

**Workforce Innovation and Opportunity Act
Regional Plan Modification
July 1, 2018 – June 30, 2020**

Planning Region Name:
South Coast

Local Areas within the Planning Region:
SC Works Lowcountry
SC Works Trident

Local Area Administrators and Contact Information:
Michael Butler: 843-473-3969; MButler@lowcountrycog.org
Sharon Goss: 843-529-2582; sharong@bcdco.com

Attachment A: Regional Plan Requirements

The regional plan serves as an action plan to develop, align, and integrate service delivery strategies and resources among multiple local areas within a region. Local boards and chief elected officials in each planning region are required to engage in a regional planning process that results in the preparation and submission of a single regional plan. Regional plans must incorporate the local plans for each local area within the planning region. The regional plan must include:

- 1. A description of how each local area within the region was afforded the opportunity to participate in the regional planning process, along with a description of the planning process undertaken to produce the regional plan. The description must include how the chief elected officials and Local Boards were involved in the development of the plan.**

State Instruction Number 18-09 provides instructions and guidance on modifying the current Local and regional Plans. State Instruction 15-08, provided an overview of the process used to identify planning regions. In making the determination, the state considered the factors such as the extent to which the local areas in a proposed region are consistent with labor market areas in the state, are consistent with regional economic development areas in the state, and have available federal and non-federal resources necessary to effectively administer activities under subtitle B and other applicable provisions of WIOA, including whether the areas have the appropriate education and training providers, such as institutions of higher education and area career and technical education schools. SC Department of Employment and Workforce (SCDEW) also considered population centers, labor force conditions, commuting patterns, industrial composition, location quotients, geographic boundaries, income, poverty, educational attainment, and in-demand occupation groups.

Each local area was afforded the opportunity to participate in the development and planning of the initial South Coast Regional Plan. Local Board members served on the committee throughout the process and provided input and collaboration in the creation of the plan. After the plan was developed, it was sent to the Trident Workforce Development and Lowcountry Workforce Development full boards for review, input and suggestions. The initial plan was presented to the local chief elected officials and they were given the opportunity to provide feedback, input and suggestions prior to the release for public comments. The local board members approved the initial plan on September 27th and 28th 2016 and then the plan was released for public comments.

Timeline: Review with local elected officials/County Council Chairs: September 19, 2016
Approval by TWDB: September 27, 2016
Approval by Lowcountry Workforce Development Board: September 28, 2016
Released for Public Comments: September 29th – October 28th, 2016

Public comments were taken into consideration. Some changes were made immediately and others will be discussed in further detail at the next committee meeting. The plan will be amended as necessary.

A Glossary of Terms is included as an attachment - A

In 2018, SC Department of Employment and Workforce (SC DEW) launched Phase III of the Sector Planning, which is Sector Partnerships with Next Gen Consulting team helping to facilitate and guide the regional teams through the next phase.

The goals of Phase III are:

- Develop regional, industry-led sector partnerships that will serve as coordinating bodies for multiple public partners to collaborate effectively with one another and with industry;
- Develop a collaborative state strategy for jointly supporting sector partnerships across SC Department of Commerce, SC Commission on Higher Education, SC Technical College System, SC Department of Employment and Workforce and other key state-level partners. During phase III,
- The agenda is entirely defined and driven by business leaders and not defined by parameters of grants and existing programs;
- Focus on industry competitiveness and growth versus workforce only;
- Business leaders personally champion priorities and have stake in solutions versus providing input only;
- A long-term way to respond to changing needs of industry versus a one-time focus group;
- Go-to, shared table to understand and respond to industry's needs versus one more meeting; it is a way of doing business versus a grant or special initiative and ;
- Regionally based versus jurisdiction-based

We will use the Next Generation Sector Partnerships model to accomplish this. We are planning to launch a Healthcare industry-led sector partnership in the spring of 2019. It is being modeled after similar, successful partnerships across the country. For businesses, the launch is a forum to identify shared issues, to network and troubleshoot together, and to define solutions going forward. For public partners in the South Coast Region, they become a really effective way for the many different economic development, education and training programs in our region to jointly understand the needs of the health care industry, and also help implement shared solutions.

- The priorities that come out of the Partnership might be related to specific training needs, talent attraction, or retention strategies; it could be related to regulatory challenges, technology needs or care coordination. We will know more after the first launch meeting.

The initial regional team configuration was sent out by SCDEW that consisted of the following:

REGIONAL WORKFORCE PLANNING and IMPLEMENTATION TEAMS – The team participated in a self-assessment (**Attachment –B**) exercise designed to help determine each region's readiness to undertake a sector strategy approach. The team also attended the Regional Institute where planning activities began for the regional plan. The team was responsible for advocating and leading the development of sector strategies and integrated services in each region of the South Coast Region. The initial team constructed by DEW was comprised of a representative from each entity below:

- Workforce Development entities
- Technical/Community Colleges
- Economic Development entities
- K-12 Education
- Business representatives, especially those from likely targeted industry sectors/Non-Profit
- Adult Education
- Vocational Rehabilitation

This has been updated to the current model. We have a support team consisting of partners as stake holders in the community, They are supported by a team of support partners that includes decision-makers from the workforce system (workforce development boards, Job Centers, Department of Human Services, Vocational Rehabilitation, Adult Education, Temporary Assistance to Needy Families, etc.),

education (including K-12, Career and Technical Education, community and technical colleges, and 4-year institutions), community based training organizations, apprenticeship programs, as well as key economic development organizations and Chambers of Commerce, and other stakeholders.

Core Team: This is the team that will be directly responsible for launching and supporting the sector partnership. They are the individuals who answer the call for a new approach and who commit to using the Next Gen Sector Partnership methodology to build and sustain an authentically industry-led partnership. It's important that members of this team represent multiple education, workforce development and economic development organizations. This team will be responsible for brokering relationships with businesses to bring them to—and keep them at—the table. They will also be responsible for identifying partners from the broader network of supporters (other education, workforce development or economic development organizations) that can help implement industry's priorities. This team will also be responsible for making decisions about which organization (or pair of organizations) is best-positioned to serve as convener. Depending on the partnership priorities and needs partners are called to step in and out of "active" involvement.

The Convening Team will Coordinate, communicate and facilitate the meetings.

4 Regional Teams comprised of 12 members, to include:

Convener(s) – South Carolina Department of Employment and Workforce (SCDEW) Area Director and Co-Convener, Economic Developer

- 1 Workforce Development Administrator
- 1 Technical College representative
- 1 Economic Developer (Additional)
- 1 Superintendent from K-12 system
- 1 Local Workforce Development Board(LWDB) member who serves as a business representative
- 1 Adult Education representative
- 1 Department of Social Services (DSS) representative
- 1 Vocational Rehabilitation(VR) representative
- 1 Department of Employment and Workforce(DEW) Regional Manager
- 1 Regional Workforce Advisor (from SC Commerce)
- Non-Profit

Some of the initial members of the South Coast Planning Team attended the Sector Strategies 101 Training in December 2016, where they learned and discussed how the sectors approach would be developed throughout the state. The meeting immediately sparked an interest in forming partnerships and designing plans on how to develop a regional data-driven and business-led economy. As the planning began, the team quickly recognized the need for additional members to join the team in order to get a true representation of the region's workforce needs. It is notable that, not too long prior to the sector strategies project initiation, the Charleston Metro Chamber of Commerce (CMCC) and Charleston Regional Development Alliance (CRDA) initiated an economic development planning initiative called [One Region](#), which set out to address critical community challenges, advance target clusters and competencies, and coordinate activities across systems in Berkeley, Charleston, and Dorchester counties. Fortunately, one of the South Coast Region Planning Team members also serves on the One Region advisory group. This provided a link between the two initiatives, allowing the team to plan efficiently, effectively and, most importantly, to increase collaboration efforts.

Following the December meeting, the interim on-site point of contact, the local Workforce Development Director, diligently worked on expanding the team roster and planned the first team meeting for March 2, 2016, at the Trident SC Works Center in North Charleston. Several team members were already familiar with each other and accustomed to working together across systems and even across the local workforce development area (LWDA) boundaries. This provided an enormous advantage to the endeavor of developing sector strategies and building talent pipelines across the region. The main goal of the initial meeting was to conduct an in-depth self-assessment, designed to determine their region's readiness to implement sector-focused approaches to workforce development and service delivery.

The following questions were explored:

1. Are workforce, economic development, and educational institutions using/sharing the same data to determine key growth sectors, identify specific skills needs, level of demand, and education and training gaps?
2. Are target sector employers fully engaged as part of an operational or developing sector partnership?
3. Are appropriate mechanisms in place to ensure timely and effective communications among partners?

The conclusion drawn from the self-assessment exercise was that there are various viable initiatives underway and processes in place within each partner entity and LWDA. However, more focus needed to be placed on aligning plans, processes, and resources in order to successfully scale demand-based strategies to a streamlined regional level.

The second team meeting was held on March 16, 2016, at the Colleton SC Works Center in Walterboro. Team members completed a "mini asset mapping" exercise (**Attachment-C**), i.e., a process to identify and take inventory of existing services, projects, initiatives, partnerships and the entire range of resources within a region that might be accessed to support sector strategies development and implementation. Assets identified, for example, were the [South Carolina Work Ready Communities](#) initiative, the One Region plan in Charleston developed by the Charleston Regional Development Alliance/Charleston Metro Chamber and Alliance Group, and each Local Workforce Development Area (LWDA) business services team, which includes partners from the Workforce Innovation and Opportunity Act (WIOA), Vocational Rehabilitation, the Department of Social Services, the South Carolina Department of Employment and Workforce, Ready SC, Economic Development, the Technical Colleges, K-12 School System, Apprenticeship Carolina, the six WIOA core programs which are the Adult, Dislocated Worker, and Youth programs, the Wagner-Peyser program, the Adult Education and Family Literacy Act program, Vocational Rehabilitation, SC Tech System, Workforce Development Board members, SC Department of Commerce, Technical College of the Lowcountry and Trident Technical College. The conclusion drawn at the first meeting was supported by the outcome of the asset-mapping exercise. Each LWDA already had a relatively solid basic structure in place for a business-led workforce development system. It was just a matter of devising a plan to unify efforts among partners, enhance communication and collaboration, and expand efforts regionally.

- 2. An analysis of regional labor market data and economic conditions, to include existing and emerging in-demand industry sectors and occupations, and the employment needs of**

employers in those existing and emerging in-demand industry sectors and occupations. The analysis shall include:

- **The knowledge and skills necessary to meet the employment needs of the employers in the region, including those in in-demand industry sectors and occupations**
- **An analysis of the current workforce in the region, including employment and unemployment data, labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment; and**
- **An analysis of workforce development activities in the region, including available education and training opportunities. This analysis must indicate the strengths and weaknesses of workforce development activities necessary to address the education and skill needs of job seekers, including individuals with barriers to employment, and the employment needs of employers in the region.**

Through the analysis of data (**Attachment – D**) provided by Maher & Maher and utilizing the One Region and Talent Demand Update Analysis, the South Coast Region will focus on the following sectors:

- Diversified Manufacturing
- HealthCare
- Information Technology
- Transportation & Logistics
- Construction Trade

Every regional economy consists of a mix of industries that play a greater or lesser role in the overall number of jobs that exist and in the overall value of goods and services produced. Economists speak of jobs as employment and the value of goods and services as output. Statistics related to employment and output allows researchers to compare growth in an economy over time (past or future) as well as to compare our economy to other regions around the country. By adding the workforce development component to an industry cluster in a regional economy, our strategy development requires us to identify those industry clusters, occupations, and career pathways that are most crucial to growing the regional economy. Doing so will provide the optimum mix of employment.

To make valid comparisons, researchers need definitions that are consistent. This study uses 22 industry clusters that were previously defined and used extensively around the country in helping workforce, economic development, and educational entities identify priority industry clusters. These industry clusters include:

Agriculture Production	Construction	Metals and Metal Fabricating
Food Processing	Chemicals, Rubber, and Plastics	Lumber and Wood Products
Communications and IT Manufacturing	Communications and IT Services	Textiles

Biotechnology	Transportation and Logistics	Wholesale Trade
Business Services	Financial Services	Health Care
Real Estate and Building Services	Government	Retail
Hospitality	Energy and Utilities	Personal Services
Education		

Using this way of conceiving clusters, a cluster like Construction would not only include the companies that build homes, commercial and industrial properties, and highways and bridges, but also the companies that supply the stone for driveways, the lumber and drywall for walls, the trusses for roofs, and all of the other materials needed to build a house, as well as the realtors that sell the houses.

Once the clusters are defined, prioritizing the clusters that are the best bets for economic and workforce development investments is the next task.

This conceptual approach is primarily a demand-driven, industry-based approach. It is one that is used primarily in economic development circles. However, it offers benefits for workforce development because: (a) it bundles industries where occupations are likely to require skills that are transferable; (b) it still allows us to hone in on specific occupations that may be growing or changing/improving in nature; and (c) it makes it more likely that economic development officials will see the ultimate target industries through the same lens as workforce developers, thereby enhancing alignment. Implications for career pathways and training curriculum grow out of this analysis where the voice of the industry is loud and clear.

Local competitive advantage (location quotient or LQ) seeks to identify those industries where the local area has certain advantages and as a result does things better than the competition around the country. Competitive advantage may result from access to raw materials, access to markets, an effective transportation system, knowledge generated in local research institutions, knowledge that is imbedded in the skills of the local workforce, or just the presence of an entrepreneur who has located in the local region. LQ alerts us to the presence of a competitive advantage but does not tell us exactly what that advantage is.

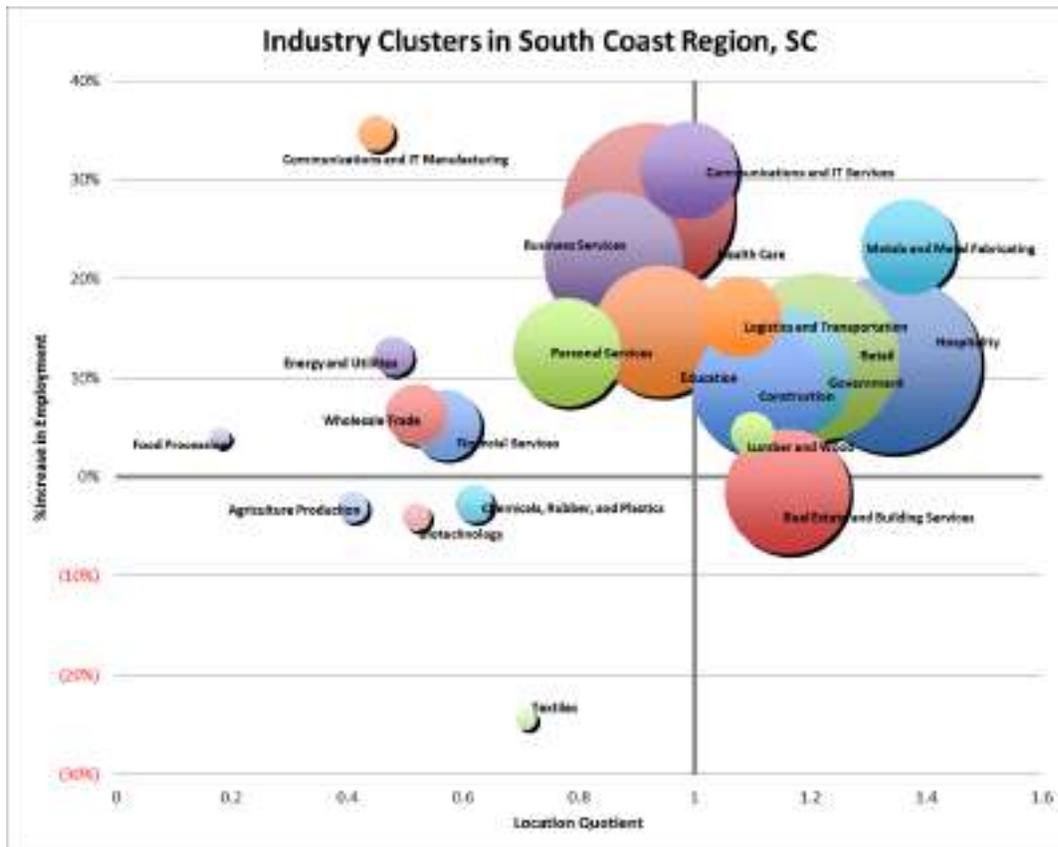
For us, competitive advantage (as measured by the location quotient statistic) is the primary metric for determining priority industries, followed by job growth projections and absolute size of employment in the industry.

Location quotient measures the concentration of employment in the industry locally relative to the concentration of employment in the industry nationally. The assumption is that an industry with a concentration above the national average (above the number “1” in our report tables) has some sort of local competitive advantage that we need to recognize and act upon. For example, in the listing below

of top industry clusters and drivers in this region, Chemicals, Rubber, and Plastics, has an LQ of 2.23, which means that the region has 2.23 times the national average of employment concentration in that industry.

The following documents that are the source of the data for this analysis (*The Appendix contains all the data runs referred to in this discussion. The cover page to the Appendix explains the report structure and the general content of each report.*) See full report Attachment D

- **Cluster Summary Report (Report #1 in the Appendix)**, which includes charts with the 22 clusters ranked by size and average wage, growth, shift share, and location quotient as well as a bubble chart that plots most of this information on a one-page graphic;
- **Highest Ranked Industry Report (Report #2 in the Appendix)**, which ranks the top 50 5-digit NAICS industries (industry drivers) by size and average wage, growth, shift share, and location quotient;
- A document called **Summary of Clusters and Drivers by Region (Report #3 in the Appendix)**, which aligns the driver industries under each cluster title; and
- **Occupational Report (Report #4 in the Appendix)**, which includes a chart with projected occupational openings, another chart with the Top 100 openings, and a chart that organizes the Top 100 occupations into prospective Career Pathways for occupations that are in multiple industries.



The above bubble chart for this region (also Report #1E in the Appendix) summarizes the Cluster Summary Report and location quotient, projected percentage change in employment, and size of employment in each of the 22 pre-determined industry clusters. Priority clusters can appear in any one of the first three quadrants. Bubbles representing the 22 clusters are shown on the graphic on the following page with four quadrants where:

- The upper right quadrant indicates high LQ and high projected growth;
- The upper left shows industries with high projected growth but less than average LQ;
- The lower left indicates, negative projected growth and less than average LQ.
- The lower right depicts industries with high LQ but negative growth projections. This may be the case with so-called “legacy industries”, which project as being in decline but may be large industries in terms of jobs, and may present a significant competitive advantage for the region. In South Carolina, textiles would fall into the “legacy” category.

We do the Highest Ranked Industry Report (Report #2 in the Appendix) to ensure that we recognize industry drivers (five digit NAICS code industries) that have high location quotients and rapid growth but that may show a lesser impact when they are consolidated into a cluster. Drivers point to highly competitive and rapidly growing industries that may be the essence of local competitive advantage. Matching drivers to clusters in the Summary of Clusters and Drivers by Region (See Report #3 in the Appendix) allows us to see other drivers that we may have missed in our cluster analysis.

THE SOUTH COAST REGION

Demographics

This Region includes seven counties including Beaufort, Berkeley, Charleston, Colleton, Dorchester, Hampton, and Jasper.

The following table shows key demographics for the South Coast Region in comparison with the other regions and the state as a whole.

	Population (2015)	Population (2025)	Change	% Change	Age 55+	Less than HS	AAS or more
South Carolina	4,877,827	5,146,532	268,705	6%	29%	15%	34%

Central	1,393,462	1,468,643	75,181	5%	28%	14%	36%
Pee Dee	965,492	1,003,007	37,515	4%	33%	18%	27%
South Coast	1,005,040	1,098,261	93,221	9%	29%	11%	39%
Upstate	1,513,833	1,576,621	62,788	4%	29%	18%	32%

Industry Analysis

As mentioned above, for us, competitive advantage (as measured by the location quotient statistic) is the primary metric for determining priority industries, followed by job growth projections and absolute size of employment in the industry (See Reports #1D, #1B, and #1A in the Appendix).

Ranked only by projected location quotient in 2025 (number in parentheses is location quotient), the top industry clusters and drivers included (additional information can be seen in Report #3):

- Metal and Metal Fabricating (1.37)
 - Motor Vehicle Brake System Manufacturing (37.91)
 - Rolled Steel Shape Manufacturing (27.79)
 - Alumina Refining and Primary Aluminum Productions (7.17)
 - Residential Electric Lighting Fixture Manufacturing (17.69)
 - Aircraft Manufacturing (14.70)
 - Other Engine Equipment Manufacturing (7.25)
 - Aluminum Sheet, Plate, and Foil Manufacturing (4.74)
 - Boat Building (7.41)
 - Travel Trailer and Camper Manufacturing (2.89)
 - All Other Transportation Equipment Manufacturing (4.54)
- Hospitality (1.34)
 - Convention and Visitors Bureaus (5.71)
 - Scenic and Sightseeing Transportation, Land (4.59)
 - Recreational Goods Rental (5.29)
 - Historical Sites (4.07)
 - Scenic and Sightseeing Transportation, Water (3.18)
 - Amusement Arcades (3.42)
- Retail (1.21)
 - Boat Dealers (4.51)
- Government (1.16)
- Real Estate and Building Services (1.16)
 - Land Subdivision (7.62)
 - Hazardous Waste Collection (5.45)
 - Other Waste Collection (4.31)
 - Solid Waste Combustors and Incinerators (2.08)
- Construction (1.11)
 - New Multifamily Housing Construction (6.19)
- Lumber and Wood Products (1.10)
 - Paperboard Mills (20.04)

- Timber Tract Operations (6.97)
- Logistics and Transportation (1.08)
 - Marine Cargo Handling (11.68)
 - Port and Harbor Operations (8.20)
 - Coastal and Great Lakes Passenger Transportation (9.04)
 - Marinas (2.85)
 - Navigational Services to Shipping (2.49)

There are several sectors, which have a concentration of employment that is only slightly higher or slightly lower than the national average. However, they are larger sectors that are expected to generate good growth numbers over the period being examined. They need to be considered among the priority industries. They are listed below along with location quotient for the cluster and the expected job growth for the cluster and drivers for the decade ahead.

- Communications and IT Manufacturing (1.02, 729)
- Communications and IT Services (.99, 5,100)
 - Custom Computer Programming Services (1,237)
 - Computer Systems Design Services (1,034)
 - Wireless Telecommunications Carriers (498)
- Education (.94, 4,919)
 - Elementary and Secondary Schools (2,235)
 - Colleges and Universities (1,054)
- Health Care (.92, 13,817)
 - Hospitals (State Government) (7.81, 753)
 - Diagnostic Imaging Centers (4.96)
 - Offices of Physicians (3,214)
 - Home Health Care Services (1,407)
 - General Medical and Surgical Hospitals (1,058)
 - Services for the Elderly and Persons with Disabilities (925)
 - Continuing Care Retirement Centers (698)
 - Offices of Dentists (685)
 - Nursing Care Facilities (653)
 - Diagnostic Imaging Centers (475)
- Business Services (.86, 7,722)
 - Temporary Help Services (2,588)
 - Corporate, Subsidiary, and Regional Management Services (823)
 - Engineering Services (786)

Most of the sectors with the highest levels of employment have been accounted for above. However, there is one other sector which is a larger employer but that tends to have a high number of part-time workers in jobs that pay lower than the average in the area. It is below the national average in location quotient. For those reasons, we have excluded it from our recommendations.

When one includes job growth projections, the industry clusters that rise to the top (and the reason for including them) are:

- Metal and Metal Manufacturing (LQ)
- Hospitality (LQ)
- Retail (LQ)
- Government (LQ)
- Real Estate and Building Services (LQ)
- Construction (LQ)
- Lumber and Wood Products (LQ)
- Logistics and Transportation (LQ)
- Communications and IT Manufacturing (Growth)
- Communications and IT Services (Growth)
- Education (Growth)
- Health Care (Growth)
- Business Services (which includes one of the fastest growing driver which is Temporary Help Services) (Growth)
- Personal Services

One of our key planning tasks involves prioritizing the clusters that will be the focus of our investment of time, funding, and programming in the near future. For that reason, we are interested in finding 4-5 clusters that will be our priorities going forward and identifying one that we will fully develop in the course of this project. This data was provided by Maher and Maher.

Knowledge and Skills:

Existing and Emerging In- Demand Industry Sectors and Occupations

The South Coast region has progress in recovering from the recession of the 2007-2010 periods. Most economic indicators now point to increasing employment and economic activity. The region has bounced back strong in manufacturing and transportation/logistics industries due to companies such as Boeing. Recently, Volvo Car Corporation selected the Charleston, S.C. area for the location of its first North American plant. Certainly, these projects will add to the momentum the region is currently experiencing.

Utilizing the data from Maher and Maher, The One Region Plan and the Community Profile from the SC Department of Employment and Workforce, The South Coast Region has seen tremendous job growth since the recession. Retail Trade has seen the highest growth followed by Healthcare and Social Assistance and then Food Services and Accommodation. Based on information from the One Region Plan and Talent Strategy Workforce Supply & Demand Analysis 2016 update, The South Coast region will create nearly 26,000 new jobs. The occupations forecasted to grow are software & IT, Production, Mathematics, Marketing Engineering, Communications, Business and Medical. The Clusters with the highest employment are Medical, Production and Software & IT. According to the Talent Gap Analysis update, occupations are expected to have the largest workforce shortages are general assemblers, accounting support and software developers.

Per the Community profile report by the SC Department of Employment and Workforce quarterly census of employment and wages-2015 Q4, the **top employment by industry** are Retail Trade, Health Care & Social Assistance, Accommodation & Food Services, Administrative, Support & Waste Management & Remediation Services and Manufacturing. The region saw 288 new startup firms in 2015 Q4 and the top five occupational openings are Registered Nurses, Heavy & Tractor-Trailer Truck Driver, Retail

Salespersons, First-Line Supervisors of Retail Sales Workers and First-Line Supervisors of Food Preparation and Serving Workers. The top five new hires by industry are Accommodation & Food Services, Administrative & Support and Waste Management and Remediation Services, Retail Trade, Healthcare & Social Assistance and Construction. **Industries with the highest turnover** are Accommodation & Food Services, Administrative & Support and Waste Management and Remediation Services, Agriculture, Forestry, Fishing & Hunting, Arts, Entertainment & Recreation and Construction. The top average annual wage by Industries is Professional, Scientific & Technical Services, Manufacturing, Finance & Insurance, Utilities and Wholesale Trade. **The labor market projections by industries** top five are retail Trade, Accommodation & Food Services, Healthcare & Social Assistance, manufacturing and government. Data is based on information provided in the Community profile from the SC Department of Employment and Workforce. The highest average annual wages were found in Professional, Scientific and Technical Services at \$85,459, Manufacturing at \$71,088 and Finance and Insurance at \$69,319. Food Preparation and Serving Related Occupations had the lowest average wage at \$19,828.

Occupational Projections

The top five labor market projections by Occupations are building, grounds cleaning & maintenance, food preparation & serving related occupations, healthcare practitioners & technical occupations, office & administrative support occupations and sales & related occupations. According to data from the Talent Demand Analysis updated provided by Charleston Metro Chamber, In Occupations clusters with the highest forecast to grow more than 10% are Software & IT, Production, Mathematics, Marketing, Engineering, Communications, Business and Medical. The clusters with the highest employment are Medical, Production and Software & IT. We can expect a shortage in these areas as well if we do not build the talent pipeline.

The majority of expanding occupations are in the manufacturing and healthcare industries, while many of the declining occupations are being displaced by technological innovation.

- Analysis of Current Workforce

Other industries' growth rates, concentration, and size were also analyzed. Additionally, the group considered questions such as:

- Should Real Estate and Building Services be a cluster with its large number of part-time workers and relatively low wages for wage earners?
- Should Hospitality and Retail be included because of its tendency to grow low-skill, low-wage jobs with ill-defined career pathways?
- Should Business Services be a cluster, given that it appears to be driven by the Temporary Staffing Industry?
- Analysis of Workforce Development Activities

Two sector-specific data committees were formed, one for Diversified Manufacturing and one for Healthcare, each of whom conducted detailed analyses of the employment needs for their respective target sectors using employment data provided by Maher and Maher. Factors considered, for example, were the employment change between 2015 and 2025, the median hourly earnings, and the typical entry level education and/or work experience required. Each committee decided on a different number of target occupations, based on different demand and industry structures. (Examples for the recommended Healthcare occupations include but are not limited to:

- Personal Care and Home Health Aides
- Registered Nurses
- Medical Secretaries, General Office Clerks, and Receptionists

It is noteworthy that the Healthcare Data Committee also recommended placing priority on the Patient Care Technician (PCT) occupation, which typically requires Certified Nurse Aide (CNA) training, instruction in the use of electrocardiogram (EKG) equipment, CPR training with certification, and basic phlebotomy. However, as this occupation is reflected as separate components/occupations in the data analyzed (e.g., CNAs and Phlebotomists), additional research needs to be conducted to determine the accurate demand. Additionally, it should be noted that CNA programs are offered at various high schools in the region through Health Science programs in Career and Technical Education.

Examples for the recommended Diversified Manufacturing occupations include but are not limited to:

- Aircraft Structure, Surfaces, Rigging, and Systems Assemblers
- Inspectors, Testers, Sorters, Samplers, and Weighers
- Team Assemblers

The Diversified Manufacturing Data Committee further recommended, and the team agreed to, analyzing the employment needs for the three remaining target sectors in the near future. The Diversified Manufacturing and Construction Trades sectors have overlapping occupations. Additionally, there are “back office” occupations across all industries. While extensive sector strategies may not be developed for the secondary focus sectors right now, the team feels it is necessary to look at occupations across the board to ensure that all “cross pollination” of skills and training needs are considered. Specific occupations identified in the data analysis are addressed through secondary programs at various high schools in the region.

Per the Healthcare Data Committee, the South Coast Region should focus on the following healthcare **industries** (incl. employment change from 2015 – 2025):

- Nursing Care Facilities Healthcare Assistants – 653 (21%)
- Home Health Care Aides – 1407 (58%)
- Hospitals, State – 753 (10%)
- Dentists – 685 (25%)
- Physicians – 3214 (32%)
- Hospitals, Medical/Surgical – 1058 (14%)
- Physical Therapies – 427 (43%)
- Ambulance Services – 151
- Temporary Health Services – 2588
- Back Office – 640
- Per the Healthcare Data Committee, the South Coast Region should focus on the following healthcare **occupations** (incl. employment change from 2015 – 2025 and required education/training):
 - Registered Nurse – 1570 (associates degree or higher)
 - Personal Care/Home Health Aide – 1873 (less than high school)
 - Nurse Assistants – 765 (certificate)
 - Medical Assistants – 639 (certificate)

- Medical Secretaries/Office Clerk General/Receptionists - 1216
- First Line Supervisors/Office Administrative Support Workers – 665 (high school diploma/equivalent)
- EMT/Paramedic – 226 (non-degree/certificate)
- Patient Care Technician (PCT) (Phlebotomy - 103, ECK,
- Dental Assistants - 204
- Dental Hygienists - 176
- Customer Service Representatives – 287
- Per the Diversified Manufacturing Data Committee, the South Coast Region should focus on the following manufacturing **occupations**:
 - Aircraft Structure, Surfaces, Rigging, and Systems Assemblers
 - Inspectors, Testers, Sorters, Samplers, and Weighers
 - Team Assemblers
 - Computer-Controlled Machine Tool Operators, Metal and Plastic
 - Machinists
 - Aircraft Mechanics and Service Technicians
 - Industrial Machinery Mechanics
 - Heavy and Tractor-Trailer Truck Drivers
 - Purchasing Agents, Except Wholesale, Retail, and Farm Products
 - Production, Planning, and Expediting Clerks
 - Electrical and Electronic Equipment Assemblers
 - Industrial Engineering Technicians
 - Business Operations Specialists, All Other
 - First-Line Supervisors of Production and Operating Workers
 - Laborers and Freight, Stock, and Material Movers, Hand
 - Welders, Cutters, Solders, and Brazers
 - Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic
 - Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
 - Avionics Technicians
 - Tool and Die Makers
 - Aerospace Engineering and Operations Technicians
 - Electrical and Electronics Engineering Technicians
 - Engineering Technicians, Except Drafters, All Other
 - Computer User Support Specialists
 - Electrical and Electronics Repairers, Commercial and Industrial Equipment
- It was noted that some of the occupations listed in the manufacturing sector cross over into other sectors as well (e.g., construction trades) and need training programs to fill positions in multiple sectors. Therefore, the data team recommended obtaining the staffing patterns for the remaining sectors (IT, TDL, and Construction Trades) right away to be analyzed and fused with the existing recommendations.
- Additionally, it is essential to cross-reference the manufacturing occupations chosen for priority focus with data used by the SC Department of Commerce

Challenges

Challenges to recruiting employers include, accessibility to interstates, tax regulations, and infrastructure. For example, sectors such as manufacturing experiencing retirees in the workforce.

Other challenges include:

- Transportation
- Commuting
- Sharing/Marketing of these lists to various entities to create buy-in
- Aligning our Workforce vocabulary across all core programs and partners
Messaging needs to start early with visual tools to show skills needed and importance

Strengths and Weaknesses:

At the Sector Strategies Regional Planning Institute in March, and during an all-day comprehensive in-person meeting in April, the team designed the South Coast Sector Strategies and Talent Pipeline Planning Framework, a document that reflects detailed goals, strategies, and action steps planned in support of this initiative. The development of this Planning Framework was guided by the results of a SWOT analysis (strengths, weaknesses, opportunities, and threats) completed at the beginning of the Institute. The SWOT analysis revealed several regional patterns, including but not limited to:

Strengths

- Abundant job growth
- Industries/employers have a desire to partner with workforce development entities
- Excellent geographic location and superb quality of life

Weaknesses

- Pockets of geographic locations where access to education is extremely limited
- Large segments of the regional population lack reliable transportation
- There is a general lack of awareness of the available workforce system service repertoire

Opportunities

- Efficiently address the “boardroom to mail room” disconnect
- Rebranding and change in marketing strategy for the chosen priority sectors
- Scale existing sector work/projects to a regional level

Threats

- Lack of complete system buy-in for sector strategies
- Funding for education in South Carolina is low in comparison to other states

Employer’s Needs:

The Community Profile indicates the region had fifteen thousand one hundred and forty-six job openings in June 2016 with an unemployment rate of 5.0%. The charts below show the top certifications and soft skills needed in each of the counties that comprise the South Coast. Soft skills are those attributes not defined by technical accomplishments or certifications attained. Analysis of data over the past three years indicates that many soft skills are listed as a part of the job postings, such as communication skills, integrity, team-orientation, detail-orientation, problem solving skills and self-motivation. The team will still need to validate the data with employers from each chosen sector, which will include a focus group or a survey with employers utilizing predetermined questions. The Talent

Demand Analysis update conducted by Charleston Metro Chamber provided additional data on employer needs. It identified critical areas of need for current and future jobs that includes Software & IT, Production, Mathematics, Marketing, Engineering, Communications, Business and Medical. The Region has a number of programs in existence with technical colleges, private providers and Adult Education to meet the needs of the customers. However, more specific programs will need to be developed.

Trident Region: Berkeley, Charleston & Dorchester Counties					
TOP 30 CERTIFICATIONS	Jan-Jun 2016	TOP 30 SOFT SKILLS	Jan-Jun 2016	TOP 30 HARD SKILLS	Jan-Jun 2016
Driver's License	6,668	Oral and written communication skills	13,364	Quality Assurance	1,555
Certified Registered Nurse	3,139	Marketing	6,816	Technical support	1,044
Commercial Driver's License	3,132	Team-oriented, teamwork	5,419	Quality control	939
Secret Clearance	1,557	Integrity	5,392	Customer relationship management	850
Basic Life Support	1,429	Microsoft Office	5,260	Java	817
HAZMAT	1,242	Customer service oriented	4,313	Linux	744
Occupational Safety & Health Administration Certification	871	Detail oriented	4,218	Robotic surgery	731
Certification in Cardiopulmonary Resuscitation	856	Creativity	3,785	Structured query language	729
Continuing Education	834	Self-starting / Self-motivated	3,364	Food preparation	698
Food safety programs	735	Problem solving	3,280	Bilingual	697
Advanced Cardiac Life Support	703	Sales experience / ability	2,988	Preventive maintenance	630
Licensed Practical Nurse	545	Work independently	2,866	Preventative maintenance inspections	605
Real estate license	444	Management experience	2,816	Geriatrics	586
Health Insurance Portability and Accountability Act - HIPPA	353	Coaching	2,643	Critical care	548
DOT Medical card	350	Organizational skills	2,515	Computer based training	522
Certified Information Systems Security Professional	343	Management skills	2,453	Pediatrics	497

Automotive Excellence	Service	337	Oracle	2,363	Cyber security	490
DoD 8570 Certification		315	Troubleshooting	2,295	Systems Development Life Cycle	480
State insurance license		313	Strong leadership skills	2,286	Information assurance	479
Class A Commercial Driver's License		292	Basic computer skills	2,265	Software as a Service	465
Board Certified		291	Time management	2,188	Medicaid	458
Certified in Nursing Administration		289	Business development	2,185	JavaScript	453
First Aid certification		286	Project Management	2,184	Behavioral health	436
Basic Cardiac Life Support		283	Microsoft PowerPoint	2,104	VMware	413
Top Secret Clearance		279	Negotiation skills	1,998	Firewall	407
Pediatric Advanced Life Support		275	Work ethics	1,878	User Experience design	392
EPA certification		267	Dependability	1,765	Material Handling	376
Accreditation Board for Engineering and Technology		242	Strong interpersonal skills	1,517	Scrum agile methodology	375
Project Management Professional		230	Analytical skills	1,413	UNIX	372
Tanker and Hazmat Endorsement		224	Software development	1,407	Pharmacy Benefit Management	368

Lowcountry: Beaufort, Colleton, Hampton & Jasper Counties

TOP 30 CERTIFICATIONS	Jan-Jun 2016	TOP 30 SOFT SKILLS	Jan-Jun 2016	TOP 30 HARD SKILLS	Jan-Jun 2016
Driver's License	1,593	Oral and written communication skills	3,235	Quality Assurance	477
Commercial Driver's License	1,274	Marketing	1,435	Bilingual	269
Certified Registered Nurse	945	Integrity	1,356	Pediatrics	203
Basic Life Support	694	Customer service oriented	1,080	Computer based training	200
American Sign Language	520	Team-oriented, teamwork	1,072	Food preparation	189
HAZMAT	437	Microsoft Office	1,008	Preventive maintenance	187

Certification in Cardiopulmonary Resuscitation	412	Detail oriented	878	Preventative maintenance inspections	150
Continuing Education	354	Coaching	726	Geriatrics	149
Advanced Cardiac Life Support	336	Creativity	621	Medical-Surgical Nursing	142
Occupational Safety & Health Administration Certification	225	Problem solving	618	Marketing and Sales	139
Licensed Practical Nurse	222	Self-starting / Self-motivated	602	Quality control	136
Secret Clearance	218	Organizational skills	587	Medicaid	134
First Aid certification	177	Sales experience / ability	574	Critical care	127
Hospice and Palliative Care	175	Work independently	563	Patient Electronic Medical Record	116
Pediatric Advanced Life Support	168	Management experience	516	Emergency room	108
Food safety programs	161	Basic computer skills	515	Technical support	95
Health Insurance Portability and Accountability Act - HIPPA	136	Management skills	426	Bilingual Spanish	92
Class A Commercial Driver's License	106	Strong leadership skills	395	Academic affairs	81
Tanker and Hazmat Endorsement	98	Work ethics	387	Customer relationship management	79
Certified in Nursing Administration	95	Owner operator	371	Pharmacy Benefit Management	79
Certified Purchasing Manager	95	Microsoft PowerPoint	353	Retail merchandising	77
Board Certified	94	Cash registers	348	Asset protection	70
DOT Medical card	91	Retail sales	348	Behavioral health	70
Certified Nursing Assistant	87	Time management	345	Internal audit	65
ICD-10 / ICD-9	72	Troubleshooting	343	Society for Worldwide Interbank Financial Telecommunication	63
American Registry of Radiologic Technologists	71	Dependability	298	Disaster recovery	62
Neonatal Resuscitation Program	71	Negotiation skills	295	Java Server Faces	61
Pharmacy Technician	68	Microsoft Word	292	Material Handling	57
Automotive Service Excellence	68	Business development	276	Time and attendance	56

Growing Jobs (2012-22) by Education for LWDAs		
BY NUMBER	Lowcountry	Trident
Associate's degree	646	3,274
Bachelor's degree	1,420	8,237
Doctoral or professional degree	237	1,067
High school diploma or equivalent	4,017	15,270
Less than high school	4,222	10,216
Master's degree	181	678
Postsecondary non-degree award	810	3,534
Some college, no degree	65	484
TOTAL	11,598	42,760
BY PERCENT	Lowcountry	Trident
Associate's degree	5.6%	7.7%
Bachelor's degree	12.2%	19.3%
Doctoral or professional degree	2.0%	2.5%
High school diploma or equivalent	34.6%	35.7%
Less than high school	36.4%	23.9%
Master's degree	1.6%	1.6%
Postsecondary non-degree award	7.0%	8.3%
Some college, no degree	0.6%	1.1%
TOTAL	100.0%	100.0%

Education and Skill Levels

The current educational levels in the South Coast Region are provided by data from SC DEW Community profile. The information is presented with seven levels of educational attainment — Less than 9th grade, 9th to 12th No Diploma, High School Graduate, Some College, Associate Degree, Bachelor Degree, Graduate Degree. 4.17% have less than 9th grade, 8.06% are 9th to 12th No Diploma, the highest group is the high school graduates with 26.49%, 21.90% have some College, 8.29% have an Associate Degree, 19.80% have a Bachelor Degree and 11.29 have a Graduate Degree.

Groups with barriers to Employment:

The South Coast region workforce is diverse. Different population groups often face varying challenges and barriers and may need more services to meet their employment and training needs. There are many programs and services described in the Workforce, Education and Training Analysis that address the needs of individuals with barriers to employment. Additionally, measures are being taken to further improve programmatic and physical accessibility for Limited English Proficiency (LEP) individuals and individuals with disabilities, and to improve overall education and employment outcomes for all individuals, especially individuals with barriers to employment.

Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; farmworkers; eligible individual for the Temporary Assistance for Needy Families program (TANF); single parents (including single pregnant women); long-term unemployed individuals and Veterans, unemployed workers, youth, and others that the state may identify.

Hispanics

The Hispanic population has grown significantly in the region and state. This population more than doubled from 2000 to 2010 and has continued to grow. Though the growth has slowed, there is still a growing need for programs that serve the Hispanic community.

Homeless

There are a growing number of homeless individuals in the South Coast Region. This includes number homeless Veterans that need special programs devised to meet their needs. For many, the living arrangements make it less conducive to become employed to restraints with transportation.

Veterans

According to the U.S. Census Bureau's Current Populations Survey, Annual Average 2014, there were 402,000 civilian veterans aged 18 or older in South Carolina and 185,000 of those are in the labor force. The unemployment rate for this group was 3.5 percent.

Ex-Offenders

As of June 2013, the state had an inmate population of 22,168 with 9,623 inmates being released in 2013. The average age of an inmate was 37 years old. The average sentence length is almost 14 years, with the average time actually served being approximately five years. More than half—55 percent—of inmates do not have a high school diploma or GED. Inmates age 17-21 without a high school diploma or GED is mandated to attend school and is assigned to one of the S.C. Department of Corrections' 10 high schools. Inmates older than 21 who are not high school or GED graduates are served in Corrections' Adult Education programs. For Fiscal Year (FY) 2011, more than 5,700 inmates received credentials in education programs including GED/high school academics (1,209), vocational courses (2,769), and WorkKeys® training (1,756). Since July 1, 2018, the state of South Carolina uses **Worldwide Interactive Network (WIN)** as the career ready assessment tool.

Limited English Proficiency

The 2012 American Community Survey lists 98,188 people of foreign-born status in S.C. who were identified as having Limited English Proficiency (LEP). Noncitizens were more likely to have LEP than citizens (foreign-born but naturalized).

Migrant/Seasonal Workers

According to the U.S. Department of Labor's National Agricultural Workers Survey for the 2009-2010 survey periods, 74 percent of all farm workers in the U.S. were born in Mexico, 82 percent were Hispanic, and 72 percent spoke English less than "well." Sixty-three percent had less than a high school education.

In its Migrant and Seasonal Farmworkers (MSFW) Report for Program Year 2012, the U.S. Department of Labor highlighted that South Carolina's One Stop Centers had taken 1,931 job applications for MSFWs and placed 1,271 (66 percent) into a job. South Carolina Legal Services, a nonprofit organization providing legal services to low income state residents, notes that there are 28 registered migrant worker labor camps in 12 counties in the state.

Foster Care

The average time a child spent in foster care was 15.9 months in FY 2013, the lowest average during the past four years. In FY 2013, there were 1,220 children waiting for adoption. As of June 2013, there were 3,734 children receiving in-home foster care services.

Temporary Assistance for Needy Families (TANF)

For FY 2012-2013, the number of TANF households served decreased to 415,475, a 6.5 percent decline from the previous fiscal year. The average wage of a TANF recipient employed through a S.C. Department of Social Services program was \$8.27 per hour¹⁵.

Individuals with Disabilities

Although many programs and collaborative efforts are in place to expand competitive, integrated employment opportunities for individuals with disabilities, data shows that a continued focus on increasing rates of employment and labor force participation is necessary. It is also necessary for more partners to collaborate and create more employment opportunities for individuals with disabilities by providing needed resources such as transportation, to make employment a reality.

Employment and Unemployment

An important component of the economy is the labor force. The labor force measures people at their resident location and equals the sum of the employed and the unemployed. The trends in the labor force, the number of people employed, and the number of people unemployed from 2005 forward.

Employment in The South Coast region declined sharply during the recession. The steady increases in employment encouraged more individuals to join the labor force and since early 2014, the region's labor force has experienced solid growth.

Unemployment

By early 2008, conditions began to deteriorate, and unemployment skyrocketed to a high in June 2009. It then began a slow decline to March 2014. The unemployment rate is the percent of the labor force that is unemployed. In the South Coast region in early 2008, the rate began to climb and accelerated in the fall of that year to reach an all-time high by December 2009 and January 2010. The unemployment rate then began to fall, reaching 5.6 percent in early 2014. The rate continued to decline reaching 5.3 percent by 2015.

Employment declined from January 2008 to November 2009 as the recession intensified. Since that low, employment has steadily risen from 376,566 to 444,781 in 2015 for the South Coast region. This number continues to grow as new job opportunities come to the region.

Occupations Requiring High School but Filled by More Educated Employees

It is possible for more than just recent graduates to be able to fill the projected job openings. The oversupply of graduates overall may partially explain why many occupations are filled with overqualified candidates.

- 3. A description of plans for the development and implementation or expansion of sector initiatives for in-demand industry sectors or occupations for the region. Regions should consider:**
 - **Current in-demand industry sectors and occupations within the region;**
 - **The status of regional collaboration in support of the sector initiatives; -**
 - **Current sector-based partnerships within the region; Data-driven sector priorities within the region; -**
 - **The extent of business involvement in current initiatives; and**
 - **Potential public-private partnerships in the region to support sector strategies.**

The team analyzed a comprehensive set of data relating to regional economies, industry sectors, and clusters. The data for each industry cluster was organized by the following three metrics: 1) location quotient (concentration of industry employment in the area as compared to the national average), 2) percentage increase in employment from 2015-2025, and 3) size of employment in the industry.

The team determined that diversified manufacturing and healthcare would be their initial focus areas. The data analyzed affirmed this decision through the sheer size, concentration, and growth of the industries. Considering that the manufacturing base is very diverse in the region, it was decided that the Metal and Metal Manufacturing, Lumber and Wood Products, and Communications and IT manufacturing industries be consolidated into a Diversified Manufacturing cluster.

In conclusion, the following focus areas were agreed upon:

Primary Target Sectors

Diversified Manufacturing
Healthcare

Secondary Target Sectors

Construction Trades
Information Technology (IT)
Transportation, Distribution, and Logistics (TDL)

The Sector Industries identified in the South Coast Region will align career pathways and career and training services. Both the Trident Workforce and Lowcountry Workforce Development Areas, which is comprised of the South Coast Region, are in full support of the regional sector strategies and are working together on sector strategies to ensure the region meets the in-demand occupational needs. Based on data from multiple sources to include SC Department of Employment and Workforce, Maher & Maher, The One Region plan, the Talent Gap Analysis update and the Technical colleges, the highest two in-demand industry sectors that are common across the South Coast Region are Diversified Manufacturing and Healthcare. Data indicates that the occupational skill needs for Diversified Manufacturing are: assemblers, production workers and machinists. The occupational skill needs identified for healthcare are: home health caretakers, personal care aides, medical assistants and

nurses. The data also shows that there are current gaps and predicts future gaps with filling these positions. The next step in the region plan is to assemble a group of regional employers to validate the data and determine the needs of the employers. Professional services such as back office positions will also be included under the sectors. Data shows as industries expand there will be growing need for positions such as: accountants, office managers and administrative positions.

- **The extent of business involvement in current initiatives; and**
- **Potential public-private partnerships in the region to support sector strategies.**

The Region is currently working on joint regional business service strategies that will address the following below:

A Regional Integrated Business Services Team (RIBST) with representatives from multiple partner agencies that will work together to deliver coordinated and efficient services to employers. The will meet regularly to organize employer contacts, job fairs, and hiring events.

Business services staff will focus on building relationships with employers, trade associations, community, civic and non-profit organizations, and use these relationships to better understand the needs of employers and to provide awareness of the available employer services and resources.

Engage with Business Community & Business Organizations

Strategy 1: Business Services Engagement

The team will engage with the business community to create alliances, relationships, partnerships, and strategic alignments by having a presence and being visible where business leaders are. This will include staff engagement in Chambers of Commerce, trade organizations where appropriate and effective, and Society of Human Resource Management meetings. The team will also complete a survey with employers representing each sector as a means of engaging and validating data.

Strategy 2: Establish a Business Service Committee

The team will work to establish a regional Business Service Committee consisting of specific membership representing the sectors of: Health Care, Manufacturing, Information Technology, Service Industries, Transportation & logistics and Construction Trade.

The Regional Planning committee will meet quarterly to advise the regional Business Service Team on business relations and the Vocational Rehabilitation program on high demand jobs, credentialing and minimum qualifications, customized training development, job placement and supports, and other business partner needs.

Strategy 3: Business Services & Talent Acquisition & Retention

The RIBST will develop presentations to business leaders helping them understand the array of services that the South Coast Region can offer such as:

1. Talent Acquisition
2. Talent Retention
3. Customized Training
4. Assistive Technology Services
5. ADA Consultation

Talent Acquisition Portal (TAP)

The RIBST will develop resources to enable the agencies to fully utilize the Talent Acquisition Portal (TAP) to connect qualified quality applicants to South Coast businesses who are engaged in the

TAP program.

Increase Coordination with WIOA Partner's Business Services

Strategy 4: Coordination of Business Services with WIOA Partners

RIBST will coordinate and collaborate with the core WIOA partner's efforts to build a customer centered delivery system to South Carolina's businesses by linking the Talent Pipeline Project, Job Driven, Sector Strategies, and Talent Pool Development. This will be accomplished by scheduling regular coordination meetings, sharing information and contacts, and collaborating on meeting business needs.

Seek Opportunities for Customized Training Partnerships

Strategy 5: Technical & Community College Relationship Building

Customized training is a focus of WIOA and all partners including required partners. During PY 2016 RIBST in collaboration with WIOA partners will conduct outreach and relationship building with South Carolina's technical and community colleges to explore potential partnerships for industry responsive customized training initiatives that are accessible to individuals with disabilities.

The status of regional collaboration in support of the sector initiatives is imperative for meeting current and future workforce demands. Collaboratively, educators, school leaders and industry representatives discuss opportunities for partnerships and work based learning activities to introduce students to in-demand occupations. Through this collaboration and educational advisory committees, teams are able to create and implement strategic long-range plans for students' pathways. These pathways address the areas of shortage and growth opportunities in the region. Specific examples for secondary education include:

- Trident youth apprenticeship opportunities
- Career academies in the Charleston Metro area
- Student-run credit unions on high school campuses

This is in agreement with the analysis and recommendations outlined in the [Charleston Region Talent Strategy](#) and the One Region plan.

The South Coast Region wants to create a region-wide partnership with employers within the first year of the plan. The expectation is that the focus groups will lead to partnership with specific employers. The Regional Business Service Team will be involved in this process. Currently, there are sector base partnerships with the technical colleges, Adult Education & Family Literacy programs, Vocational Rehabilitation and Commission of the Blind and Local DEW programs. In addition, partnerships with Community Based programs such as Palmetto Community Action Partners (PCAP) and Telamon that offers services to seasonal farmers and migrant workers already exist. There are a number of partners co-located in the SC Works facilities and existing partnerships in the communities. Our Business Service Team consists of all partners listed above to include Goodwill, Department of Social Services (DSS), and Representatives from Economic Development organizations.

4. A description of regional service strategies that may be established as a result of the regionally coordinated delivery of services, including the use of cooperative service delivery agreements, when appropriate. Regions should consider:

- Existing service delivery strategies that will be expanded, streamlined, or eliminated;
- New service strategies necessary to address regional education and training needs;
- Strategies to address geographic advantages;

- **Approaches to improve services to individuals with disabilities, veterans, youth, or other hard-to-serve populations;**
- **Strategies to connect the unemployed with work-based learning opportunities; and**
- **Strategies to integrate existing regional planning efforts among core partners.**

The South Coast Region will engage in service strategies to support local workforce development system that meets the workforce needs across the planning region. These will include:

- When it is appropriate, leverage the collective resources of the local area workforce development boards to develop collaborative initiatives that engage with industry specific associations and aim to reduce duplication in efforts
- Coordinate and convene with the appropriate stakeholders in the communities to encourage collaboration and increase communication of services or activities related to preparation for priority/unemployed job seekers entering the workforce.
- Promote a consistent voice and systems across all local area workforce centers and regional partners to ensure a more seamless continuum of services for employer and jobseeker customers throughout the region
- Combine expertise across the partners to work with priority populations in a concerted effort in collaborating services thus allowing all partner staff to address talent gaps, basis skills deficiency, effectively regardless of the funding stream or targeted populations they may represent
- Coordinate service delivery and partnership alignment to maximize resources and identify and utilize the strengths available through each system

SCVRD provides individualized services across the state through a network of area offices, job readiness training centers, comprehensive evaluation centers, substance abuse treatment centers and staff that serve clients at various itinerant sites such as SC Works, local high schools, and community mental health centers. People with disabilities who exit the SCVRD program with a successful employment outcome enhance the quality of their lives and their families' lives by earning paychecks, lessening their reliance on government assistance, and stimulating the state's economy by paying taxes, making purchases, and ultimately contributing to the state's return on its investment in their services.

WIOA provides a focus on servicing individuals with barriers to employment as defined in section II and those that are on in the priority population. The Priority population consists of those receiving public assistance, other low-income individuals, and individuals who are basic skills deficient. WIOA will serve K-12 students and other youth, dislocated workers, veterans, career-changers, up-skilled etc.

The South Coast Region has made work-based learning opportunities (OJT, work-experience, apprenticeships, school-to-work) for the unemployed a top priority for the local areas. The Business Services Team have been given the task of ensuring all facets of customers such as youth, adults and dislocated workers have accurate, up to date knowledge/information concerning Work -Based Learning Programs. For youth, programs such career assessments, work experience and On the Job training is designed to lead to career pathway choices. The region will be adding additional worksites for work experiences and summer employment opportunities each year by partnering with other agencies and new prior partner employers. This will require networking of partnering priorities to address the ever-changing workplace and its requirements. Real world knowledge is required for the youth to have adequate preparation to be competitive in the workplace. For adults/dislocated workers, our Region will be working on increasing the numbers of hard to serve populations in career pathway through

various programs. Job seekers will be provided career assessments for job placement, establish and increase workshops to provide additional real world skills so adults can reenter the workplace with skills to compete. Our Business Services staff has a priority to search out opportunities to match employer's job requirements to increasing skills training such as On the Job training plus assisting job seekers to develop a priority to seek employment in high demand sectors. Geographic advantages for the South Coast Region include the partner services that are already existence. There is an existing outreach approach in each area and we will collaborate to strengthen the outreach to the seven counties that incorporate the South Coast region. Strategies to address regional services will be:

- To Create the Regional Business Service team
- Create strategies that will address industry needs
- Create recruitment/outreach strategies for the region based on the industry needs
- Cross training staff and partners so we are speaking the same language
- Strategize on transportation gaps to assist the region

This will require all staff from intake to partners to understand their respective roles and execute the plan to seamlessly serve all customers to include those listed under customers with barriers to employment. Staff and partner training will be done on a local and regional level to ensure everyone is using the same language and executing the plan once approved.

- 5. A description of any administrative cost arrangements that currently exist or that will be established within the region, including the pooling of funds for administrative costs, as appropriate. Regions should consider:**
 - **Current or proposed resource leveraging agreements.**
 - **Establishing a process to evaluate cost sharing arrangements.**

The South Coast Region will not pursue administrative cost agreements. Currently, each local area has its own unique budget structure and cost allocation plan that does not permit a regional administrative cost arrangement at this time.

- 6. A description of how transportation and other supportive services are coordinated within the region, as appropriate. Regions should consider:**
 - **How the provision of transportation or other supportive services could be enhanced regionally;**
 - **What organizations currently provide or could provide supportive services; and**
 - **Establishing a process to promote coordination of the delivery of supportive services.**

Van Pool is a form of transportation that is being discussed and may serve as a regionally transportation solution. The idea is to have vans that will serve specific population/employer needs for transportation. Best practice for childcare is to partner with agencies that provide childcare such as First Steps, ABC Vouchers through DSS and on-site head start programs.

The South Coast Planning Region's strategy for the coordination of transportation and other supportive services will center on using the collective voice of the region to approach agencies and negotiate

competitive rates. This should improve the accessibility and affordability of these services to its customers. The region anticipates that the size and volume of its customer base will contribute to its ability to negotiate the best possible value for these services. The region will prioritize these efforts based on the most prevalent needs of customers across the region (e.g., transportation services, childcare). This will require the local area workforce development boards to develop a comprehensive understanding of each other's local area needs and available resources. Workforce boards will acquire this knowledge through regular informal meetings as well as through formal regional planning sessions, as described above.

Transportation has always been an issue in rural areas of the South Coast Region - there is a lack of infrastructure and accessible availability of regional public transportation. Even in higher population areas, such as Charleston, where there are city buses, the hours and geographic coverage area is limited. This is important especially for night shift or swing shift workers who rely on public transit as their only option. There is also a significant shortage in the area of CDL drivers, including school bus drivers. There is also a need for services to assist individuals with medical transportation, including access to hospitals and mental health treatment centers. There are several local efforts, but there are many barriers to a coordinated regional solution. This is also a focus for expansion of the Tourism and Hospitality sectors - having public transportation options for visitors is a key factor for increasing tourism. This is also important for offenders - when offenders are released back into the community, they rarely have transportation of their own and thus rely on public transportation options when looking for work.

The South Coast region will advocate for more infrastructure to address transportation and other support services deficiencies.

- 7. A description of how workforce development services are coordinated with economic development services and providers within the region. Regions should consider:**
 - **Current economic development organizations engaged in regional planning; and**
 - **Education and training providers involved with economic development.**

Workforce development services are coordinated with education and training providers throughout the region. Collaborative providers are included in conversations revolving around planning for growth and economic development. Regional planning assesses training needs for upcoming employment opportunities, while sustaining current industry needs. Education and training providers collaborate through civic organizations, government agencies, private industries and public forums to address economic development. Various groups meet on a regular basis to maintain an open line of communication. Locally, chambers of commerce provide public school districts with data detailing workforce talent demands. Workforce data drives skills-based training programs in high schools. Completion of those programs coupled with industry credentials provides industries with graduates prepared for entry-level positions. A specific example includes the partnership with Trident Technical College, the Charleston Metro Chamber of Commerce and public school districts in the tri-county to fulfill workforce needs in specific occupational areas as defined in the Talent Demand Study for the Charleston Metro area.

Through Career and Technology Education (CATE) students are exposed to a variety of viable career options and are prepared for fast-growing, high paying jobs in high-growth occupations – including healthcare, the skilled trades, STEM, information technology, and marketing⁴⁵. Classroom instruction and student experiences are linked to career clusters. Career clusters connect what students learn in school with the knowledge and skills they need for success in college and careers. Each career cluster identifies different pathways from secondary school to two- and four-year colleges, graduate school, and the workplace. Exposure to career pathways in these fields is one way to change the outdated perception of manufacturing and other STEM-related fields that contributes to the SC workforce skills gap.

Over 300 Career and Technical Education (CTE) courses were offered in secondary schools in 2012-13 and approximately 186,000 students were enrolled in at least one CTE course in the same academic year. The Graduation Rate for CTE students who complete at least four courses in a state-approved CTE program was 95% (as compared to the state average of 77.5%) and the Placement Rate into post-secondary education, employment, or military service was 96.5%. High school students also have the opportunity to participate in dual enrollment, which allows students to be enrolled in high school while earning credits toward a college degree, diploma, or certificate. The Community College Research Center's recent study found that dual enrollment participation is positively related to a range of college outcomes, including college enrollment and persistence, greater credit accumulation, and a higher college GPA.

The S.C. Technical College System provides 95% of the state's dual enrollment programs⁴⁹; serves more than a quarter million South Carolinians each year and educates more undergraduates than all other public higher education institutions combined⁵⁰. The System has three main components – the technical colleges, ReadySC™, and Apprenticeship Carolina™. The 16 colleges combined offer 77 degrees, 28 diplomas, and 1,078 certificates. Nearly 90% of graduates from SC Technical College System are placed in a job related to their field of study or continuing their studies and further their education. The colleges also provide education and training for WIOA participants and SCVRD/SCCB clients. Adult Education has MOAs with all 16 local technical colleges to provide reciprocal referrals where appropriate and many Adult Education programs are partnering with technical colleges to establish dual enrollment programs.

The S.C. Technical College System and the S.C. Department of Education are co-chairs and key partners serving on the Talent Pipeline State Leadership Team. Regionally, local technical colleges, guidance counselors, superintendents, and other education partners will collaborate with workforce, economic development, and other significant stakeholders to develop regional sector initiatives that help close the workforce skills gap. The colleges also partner with business and industry to provide training for new and incumbent workers. The other components of the System - ReadySC™ and Apprenticeship Carolina™ - focus on the recruiting and initial training needs of new and expanding organizations, and building awareness and increasing the use of Registered Apprenticeships. ReadySC™ and Apprenticeship Carolina™ representatives serve on the BSTs, which include core partner programs and several mandatory and optional one-stop partners as well, and work closely with workforce and economic development to identify and meet the needs of business and industry. Additionally, an apprenticeship liaison in each LWDA serves as the link between businesses and Apprenticeship Carolina™.

There are several economic development entities, to include, but not limited to the S.C. Department of Commerce, ReadySC™, and county and regional economic alliances. Workforce development programs and activities are well coordinated with economic development entities.

Sector Strategies/South Carolina Talent Pipeline Project

The S.C. Department of Commerce is a co-chair of the Talent Pipeline State Leadership Team partnering with DEW, the S.C. Technical College System, and the S.C. Department of Education to adopt a sector strategies approach to developing a skilled talent pipeline for South Carolina’s business community. S.C. Department of Commerce Regional Workforce Advisors (RWA) and economic alliances are partnering with workforce and education entities to develop and implement sector strategies on a regional basis.

S.C. Certified Work Ready Communities

The S.C. Department of Commerce was a member of the CWRC state leadership team formed to implement this initiative, and continues to be a strong supporter. Likewise, at the county-level, economic developers have played a vital role in recruiting business support and helping counties earn the Certified Work Ready Community designation as a strategy for meeting the talent needs of employers. The state of South Carolina is no longer engaged in the Work Ready initiative. WIN is currently the career readiness assessment tool used in South Carolina to gage an individual’s job readiness skills.

Business Services Teams

South Coast Integrated Business Services Team (IBST) consisting of members who represent a variety of workforce and economic development entities.

Regional Alliances and other economic development organizations engaged in workforce development that are partnering with the South Coast are the economic development directors in each workforce area, ReadySC representative and SC Department of Commerce. The Economic Directors or a representative participates on a committee to review Incumbent Worker Training (IWT) applications. This keeps all organizations aware of business services and on-going initiatives. Economic partners from the counties that make up the region have been involved on the region plan committee and instrumental in writing the plan. The Charleston Regional Development Alliance (CRDA) that supports all counties in the Trident Area has been involved in the writing of the region plan and is instrumental in providing crucial information that involved both Trident and Lowcountry regarding growth and commuting patterns between the areas. The region’s plan closely aligned with the CRDA’s goals and strategies. A strong relationship is established with the Charleston Metro-Chamber. They have a representative to partner with us on the Business Service Team and have provided data to support findings on in-demand occupational skill needs for the region that can be found in the Talent Demand Analysis update.

- 8. A description of the region’s plan regarding coordination of local performance negotiations. Each local area will continue to negotiate performance goals with the State and will remain ultimately responsible for ensuring performance meets or exceeds the agreed upon goals.**

Listed below are the Performance Measures as outlined in the WIOA Law that the programs will be held accountable for and evaluated on.

- 1. Employment Rate 2nd Quarter After Exit:** Percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program

2. **Youth Education or training, or employment 2nd quarter after program exit:** Title I Youth Program Only: “percentage of program participants who are in education or training, or in unsubsidized employment during the second quarter after exit from the program”
3. **Employment Rate 4th Quarter After Exit:** Percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program
4. **Youth Education or training, or employment 4th quarter after program exit:** Title I Youth Program Only: “percentage of program participants who are in education or training, or in unsubsidized employment during the fourth quarter after exit from the program
5. **Median Earnings 2nd Quarter After Exit** Median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program
Median is the middle number of a series. 1, 3, 5, 7, 9, 12, 20
6. **Post-secondary credential attainment during program participation or within 1 year after program exit or secondary school diploma or equivalent:** Percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent during participation in or within 1 year after exit from the program. Secondary School Diploma/Equivalent Diploma: Counts only if the participant is employed or enrolled in a training program leading to a recognized postsecondary credential within 1 year after exit from the program.
7. **Measure Skills gains:** Percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment. Percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary.
8. **Indicator(s) of effectiveness in serving employers.** -To be determined

Regional Plan Signatures

Local Workforce Development Boards:

Lowcountry Workforce Development Board

Name: _____ Chair

Signature Date

Trident Workforce Development Board

Name: Dottie Karst _____ Chair

Signature Date

Local Grant Recipient Signatory Officials:

Lowcountry Workforce Development Area

Name: **Title:**

Signature Date

Trident Workforce Development Area

Name: Ronald E. Mitchum **Title:** Executive Director of the BCDCOG

Signature Date _____
Signature Date