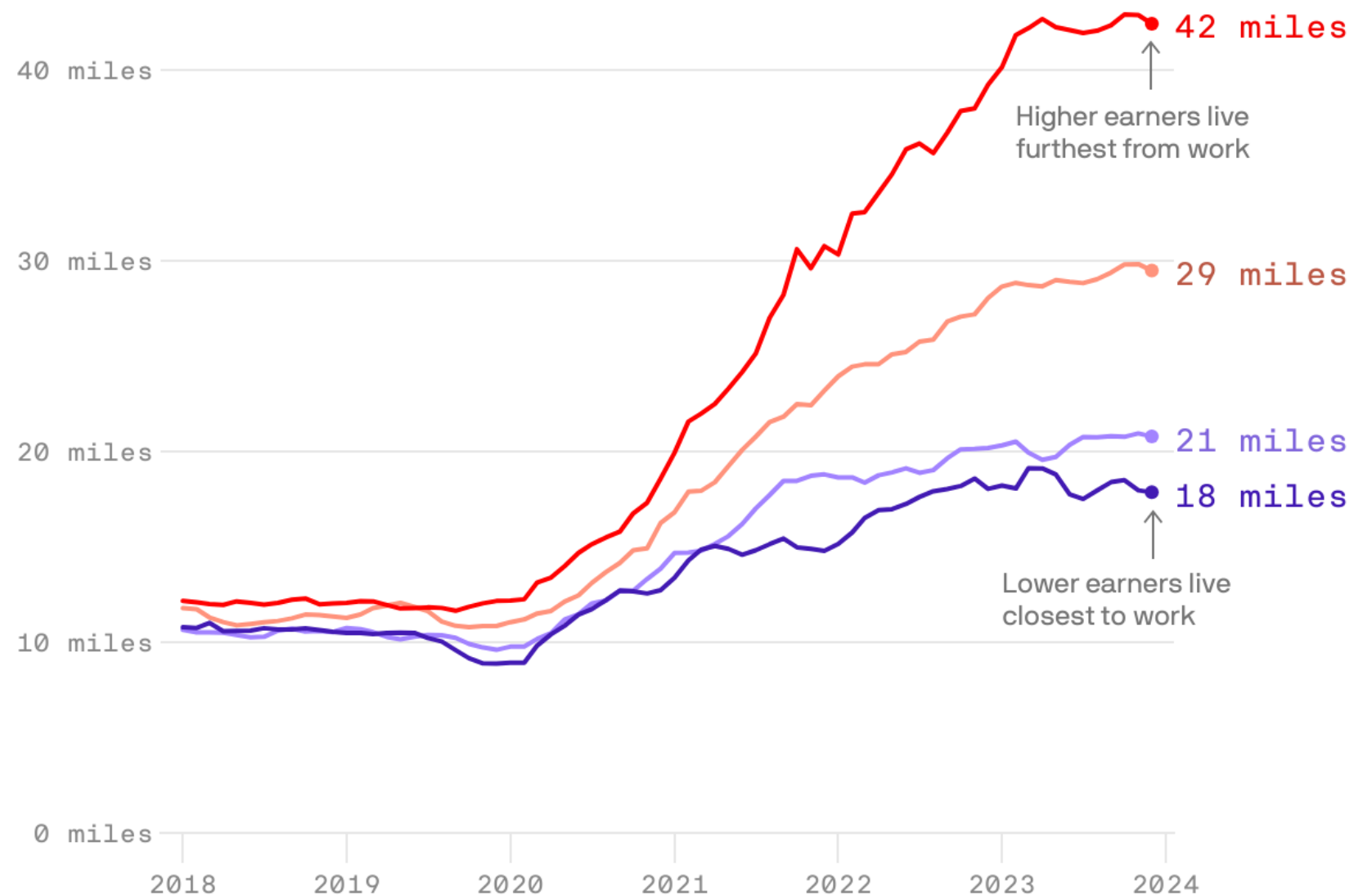


Important COVID Echoes Remain

Average distance from work, by earnings group

Monthly; January 2018 to December 2023

\$10k-50k \$50k-100k \$100k-200k \$250k+



Trends 11-15



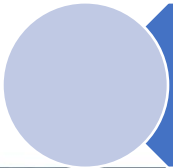
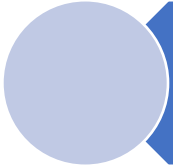
Higher Education



Wider Live-Work Distances

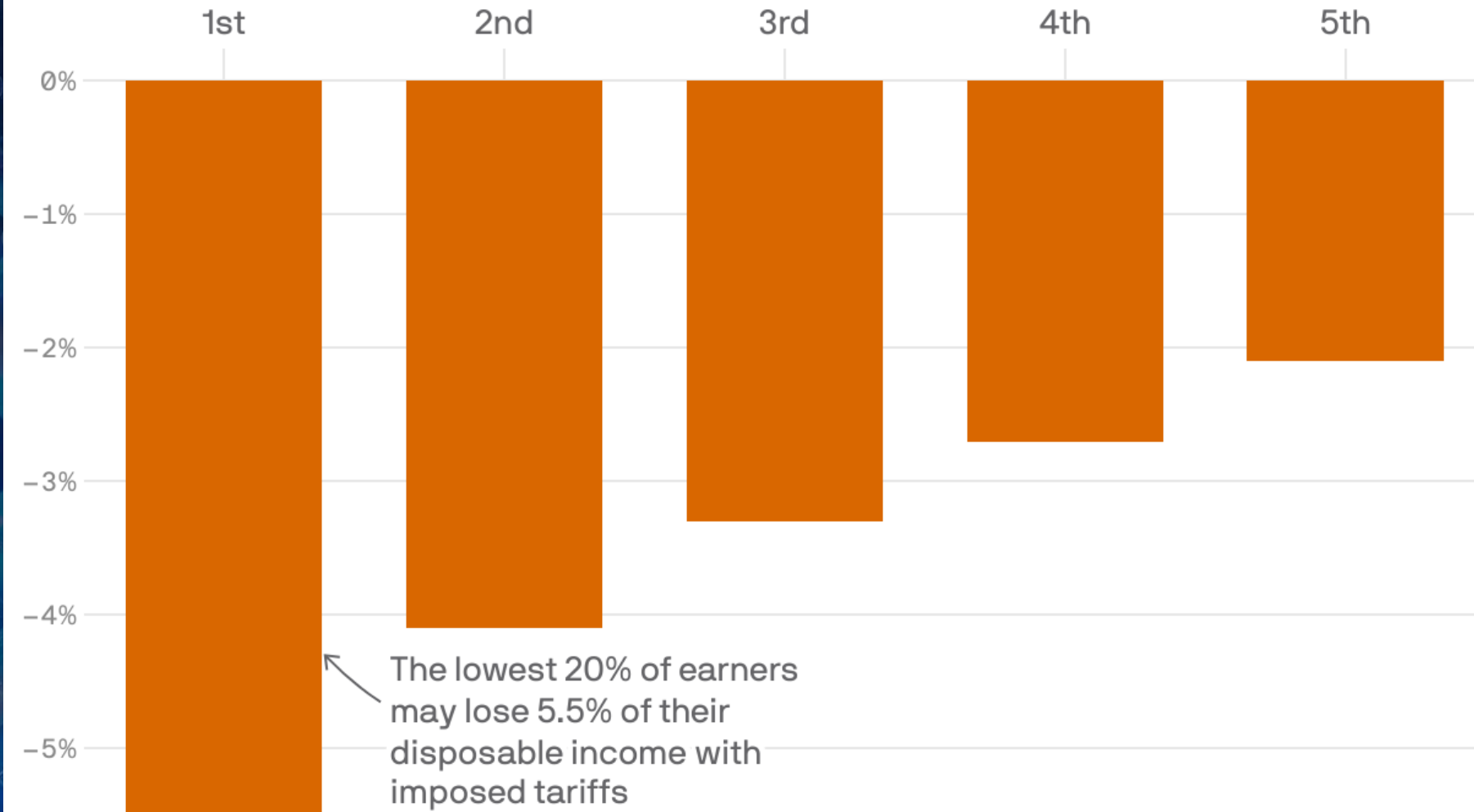


Widening Inequity



Projected change in disposable household income under 20% broad tariffs, by income quintile

Projection assumes countries impose retaliatory tariffs



Data: [Yale Budget Lab](#).

Chart: Axios Visuals

Trends 11-15



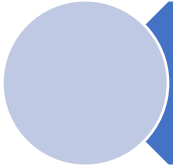
Higher Education



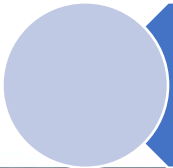
Wider Live-Work Distances



Widening Inequity



Aspirations, Expectations, Norms



Salaries Americans say they consider the minimum to be "financially successful"

Survey of 2,203 U.S. adults conducted Sept. 13-14, 2024

Boomers

1946-1964



Gen X

1965-1980



Millennials

1981-1996



Gen Z

1997-2012



Average

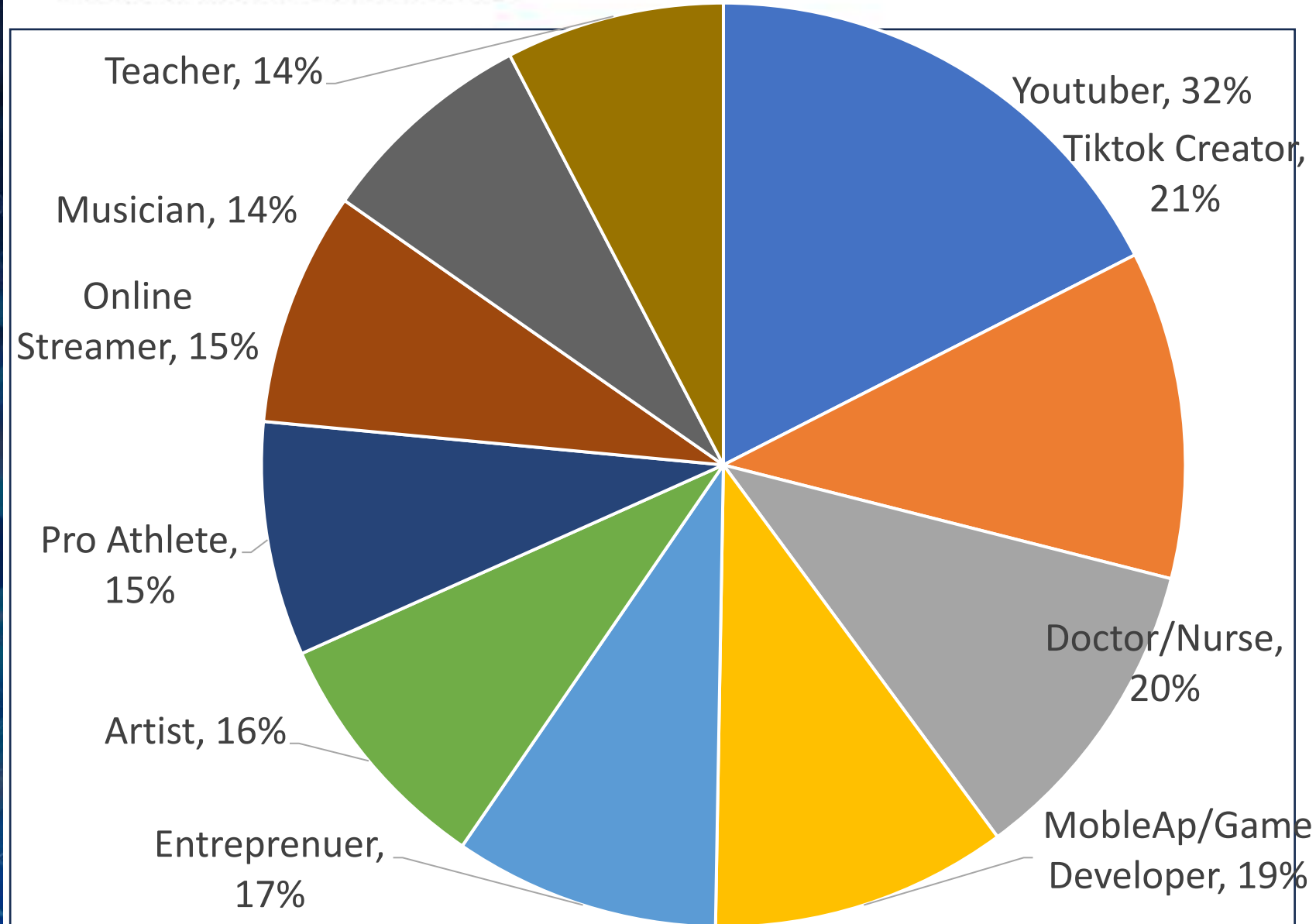
1946-2012



Data: Empower. Chart: Axios
Visuals

Top 10 Job Aspirations for Gen Alpha

Gen Alpha watched influencers make millions from daily vlogs and video game content—now they want a piece of the pie.



WHOP'S 2024 SURVEY GATHERED INSIGHTS FROM 910 U.S. GEN ALPHA ACROSS THE U.S. AGED BETWEEN 12-15 YEARS OLD. PARTICIPANTS SELECTED ALL CAREERS THEY WERE ASPIRING TOWARDS.

Trends 11-15



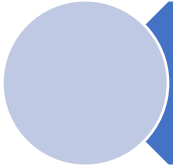
Higher Education



Wider Live-Work Distances



Widening Inequity



Aspirations and Expectations

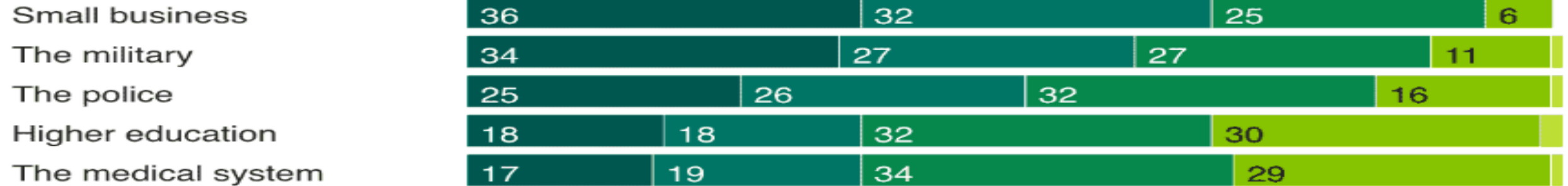


Trust and Leadership

Which Institutions Do Americans Trust?

■ % Great deal ■ % Quite a lot ■ % Some ■ % Very little ■ % None

Top 5



Bottom 5

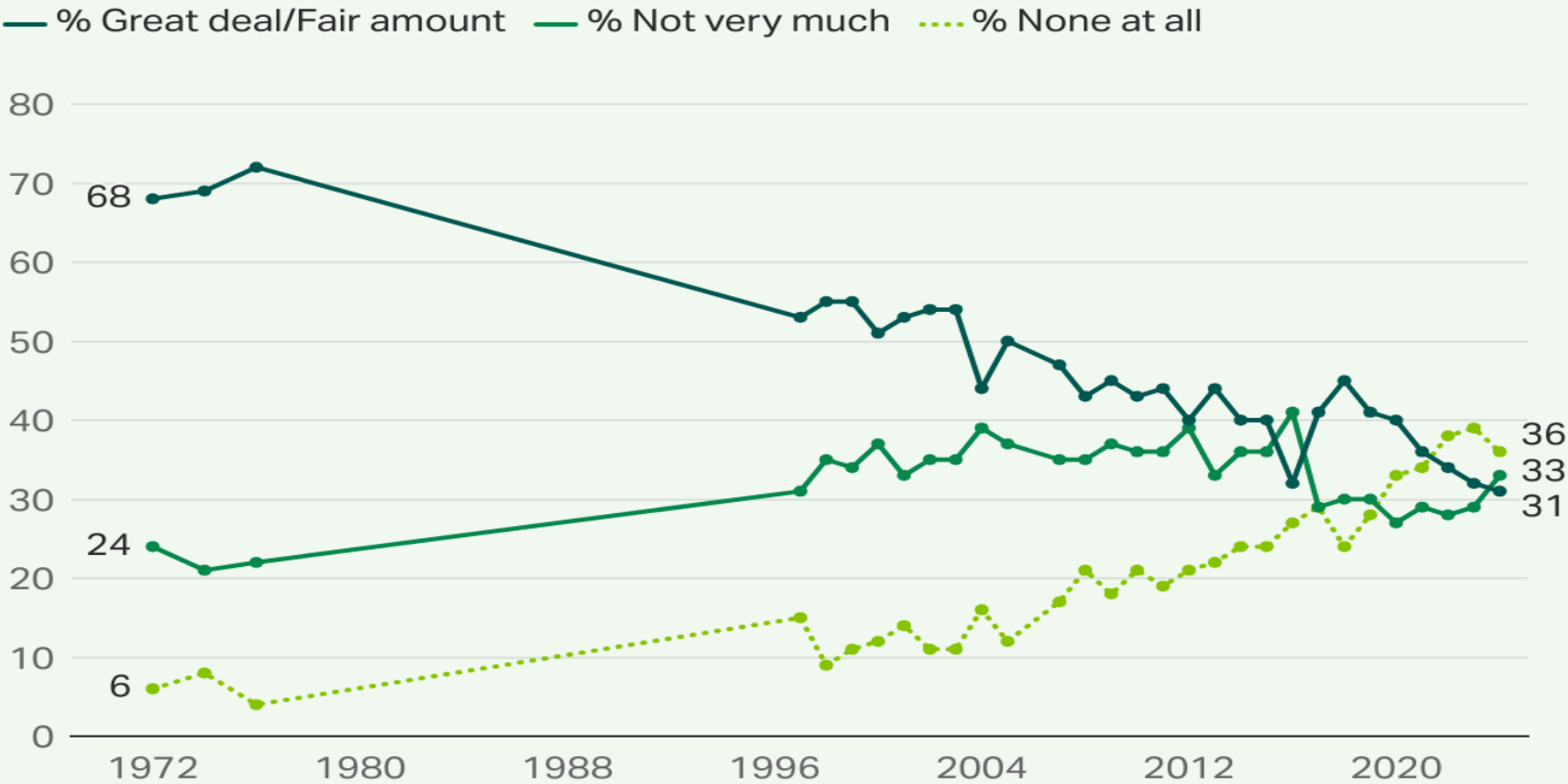


June 3-23, 2024
"No opinion" not shown

GALLUP®

Americans' Trust in Mass Media, 1972-2024

In general, how much trust and confidence do you have in the mass media -- such as newspapers, TV and radio -- when it comes to reporting the news fully, accurately and fairly -- a great deal, a fair amount, not very much or none at all?



Q&A



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