

South Carolina Workforce Trends

MAY 2003 *SPECIAL EDITION*

EMPLOYMENT SECURITY COMMISSION
LABOR MARKET INFORMATION

Textiles: An Industry In Crisis

The textile industry in the United States is in a crisis of historic proportions. This industry, which played such a key role in our nation's industrial revolution, is now only a shadow of what it was in the early part of the twentieth century. Over the last 28 years, the number of textile jobs across the nation has declined by more than half, dropping from just over 1.0 million in 1973 to a mere 477,500 in 2001. So dramatic has been the recent decline in the textile industry that employment levels have already fallen well below Bureau of Labor Statistics projections for 2010.

"The industry is now suffering its worst downturn since the Great Depression," says the American Textile Manufacturers Institute (ATMI). Last year, a record 116 textile mills closed in the United States, most of

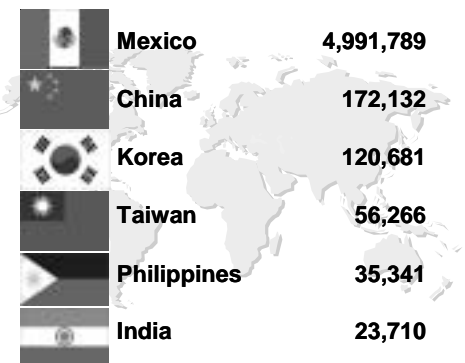
which were located in Georgia, North and South Carolina, Tennessee, Alabama, and Virginia. Textile shipments declined for the sixth consecutive year in 2001, falling 12 percent from 2000 to \$47 billion. Meanwhile, the trade deficit in textiles and apparel increased by 3 percent in 2001 to \$62.4 billion. Imports held steady at \$79.6 billion but exports fell 8 percent to \$17.3 billion. The United States now imports about half of its textile products and 90 percent of apparel.







Where Have the Jobs Gone?

As in most manufacturing sectors, modernization of textile mills and the textile manufacturing process can explain part of the steady decline. The industry has averaged more than \$2 billion a year in capital investment over the past decade. In many textile plants today, human hands never touch a loom. Production of cloth is up from 8 square yards per loom in 1975 to 41 today. Old shuttle looms that took 13 minutes to produce the material for an average man's shirt have been replaced with air-jet looms that do it in three minutes. Technology being developed today promises to

reduce that time to under a minute. Productivity in the textile industry has improved by 165 percent over the past ten years, thanks to massive investments in new computer-controlled equipment.

U.S. Textile Exports To Selected Countries (2002 Data)



	Mexico	4,991,789
	China	172,132
	Korea	120,681
	Taiwan	56,266
	Philippines	35,341
	India	23,710

NOTE: Numbers are in thousands of dollars SOURCE: Office of Textiles and Apparel (OTEXA)

Industry officials place part of the blame for the industry's decline on the market being flooded with cheap imports from Asian countries with devalued currencies. According to the ATMI, the value of Asian currencies is down by an average of 40 percent, with some currencies dropping by an even greater amount: 76 percent for Indonesia; 48 percent for the Philippines; 47 percent for Thailand. As a result, imports from these and other nations have been surging. Over the past five years, the dollar has appreciated in value by an average 40 percent against the top ten Asian textile-exporting countries. ATMI has reported that China, Taiwan, and Korea have been buying billions of U.S. dollars to keep their currencies artificially weak and

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Sam McClary, Assistant Director,
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retain a price advantage in the U.S. market.

North American Free Trade Agreement (NAFTA)

Some officials blame the textile industry's decline on U.S. trade policy, most notably NAFTA, which allows work to be shifted to Mexico and Canada where wages are cheaper



and environmental regulations more lax. NAFTA was enacted eight years ago with the promise of 200,000 new U.S. jobs per year, higher wages in Mexico and a growing U.S. trade surplus with Mexico, environmental clean-up and improved health along the border. However, after eight years, some industry officials assert that NAFTA has failed. They cite the rapid loss of textile and apparel jobs in the United States while the Mexican economy has boomed since NAFTA was enacted. The textile and apparel industry in Mexico has grown to a workforce of nearly 750,000 with more than 17,000 manufacturing units. This growth has been driven by the devaluation of the peso and the resulting increase in exports to U.S. markets (see page 9). On the other hand, others feel that NAFTA has taken an unfair share of the blame for the loss of textile jobs. They feel that a good portion of the textile industry would have gone away anyway because of automation and restructuring in the industry.

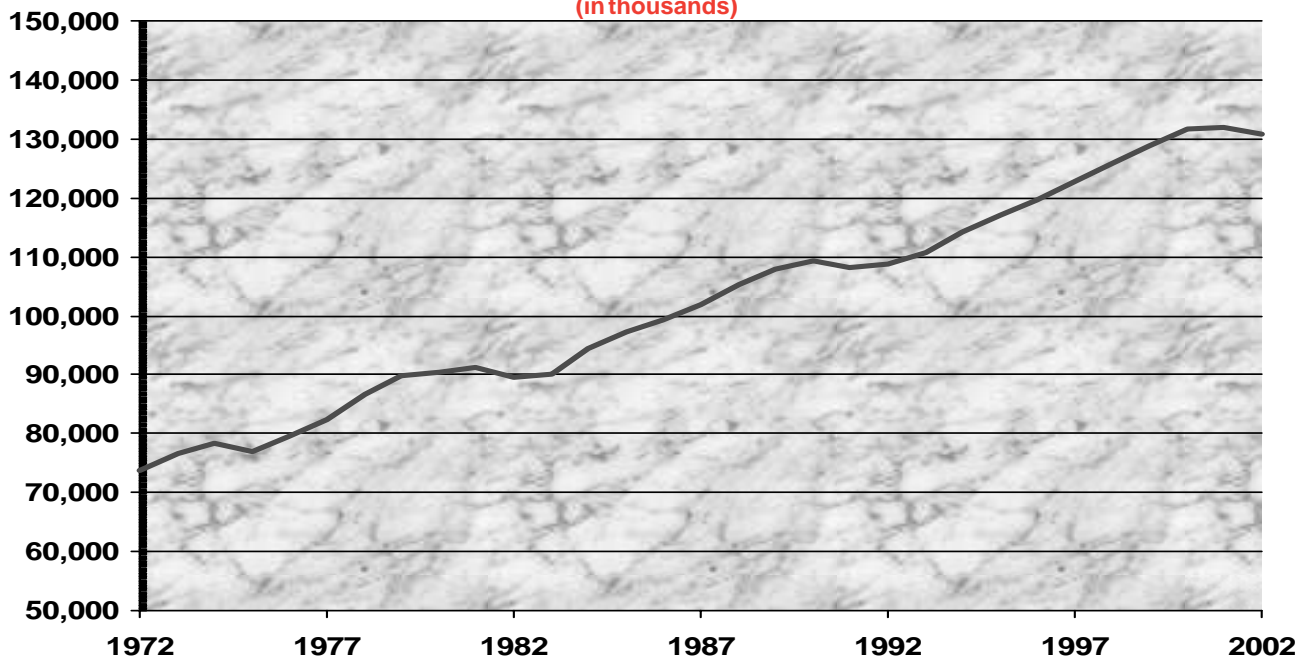
On another note, investigation by the American Textile Alliance revealed that the textile industry is being bombarded by the smuggling of Asian textiles and apparel into the United States through Mexico. "Once the goods enter Mexico, large quantities of them obtain Mexican origin and re-enter the U.S. as products of NAFTA and pay no U.S. duties." More than 100 million Asian-made garments are being smuggled into the United States through Mexico, the alliance claims.

Meanwhile, foreign markets are still closed to U.S. manufacturers. "Market openings promised to the textile industry have not occurred," says the ATMI. "Textile markets that were to have provided new export opportunities have remained closed." Markets comprising \$8 trillion in GDP and representing two-thirds of the world's population "are either completely or mostly closed to U.S. textile exports," says ATMI.

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U.S. Total Nonfarm Employment 1972 - 2002

(in thousands)



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Textiles in South Carolina and the Southeast

During the 1930's the focus of the textile industry shifted from the North-



east to the South where labor was cheaper. Today, eight Southern states—Alabama, Georgia, Louisiana, Mississippi, North Carolina,

South Carolina, Tennessee and Virginia—produce over 75 percent of the nation's textiles. Roughly two thirds of the nation's 1.2 million textile and apparel workers live in the Carolinas, Georgia and Alabama. In 1973, at the peak of the industry's growth,

North and South Carolina accounted for almost half of the nation's textile jobs. Now, however, the Carolinas, along with other states in the region, are experiencing the economic fallout brought on by the steep downward spiral in industry jobs

In 1973, South Carolina employed nearly 160,000 workers in the textile industry. These workers accounted for just over 40 percent of all manufacturing jobs in the state at that time, and almost 20 percent of all non-agricultural jobs. In 2002, textile employment averaged just over 58,000, a loss of over 100,000 jobs in less than 30 years and nearly 5,000 jobs in one year. The dramatic economic transition occurring in textiles and apparel was accelerated by 9-11 and past efforts by the federal government to slow the economy. Textile employment in the state has experienced a net loss of over 21,300 jobs since 1997, and, despite the best efforts of government leaders throughout the region, those jobs are not coming back.

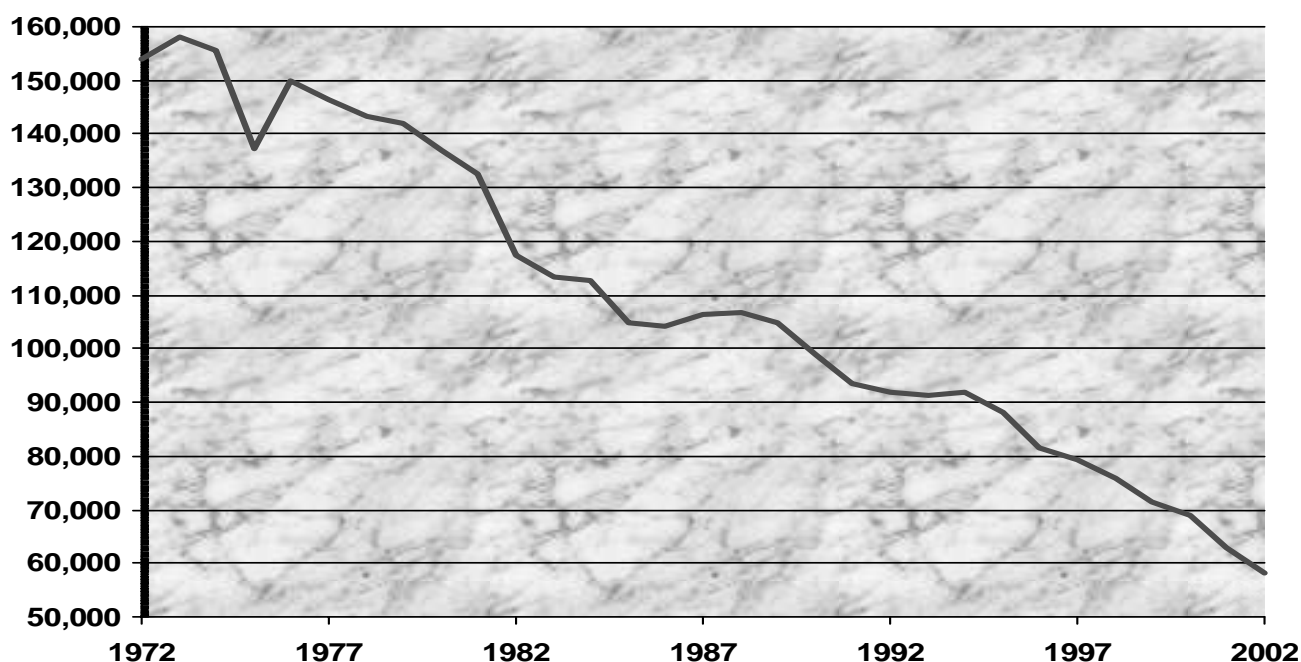
State leaders have sought to replace some of those jobs with others in the automotive sector. South Carolina has emerged as the driving force behind the Southeast's growing automotive sector. State economic developers continue to seek automotive manufacturing jobs. In recent years, BMW, Mack Truck, American LaFrance, and Honda (ATVs) have built manufacturing facilities in the state, along with a number of automotive suppliers (Bosch, Delphi, Lear, Magna International, and Michelin) offering many job opportunities. However, automotive plants alone cannot drive the state's economy as the textile industry once did.

Textile Occupations and Skills

The textile industry covers a wide gamut of occupations from chief executives to truck drivers. By far, the largest textile occupation is textile-machine operator, tenders, and setters, accounting for nearly one third of jobs in the industry. Textile machine operators work with

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S.C. Employment in Textile Mills Products 1972 - 2002



equipment ranging from knitting and weaving machines to bleaching and dyeing machines. Because of the predominance of these jobs in the industry, these workers are the most likely to bear the brunt of any layoff. Operating textile machines requires a variety of skills that may be transferable to other industries such as the following:



- ⇒ Knowing how systems work and operating effectively within them
- ⇒ Inspecting and evaluating the quality of products
- ⇒ Using mathematics to solve problems
- ⇒ Repairing machines or systems using the needed tools
- ⇒ Performing routine maintenance; determining when and what kind of maintenance is needed
- ⇒ Understanding written sentences and paragraphs in work-related documents
- ⇒ Troubleshooting; identifying the nature of problems

Transferable skills such as these are key to assisting dislocated textile workers in identifying employment opportunities beyond textiles. South Carolina is expected to see continued employment gains in a number of industry sectors such as durable manufacturing, services, and trade. Below

is a list of growing industries that might offer job opportunities for displaced textile workers.

- ☛ Fabricated Metal Products
- ☛ Industrial Machinery and Equipment
- ☛ Chemicals and Allied Products
- ☛ Electronic and Other Electrical Equipment
- ☛ Trucking and Warehousing
- ☛ Paper and Allied Products
- ☛ Transportation Equipment
- ☛ Wholesale and Retail Trade
- ☛ Business Services

What Does the Future Hold for U.S. Textile Manufacturers?

Despite huge losses in the industry, there is still a vast market for U.S. textile manufacturers to tap. Instead of supplying low-priced commodity goods to apparel companies, some have shifted to supplying manufacturers of carpeting and other home furnishings, a market that remained strong due to the continued strength in housing construction. There is a growing demand for high-end textile products such as bulletproof vests and flame-resistant clothing for public safety officials. The growing auto industry has a need for materials for airbags and other fabrics used in automobiles. Makers of high-performance sportswear want fabrics that can absorb perspiration, reflect sunlight, and reduce aerodynamic drag. Medical implant producers want woven materials that can be used in implants and grafts. Other manufacturers want “smart textiles,” which change color, radiate heat, or

react in some other way to external stimuli. In order to be competitive again, the U.S. textile industry must continually re-invent itself to keep pace with the ever changing needs of its customers.

Who is Buying and Selling Textiles Today?

China is one of the world's leading traders in textiles. In 2000, the country's exports totaled \$16.1 billion, and imports totaled \$12.8 billion. China's share of textile trading also is growing faster than any other country, according to the World Trade Organization.

Top Exporters	Value (\$ bil.)	World Share (%)	Change in Share 1980-2000
China	16.1	10.2	5.6
Hong Kong	13.4	NA	NA
Republic of Korea	12.8	8.1	4.1
Italy	12.0	7.6	0.0
Chinese Taipei	11.7	7.4	4.2
Germany	11.0	7.0	-4.4
United States	11.0	7.0	0.2
Japan	7.0	4.5	-4.8
France	6.8	4.3	-1.9
Belgium	6.4	4.1	NA
India*	5.1	3.4	1.3
Pakistan	4.5	2.9	1.3
United Kingdom	4.2	2.7	-3.0
Turkey	3.7	2.3	1.7
Indonesia	3.5	2.2	2.1

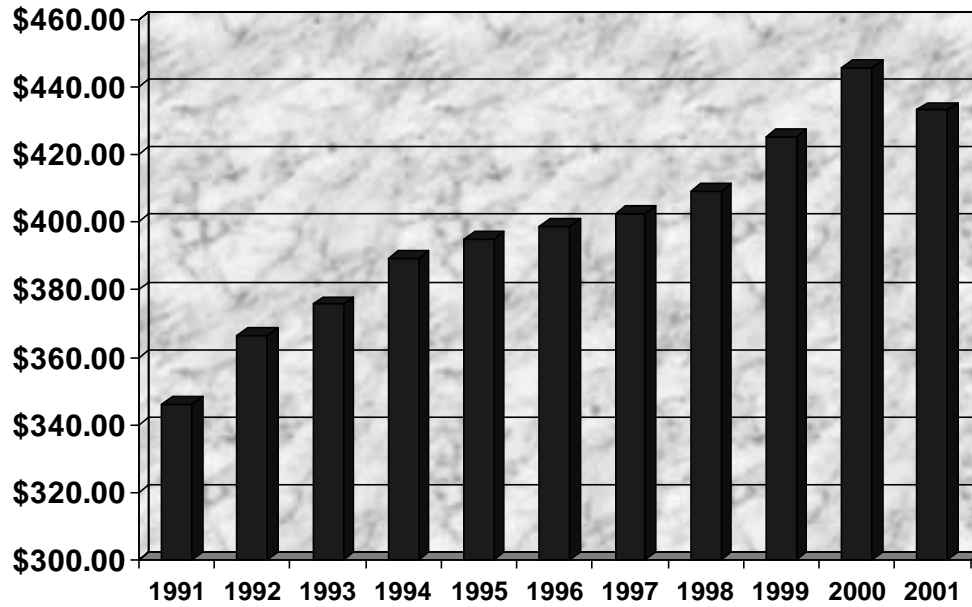
Top Importers	Value (\$ bil.)	World Share (%)	Change in Share 1980-2000
United States	15.7	9.4	4.9
Hong Kong	13.7	NA	NA
China	12.8	7.7	5.8
Germany	9.3	5.6	-6.5
United Kingdom	6.9	4.1	-2.2
France	6.8	4.0	-3.2
Italy	6.1	3.7	-0.9
Mexico	6.1	3.6	3.4
Japan	4.9	2.9	0.0
Canada	4.1	2.5	0.2
Belgium	3.6	2.2	NA
Spain	3.3	2.0	1.4
Republic of Korea*	3.0	1.9	1.2
Netherlands	2.6	1.6	-2.4
Poland	2.4	1.5	1.0

*1999 – instead of 2000
NA – not available

SOURCE: International Trade Statistics 2001, World Trade Organization

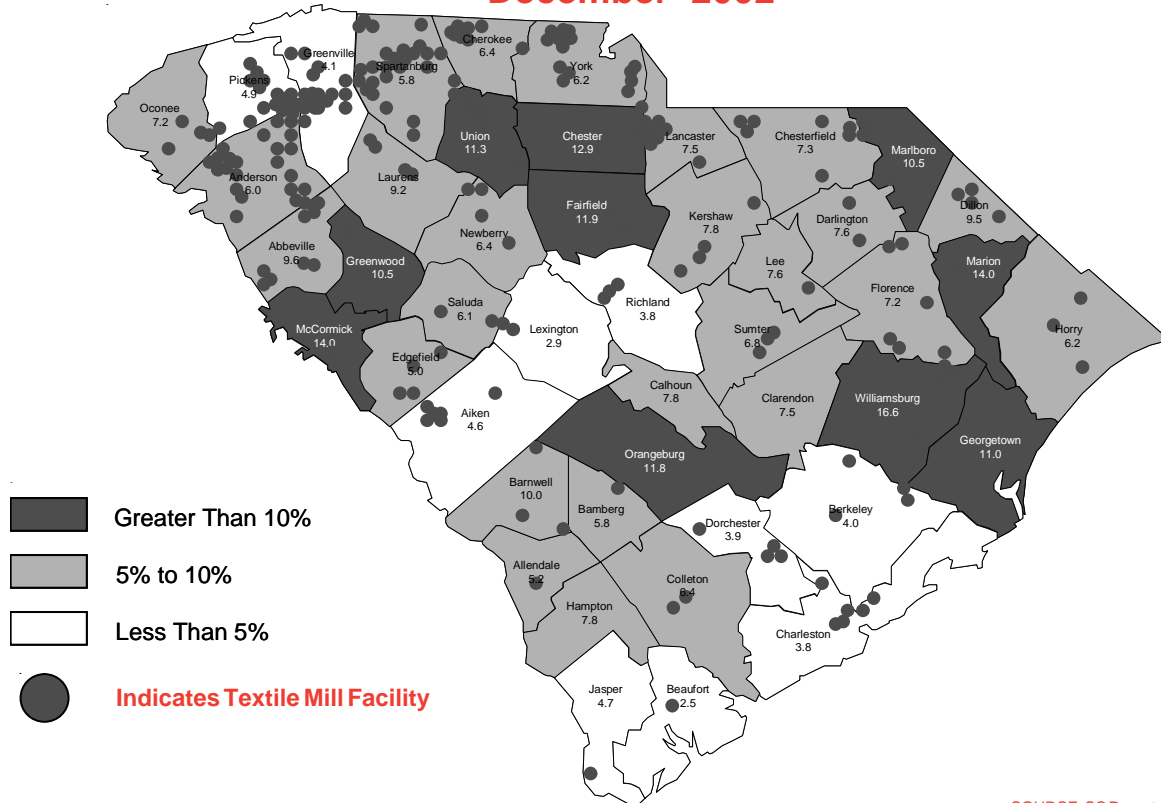
by Sam McClary, Assistant Director, Labor Market Information Department, South Carolina Employment Security Commission

South Carolina Textile Mill Products Average Weekly Earnings



SOURCE: Bureau of Labor Statistics

Unemployment Rates By County December 2002



SOURCE: SC Department of Commerce



Interview

LMI recently conducted an interview with Dr. Christine W. Jarvis, Director of Apparel Research at Clemson University, to gain additional insight on the textile industry in South Carolina. According to Dr. Jarvis, the following observations can be made concerning South Carolina's economy:

LMI: Textile employment has been in steady decline since the mid-1970's. What factors have resulted in the loss of textile jobs?

Dr. Jarvis: The decrease in textile employment has been due to two factors: improvements in productivity and loss of customer demand.

In the '70s and '80's, the improvements in productivity were primarily responsible for the employment decline. The industry made major capital investments in new, higher speed, higher quality equipment such as shuttleless weaving machines and high speed yarn formation equipment. During this period, although employment declined, the actual pounds and yards of production shipped from South Carolina mills increased each year. In many of those years, the textile industry led the nation's manufacturers in productivity improvements.

The picture changes in the '90's however, particularly during the latter part of the '90's. The industry started shutting down modern manufacturing facilities due to an inability to compete on prices. In some cases, the companies that had invested most recently in modernization projects were actually in the worst condition to compete.

LMI: How has NAFTA impacted textile employment? Has the impact of NAFTA been consistent with what

was anticipated before the agreement was enacted?

Dr. Jarvis: NAFTA has tended to take the brunt of the public's ire on the decrease in employment. The situation is much broader, much more complicated however.

The US textile industry has three primary markets for its products: apparel, home furnishings and industrial products. In the early '70's, apparel was responsible for over 40% of the textile output in yards while home furnishing and industrial products roughly split the remainder.

When NAFTA was enacted, many assumed that the impact would be on the apparel sector: the US textile industry would continue to supply fabrics which would be cut and sewn in Mexico rather than in the US. The hope was that this favorable business relationship would lead to an increase in jobs in the NAFTA countries and a decrease (or at least a substantial decrease in the rate of increase) in apparel imported from the Far East.

There were exceptions to this rosy picture. John Redman, an economist with the US Department of Agriculture (now an economist with the NIST MEP program), predicted that 75% of the job losses due to NAFTA would be in the textile and apparel industries.

So the question is: what really happened with NAFTA? If you check

the apparel import statistics for the US, you find that the major increase in imports has come from Mexico. Imports from the Far East, particularly China, have been static as a percentage of total imports.

This picture is starting to change. The advent of other trade legislation such as CBTPA (expansion of favorable tariff and quota status to the Caribbean and Central American countries) has led to shifts in the US apparel import pattern. Anecdotal stories tell of apparel manufacturing coming out of Mexico even faster than it went into Mexico.

So over a number of years, the US saw a steady increase in the number and value of garments imported. The situation is different within home furnishings.

Home furnishings are dominated by two sectors: carpets and the bed/bath markets. Carpets have generally been considered a product that was not likely to be imported due to their weight and bulk. The bed/bath market was dominated by the price of cotton and polyester; major improvements in productivity in making fabric were also incorporated into this sector.

Typically, the large "name" bedding companies performed the dyeing and finishing of the fabric as well as the cut and sew work in converting fabric into the finished

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products. They had some yarn and weaving capacity but sourced most of their greige fabric from other, dedicated greige manufacturers. The shift in the past five years has been in where the dedicated greige manufacturers are located; today a substantial percentage of the greige fabric is imported. US import statistics show that we now import about as much fabric as fabric and yarn as we import fabric in garments. This fabric is not being imported from NAFTA or CBTPA countries.

This discussion leaves us with the industrial fabrics sector. These products tend to be highly engineered; our primary competition has been other developed world countries. This area is starting to receive attention in the less developed world but has not grown significantly yet.

LMI: The textile industry in SC has lost approximately 100,000 jobs over the last 30 years. Where do you see textile employment “bottoming out?”

Dr. Jarvis: I hesitate to put a number on the employment; too much depends on how the industry and its customers decide to react to the opening up of quotas and the minimization of tariffs in 2005.

LMI: How has the textile industry changed over the last 30 years? What changes do you see in the textile industry over the next 15-20 years?

Dr. Jarvis: The biggest change that has to take place in SC manufacturing industries (not just textiles) is a move away from commodities and into more value-added products. At the recent industrial forum during the Governor’s industry week, I was struck by how many of our major manufacturers are in commodities. While commodities offer opportunities for

engineering processes to be cost and quality effective, they also are the most vulnerable to lower cost competition from anywhere else in the world. Unfortunately, our SC manufacturers from tires to aluminum to textile fibers to home furnishings were all feeling the problem. The only company who expressed any optimism was BMW with their highly customized products.

Textile companies that control the entire supply chain from fibers to retail of the end product are going to be in the best position to control their own destinies. Making this move won’t be easy however; it will require skills and expertise that are not current strengths of manufacturers. Any major change is always the opportunity to lose it all.

LMI: Despite continuing layoffs and plant closures, are there any job opportunities in the textile industry?

Dr. Jarvis: Yes. The skills required are very different than those historically employed however. We need employees who have in depth expertise but also a broad under-

standing of problems (and their potential solutions). Design and marketing are two major needs.

LMI: Many laid-off and displaced textile workers that seek services in our Job Service offices around the state expect to return to the textile industry. What advice do you have for these workers?

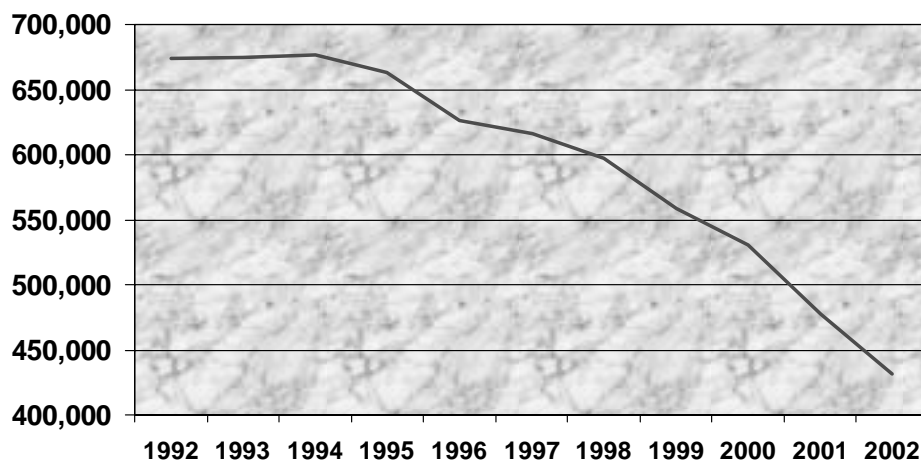
Dr. Jarvis: These folks who have been caught by the changing business environment deserve all the help we can give them. The world is changing faster than their abilities to handle it in many cases.

I would advise them to assess their strengths and to broaden their skills as much as possible. Many of the factors that made them a success in the textile industry also make them valued employees in other manufacturing industries. The work ethic in our SC workforce has been recognized nationally as a strength for instance.

But it is difficult to imagine any circumstances that would lead us to an increase of 100,000 employees in

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U.S. Textile Mill Employment 1992 - 2002



SOURCE: Bureau of Labor Statistics



the textile sector which would bring us back to the employment levels of the early '70's. Even if we had such a demand, it is hard to see where the employees would come from.

LMI: Many small towns grew up around textile mills. What has happened to these small communities when mills closed?

Dr. Jarvis: Very difficult times. In the short run, the former textile employees could rely on unemployment insurance for a portion of their former salaries although they were left without medical insurance. Later, the employees found work in other areas, either other manufacturing industries or the service sector. The service sector does not tend to offer the same level of pay or benefits as the textile jobs that were lost, however.

The major impact has been on the towns. They lost their focus when

the major employer closed. In the '70's and '80's these facilities were among the oldest in the industry; they did not lend themselves to other manufacturing industries. The combination of multiple story buildings and relatively low loading per square foot made it difficult to use the facilities for heavy manufacturing; it generally made more sense to build new rather than to renovate. In some cases, the old buildings became fire hazards from vandals.

LMI: Please add any comments or insights that you have that would enhance this project.

Dr. Jarvis: There are no easy answers, no magic bullets. It is clear that we need to try to position our SC industries into more value-added products, incorporating design and better integration throughout the supply chain.

Fortunately, SC has an excellent

workforce with a well-recognized work ethic. Although our employees do not tend to have a high level of education, they have shown that they are willing and are interested in more education and skills training. We need to take advantage of these strengths and enhance them.

This interview was conducted with Dr. Christine W. Jarvis, Director of Apparel Research at Clemson University.

South Carolina's Top 20 Textile Employers

Springs Industries, Inc.

Milliken & Company, Inc.

Mount Vernon Mills, Inc.

Alice Manufacturing Company, Inc.

Highland Industries, Inc.

Blumenthal Mills, Inc.

Greenwood Mills, Inc.

Linq Industrial Fabrics, Inc.

Inman Mills

Albany International Corp.

Aston Johnson Corp.

Hamrick Mills

Clark-Schwebel Corp.

Culp, Inc.

Delta Mills, Inc.

JPS Converter & Industrial Corp.

CCX Fiberglass Products

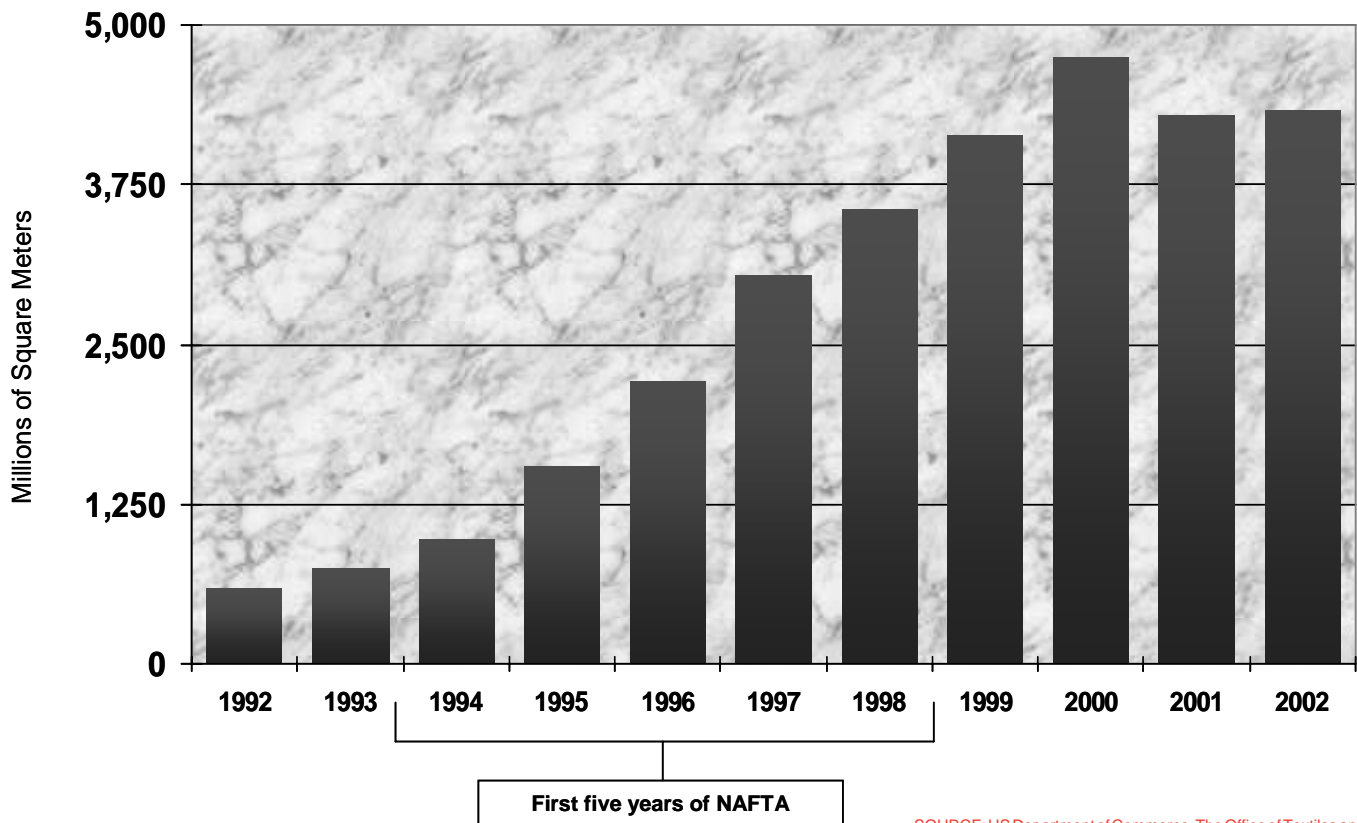
Blair Littles

Franco Manufacturing Company

Chiquola Industrial Products, LLC

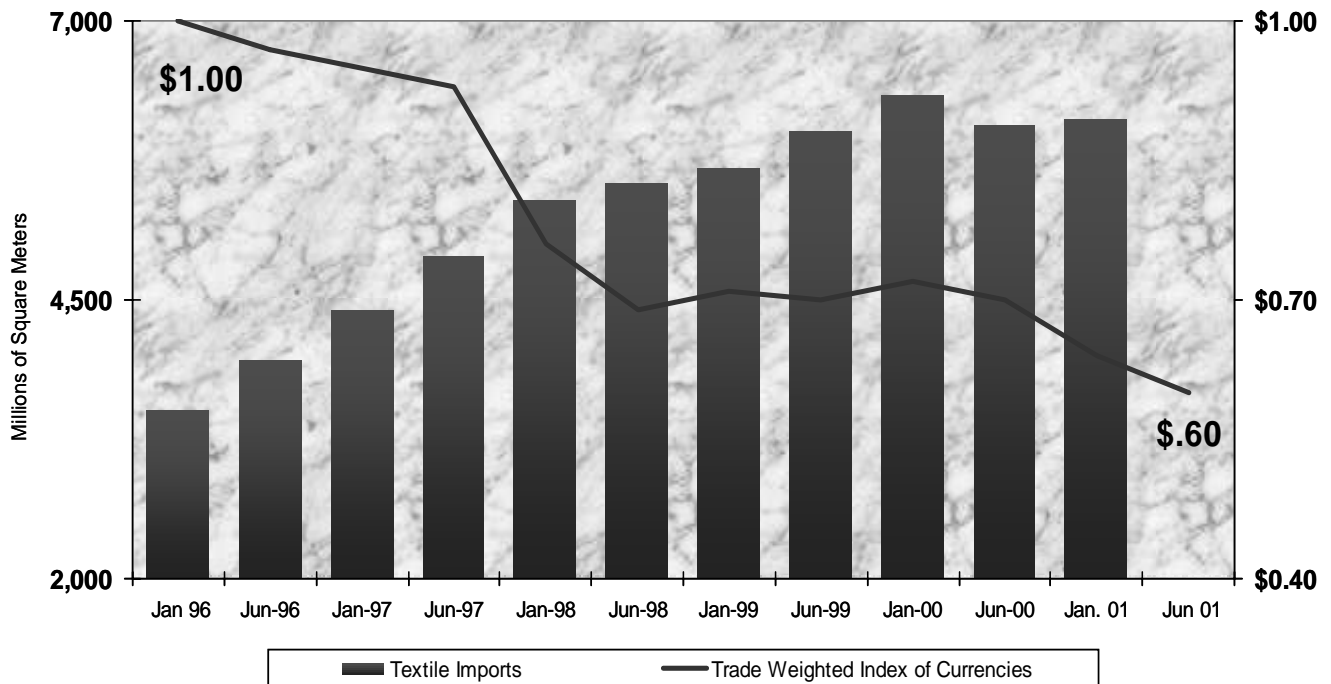


Total Textile and Apparel Imports from Mexico 1992 - 2002



SOURCE: US Department of Commerce, The Office of Textiles and Apparel

Currency Index and Total Textile Imports from the Top Ten Asian Textile Countries



SOURCE: American Textile Manufacturers Institute and Qanda Inc. Index is made of the top ten Asian textile exporters to the United States: Pakistan, Thailand, India, South Korea, Taiwan, Indonesia, Philippines, Japan, Sri Lanka and Hong Kong (listed by volume). Note that China is excluded because China uses export tax rebates to devalue its currency and sector specific figures for those rebates are not available. However, China reported last year that its use of rebates was at record levels and had increased by 94% over the previous year.



Quick Facts About South Carolina Textiles

- 75% of the US Textile Gross Domestic Product comes from eight southeastern states: Georgia, Alabama, Louisiana, North Carolina, South Carolina, Mississippi, Tennessee, and Virginia.
- Of the 5 largest textile-producing states, South Carolina ranks third in employment.
- In South Carolina, the textile and apparel industry is the largest manufacturing employer, employing 23% of the state's manufacturing workers.
- South Carolina textile workers earn, on average, about \$11.00 per hour.

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Bureau of Labor Statistics – The BLS is part of the U.S. Department of Labor and functions as the principal data-gathering agency of the federal government in the field of labor economics. The BLS collects, processes, analyzes and disseminates data relating to employment, unemployment, the labor force, productivity, prices, family expenditures, wages, industrial relations, and occupational safety and health.

Employment – A count of all persons who worked full or part time or received pay from a nonagricultural employer for any part of the pay period that included the 12th day of the month. Because this count comes from a survey of employers, persons who work for two different companies would be counted twice. Therefore, nonfarm payroll employment is really a count of the number of jobs rather than the number of persons employed. Persons may receive pay from a job if they are temporarily absent due to illness, bad weather, vacations, or labor-management dispute. This count is based on where the jobs are located, regardless of where the workers reside, and is sometimes referred to as employment “by place of work.” Nonfarm payroll employment data are collected and compiled by the Current Employment Statistics (CES) Survey.

Labor Market Information (LMI) – LMI is a body of knowledge that describes the nature, characteristics, and operation of those mechanisms, institutions, and participants involved in the matching of labor supply with demand. LMI is made up of a variety of economic, social, and demographic information. The information describes current conditions and forecasts conditions at a future date. LMI is comprised of population data, labor force data, occupational data, general economic trends, and career data. LMI has many planning uses. The information can be used to determine policy and program needs, to allocate resources, and to establish program performance standards.

Nonagricultural Wage and Salary Employment – An estimate of all part- and full-time wage and salary employees who worked during, or received pay from the pay period that included the 12th day of the month. Estimates measure the number of jobs by industry and reflect employment by place of work.

Seasonal Adjustment – A statistical technique applied to monthly data to eliminate changes that normally occur during the year due to such seasonal events as changes in the weather, major holidays, shifts in production schedules, harvest times, and the opening and closing of schools.

Unemployment – An estimate of the number of persons who did not have a job, but were available for work and actively seeking work during the calendar week that includes the 12th day of the month.

Source: Bureau of Labor Statistics, U.S. Department of Labor.

TECHNICAL NOTES

South Carolina Workforce Trends is prepared in conjunction with the U.S. Department of Labor, Bureau of Labor Statistics. The current month's estimates are preliminary while all previous data are subject to revision. Industries are classified according to the *North American Industry Classification System (NAICS)*. All estimates are projected from a first quarter 2002 benchmark.

Nonagricultural wage and salary employment estimates include all full- and part-time wage and salary employees who worked during or received pay for the pay period which includes the 12th of the month. Estimates measure the number of jobs by industry and reflect employment by place of work. Therefore, these data are not strictly comparable with the labor force data which represent persons by place of residence. Excluded from wage and salary estimates are proprietors, self-employed workers, private household employees, and unpaid family workers. A small percentage of wage and salary workers cannot be allocated to specific counties because of the nature of their jobs. Therefore, county data will not add to state totals.

Production worker estimates include full- and part-time employees working within manufacturing industries. Hours worked and earnings data are computed based on payroll figures for the week including the 12th of the month for

production workers. Average hourly earnings are calculated on a gross basis, and are affected by such factors as premium pay for overtime and shift differential as well as changes in basic hourly and incentive rates of pay. Average weekly earnings are the product of weekly hours worked and hourly earnings.

Labor force data are adjusted to the Current Population Survey benchmark, and represent employment and unemployment by place of residence. These data are not comparable to the place-of-work industry employment series. Workers involved in labor disputes are counted as employed. Total employment in the labor force also includes agricultural workers, unpaid family workers, domestics, and self-employed. The unemployment rate is calculated by dividing total unemployment by the labor force, and is expressed as a percent. Because of the conceptual differences stated above, total employment may in some instances be lower than nonagricultural wage and salary employment.

Workforce Trends is prepared and published monthly by the staff of the Labor Market Information (LMI) Department of the South Carolina Employment Security Commission, under the direction of **Kenneth T. Gladden**. Production of the *Workforce Trends* was coordinated by the following:

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THE PREFERRED CHOICE FOR WORKFORCE INFORMATION

Quick Facts About U.S. Textiles

Industry Profile

Companies (1997)	5,117
Plants	6,134
Capital Investments (1999)	\$2.95 billion
Looms In Place (2000)	
Shuttle	2,864
Shuttleless	51,556
Spindles In Place (2001)	
Ring	2,553,000
Open End	696,000
Air Jet	97,000

Industry Income Statement

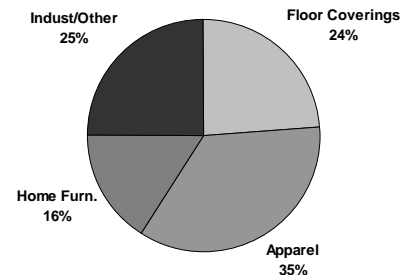
	1999	2000
Sales	\$60.3 billion	\$57.8 billion
After Tax Income/loss	\$0.7	\$(0.4)
After Tax Return		
(on assets)	2.0	(0.8)
(on equity)	5.5	(2.8)

Textile Employment In Major Producing States 2001

Total U.S. Employees: 443,000

NC 122,400	MA 11,200
GA 95,300	NY 10,100
SC 60,200	NJ 7,700
AL 34,700	RI 6,200
CA 26,300	MS 3,900
VA 22,900	KY 3,800
PA 15,900	FL 3,400
TN 13,200	ME 2,500

Textile End Uses, 2000 (% by lbs.)



SOURCE: Bureau of Labor Statistics

Total Cost: \$1,155.86
 Total Printed: 2,500
 Unit Cost: \$0.46

