

WorkLink Workforce Investment Board

Connecting Companies and Employees

YOUTH COUNCIL STRATEGIC PLAN *2015 – 2020*

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APPROVED BY WORKLINK WIB SEPTEMBER 9, 2015

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Executive Summary

The theme for our Strategic Plan is “opportunities for all youth”. The thinking and work performed by our Youth Council during the Strategic Planning session has created a framework that places a premium on the Youth Council using its resources and influence to ensure all youth have access to workforce development opportunities, as a result of the Youth Council’s identification of the region’s workforce development challenges, opportunities and solutions.

This strategic plan emerged from discussion, analysis and formulation by the WorkLink Youth Council members. The process was open, transparent, and inclusive. The Youth Council was guided by a set of guidelines that included an honest appraisal of:

- *information from the WorkLink Workforce Investment Board’s strategic planning process;*
- *changes to the local community since the last strategic plan;*
- *potential changes the local community will face in the near future;*
- *recent and potential changes to the workforce development business’s technology, suppliers, economy, customers’ needs and preferences and government regulations;*
- *characteristics of a winning workforce system and Youth Council and an analysis of the current performance of each entity; and,*
- *current internal strengths and weaknesses, and external opportunities and threats.*

From that list, the Youth Council identified a set of current challenges that provided the basis for determining our vision, mission, and goals for the next year. The entire process gave those who participated an opportunity to re-examine our organizational values, our capabilities, products and services, and our customers.

This plan is our predetermined course of action. Of course, a plan that sits on the shelf is no plan at all – it is only a dream. In order to make the dream a reality, this plan has three main characteristics: First, it involves the future state of this Council. Second, it addresses the actions that we must take in order to achieve this future state. Finally, we have created personal and organizational identification with and ownership of the goals, objectives and action strategies that will determine our future.

Local Past and Potential Future Accomplishments

Members listed these as accomplishments for which they were most proud in the last year, and those activities they want to accomplish in the coming year:

Most Proud Accomplishment (<i>What we did.</i>)	Most Important to Complete (<i>What we will do.</i>)
<ul style="list-style-type: none"> Coordinated youth needs for Anderson, Oconee, and Pickens counties Hosted a Job Fair and enabled youth to attend Served out of school youth through education, job readiness training, support, and remove their barriers Worked with supporting partners Have excellent diverse and engaged providers and agency leaders Added PYC as a provider Hosted a youth forum where we informed each other of the services Came together as a council to focus on goals Created a handbook Funded the welding program 	<ul style="list-style-type: none"> Enter the “prevention” realm of serving youth versus just the “reaction” mode Obtain additional funding by - <ul style="list-style-type: none"> developing a systemic process to identify resources securing additional funding outside of WIA dollars Increase collaborations - <ul style="list-style-type: none"> with youth ministries by initiating more collaborative activities by coordinating with civic and other groups for “boot on the ground” efforts to reach youth with more than just money by inviting the community to participate Reach more in-school and at risk Youth by <ul style="list-style-type: none"> being more visible to youth offering more and clearer ads using the appropriate channels

Youth Council Values

The following Youth Council values were identified from the accomplishments list:

- Customer focused and driven
- Strong advocate for all youth
- Bold initiatives
- Positive approach
- Embracing diversity
- Reliable and professional
- Responsibility, accountability and integrity
- Prevention as well as intervention
- Appropriate use and scope of resources
- Collaboration of the community, faith-based organizations, business, and education partnerships

Current and Future Community Trends Assessment

The foundation for any strategic plan is built on assessments of current trends and conditions in the workforce environment, input from stakeholders about current workforce development issues, and predictions of future changes in the workforce system.

Focus Group and Survey Results Key Information

Results of the focus groups and surveys conducted with businesses, economic development agencies, education, youth and adult/dislocated worker service providers helped to identify the following issues for consideration when developing the Youth Council's strategic initiatives. A full summary of the focus group responses is available in the index of the document.

Focus Group/Survey Category	Items to be Considered for the Youth Council Strategic Plan
Businesses	<ul style="list-style-type: none"> • Lack of soft skills is continuing issue for youth that needs to continue to improve. • Need to increase work ready workers (HS Diploma, GED, WorkKeys, etc.). • Increase trade curriculum/apprenticeship programs for high school students unlikely to seek 4 year degree. • Integrated curriculum developed to provide training across disciplines (i.e. mechanical, electrical, etc.) at the technical college level. • Existing partnerships between local school districts and Tri-County Technical College serve as effective models for input between business community and education partners and should be replicated. • WorkKeys awareness needs to be increased with employers and students. • Need for improved image of manufacturing careers and better integration with school programs (job shadowing, internships, tours, and curriculum). • Lack of access to transportation is a challenge for many high school students.
Service Providers	<ul style="list-style-type: none"> • Transportation is limiting factor for many in getting to work, training, and education opportunities. • Need for improved, work appropriate computer skills. • Increased difficulty of GED exam making certification a bigger challenge and longer process. • Connecting with youth about training/work opportunities is difficult and ineffective. Need to develop new strategies to reach younger generations when marketing services. • Need for more "Life Coach" programs that helps clients better understand soft skills, accountability, and motivation needed to be successful. • Employers need better understanding of opportunities to hire the disabled and their roles/responsibilities in considering hiring the disabled. • Younger clients have limited vision of path forward and lack motivation for changing circumstances and being accountable.

Focus Group/Survey Category	Items to be Considered for the Youth Council Strategic Plan
Economic Development Agencies	<ul style="list-style-type: none"> • Need system to communicate career opportunities to parents/students/teachers to provide better understanding of training requirements. • WorkKeys program is valued by employers although it needs to be promoted better. • Transportation is a barrier for younger employees when looking for employment and training opportunities. • Continue to promote incentives for training and education of workers. • Wide range of high tech manufacturing expected to grow need for working with plastics, composites, welding, CNC, and machinery skills. • Need soft skills for is major issue for all employers.
Education	<ul style="list-style-type: none"> • Limitations from employers on hiring of persons under 18 is becoming a larger barrier. • Motivation and accountability lacking in many youths. • Limited opportunity for exposure to work environments prior to entering the workforce. • Need for improved marketing and communication of assistance programs (between service providers, employers, and school districts) for youth who more often than not find out about programs through word of mouth. • Incorporate life skills education into academic programs through "Life Coach" or mentoring programs. • Increased transportation options are needed for many youth to have access to jobs. • More coordination with School Districts needed to implement programs for youth.

Local Area Trends

Our members identified the following changes to the local community since the last strategic plan and the anticipated changes during the next year:

- Increase in gang activity, the dropout rate, teen pregnancies, substance abuse, drug dealing, crime, and domestic violence causes an increase in the need and activities of child protective services;
- Continued need for soft skills in areas of communication, reliability, responsibility, loyalty;
- Fewer 4-year degree seekers;
- Increase of manufacturing jobs;
- Lower unemployment rate;
- Change in performance measures for youth services;
- More involvement by/with the Youth Council;
- Increase in need for "meaningfulness" regarding career choice and unrealistic expectations;
- More collaboration among partners;

- More education opportunities for youth which now may be limited due to lack of funds and youth not meeting the criteria to enter those opportunities;
- Implementation EEDA/pathways; and
- Increased use of technology (email and texting which impacts communications between employers and employees both positively and negatively).

Workforce Development Business Environment Changes:

The following chart identifies the recent changes and the anticipated changes to the business environment of the workforce development industry within 6 categories: funding, technology, services, government regulations, business customers' needs and preferences, and, youth customers' needs and preferences.

Workforce Development Business Environment	
Category	Future Changes
Funding	<ul style="list-style-type: none"> • Current changes to allocation have reduced current funding levels somewhat. • Changing regulations make predicting future funding levels • There is a growing need to procure additional funding (other than WIA)
Technology	<ul style="list-style-type: none"> • Increase in connectivity through mobile devices continues to impact communication strategies • Provides opportunities for increased connectivity between: <ul style="list-style-type: none"> ○ Jobs ○ Mentors ○ Program staff/faculty ○ Parents and families • Provides opportunities to be fast, but maybe not complete
Services	<ul style="list-style-type: none"> • We need to provide service to <u>all</u> youth • There is a need for more collaboration/seamless delivery between all providers • We need a community asset map
Government Regulations	<ul style="list-style-type: none"> • We must consider the needs of <u>all</u> youth • Restrictions on qualified participants • We need to use different eligibility criteria (free/reduced lunch, WIC, etc.) but those most in need have challenges with going through the “hoops” effectively
Business Customers’ Needs/ Preferences	<ul style="list-style-type: none"> • Increase in soft skills training • Targeted technology skills • Dependable people
Youth Customers’ Needs/ Preferences	<ul style="list-style-type: none"> • Increase in basic and soft skills • Education – high school diploma/GED • Confidence • Accept jobs for which they are over qualified • Entrepreneurship

Economic and Workforce Analysis

WorkLink has worked to develop a strategy grounded in local and regional demographic and economic data. We looked to a variety of sources to identify county and regional issues for both economic and workforce development. Through an ongoing analysis of economic and industry trends as well as program performance and outcomes, we will ensure that our strategies, sectors and occupations are the most appropriate for the populations and industries we serve.

Upstate Economy Overview

Over the last two decades, the Upstate Region has recognized that focusing on *clusters* from its existing industrial base and identifying *target industries* to further enhance those clusters is a strategic approach that yields strong results.

Manufacturing has provided the foundation of economic growth in the region for the past 25 years. Employing approximately a fifth of the region's workforce, manufacturers employ approximately 175,000 workers who live in the region and 125,000 others who work in the region but live elsewhere. A strong and diverse manufacturing foundation is seen by the region's economic developers as essential for weathering up-and-down business cycles and for achieving the new innovations it will take to keep the region vibrant in the 21st century.

In 2009, the Upstate Alliance commissioned a comprehensive "Upstate Target Industry Study" which was conducted by three of the nation's prominent economic development consulting firms. One of the major themes of the study was the idea that regions should perform an honest appraisal of what distinguishes them economically and then strive to build leadership in those specialties. This idea is at the very heart of cluster-based economic development. Chapter 2 states, "Cluster development is attractive because once a cluster begins to establish itself, it tends to be a self-fueling growth engine. Companies within clusters are more profitable and efficient due to their ability to cross-pollinate their organizations with the best talent, proven processes and cutting edge research. This attracts other leading firms, which further attracts the best and brightest."

Using traditional, academic "cluster analysis" and location quotients, the study outlined key businesses in the region and their interrelated competitive advantages. The following passage highlights some key findings from the study (emphasis added):

"The region has a strong set of complimentary assets including a traditional base in advanced materials (including a legacy presence in textiles), energy production, advanced manufacturing, precision plastics and chemicals, and automotive. These core strengths, coupled with aggressive educational institutions committed to embracing the economic development demands of a changing regional environment, are the building blocks that will allow the Upstate to realize economic growth in each target sector."

The Upstate Target Industry Study produced recommendations for the region's economic developers on which industries they could target in order to build upon existing clusters. The four recommended target industries from the study were **Advanced Materials**, **Automotive**, **Biosciences**, and **Energy**. Further research and analysis led the Upstate Alliance to add another industry to this list: **Aerospace**. The Study provided an objective, region-wide economic analysis that identifies clusters and that recommends synergistic target industries. This information is being used to market the region on a global level.

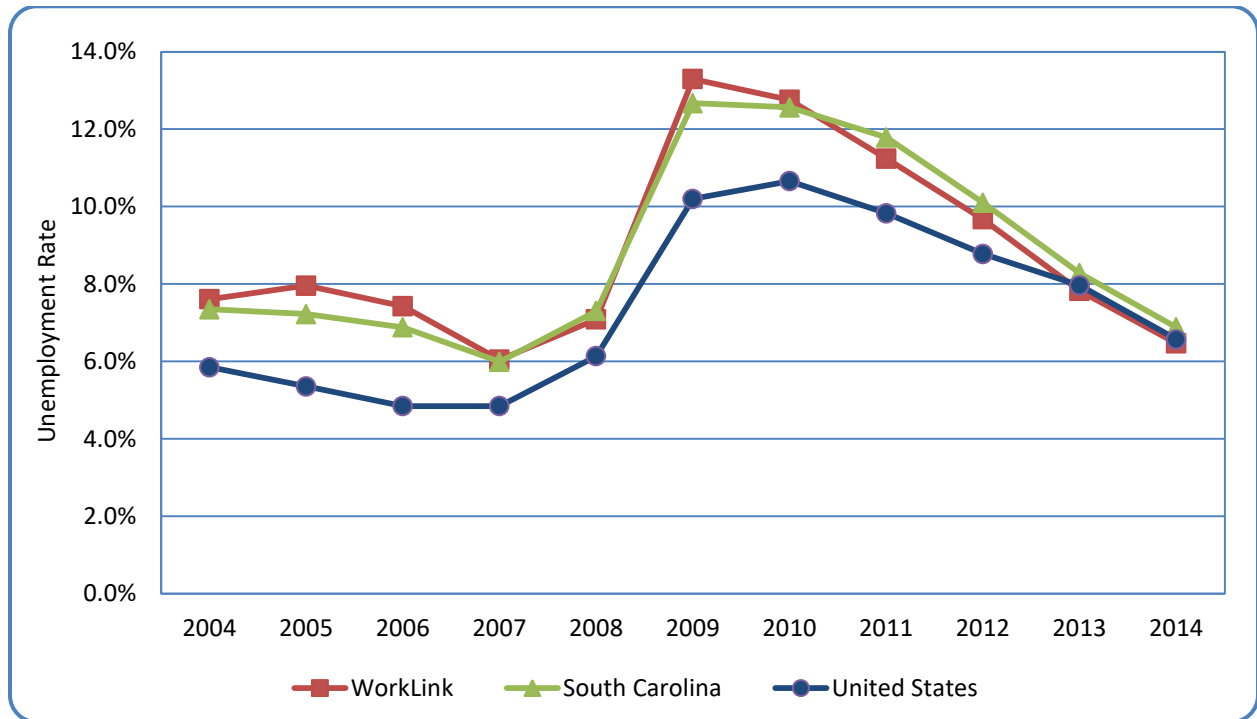
It is important to note that each individual county economic development team does not limit itself to targeting only these industries. Pickens County believes it has unique quality of life advantages for targeting what it calls the “small, privately held company” industry. Anderson County targets *data centers* because of its unique assets, including the major raw water line capacity necessary to attract that industry. Thus while each county pursues the region-wide target industries identified in the afore-mentioned study, they also pursue their own targets based on local synergies.

Economic Data

Annual Unemployment Rates

Unemployment throughout the WorkLink region has followed state and national trends for the last 10 years. The state and region’s overall unemployment rate was significantly higher than the national unemployment rate from 2004 through 2011 with the highest rates (13.3%) for the region in 2009 at the peak of the recession. Since 2009 the unemployment rates have dropped across the country. The WorkLink region has seen a decline from 13.3% in 2009 to 6.5% in 2014 which is lower than both the State (6.9%) and National (6.6%) unemployment rates.

**Annual Unemployment Trends
2004 - 2014**

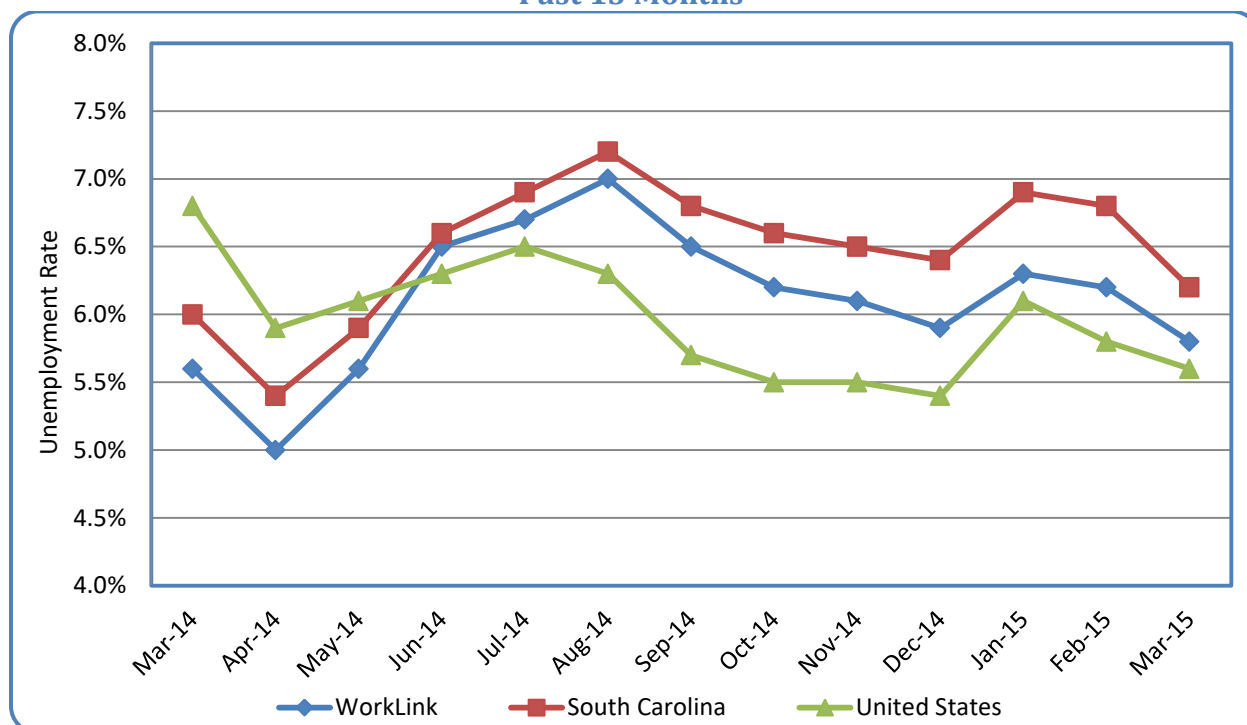


Annual Unemployment Trends 2004 - 2014

Year	WorkLink			South Carolina			United States		
	Employment	Unemp	Rate	Employment	Unemp	Rate	Employment	Unemp	Rate
2014	163,923	10,605	6.5%	2,056,136	141,451	6.9%	146,305,000	9,617,000	6.6%
2013	160,156	12,529	7.8%	2,013,452	166,641	8.3%	143,929,000	11,460,000	8.0%
2012	157,718	15,259	9.7%	1,978,328	199,830	10.1%	142,469,000	12,506,000	8.8%
2011	155,997	17,538	11.2%	1,942,109	228,937	11.8%	139,869,000	13,747,000	9.8%
2010	153,415	19,572	12.8%	1,915,045	240,623	12.6%	139,064,000	14,825,000	10.7%
2009	153,044	20,346	13.3%	1,910,670	242,075	12.7%	139,877,000	14,265,000	10.2%
2008	162,554	11,523	7.1%	1,996,409	145,823	7.3%	145,362,000	8,924,000	6.1%
2007	162,958	9,850	6.0%	2,005,686	120,205	6.0%	146,047,000	7,078,000	4.8%
2006	160,792	11,943	7.4%	1,973,337	135,760	6.9%	144,427,000	7,001,000	4.8%
2005	159,732	12,714	8.0%	1,929,233	139,366	7.2%	141,730,000	7,591,000	5.4%
2004	159,132	12,107	7.6%	1,894,141	139,169	7.3%	139,252,000	8,149,000	5.9%

Monthly Unemployment Rates

Monthly Unemployment Trends Past 13 Months



Monthly Unemployment Trends Past 13 Months

Period	WorkLink	South Carolina	United States
Mar-15	5.8%	6.2%	5.6%
Feb-15	6.2%	6.8%	5.8%
Jan-15	6.3%	6.9%	6.1%
Dec-14	5.9%	6.4%	5.4%
Nov-14	6.1%	6.5%	5.5%
Oct-14	6.2%	6.6%	5.5%
Sep-14	6.5%	6.8%	5.7%
Aug-14	7.0%	7.2%	6.3%
Jul-14	6.7%	6.9%	6.5%
Jun-14	6.5%	6.6%	6.3%
May-14	5.6%	5.9%	6.1%
Apr-14	5.0%	5.4%	5.9%
Mar-14	5.6%	6.0%	6.8%

Area Job Opening Trends Past 13 Months

Period	WorkLink				South Carolina			
	Employed	Unemp	Unemp Rate	Job Openings	Employed	Unemp	Unemp Rate	Job Openings
Mar-15	167,214	10,242	5.8%	3,114	2,096,110	179,877	6.2%	71,513
Feb-15	166,789	10,908	6.2%	2,867	2,090,272	148,179	6.8%	64,881
Jan-15	164,975	11,122	6.3%	2,811	2,079,800	146,940	6.9%	62,305
Dec-14	164,617	10,278	5.9%	2,490	2,069,190	147,062	6.4%	53,848
Nov-14	165,056	10,630	6.1%	2,619	2,066,291	146,577	6.5%	57,852
Oct-14	165,791	10,933	6.2%	6,473	2,062,762	145,732	6.6%	151,194
Sep-14	163,948	11,340	6.5%	2,971	2,058,778	144,356	6.8%	66,923
Aug-14	163,583	12,332	7.0%	3,035	2,054,756	142,275	7.2%	69,456
Jul-14	164,620	11,878	6.7%	2,873	2,051,047	139,641	6.9%	72,271
Jun-14	165,436	11,572	6.5%	2,732	2,047,765	136,828	6.6%	66,842
May-14	164,824	9,817	5.6%	2,852	2,044,978	134,312	5.9%	65,716
Apr-14	163,944	8,656	5.0%	2,838	2,042,545	132,607	5.4%	65,877
Mar-14	163,200	9,599	5.6%	2,780	2,039,978	132,170	6.0%	65,967

Demographics

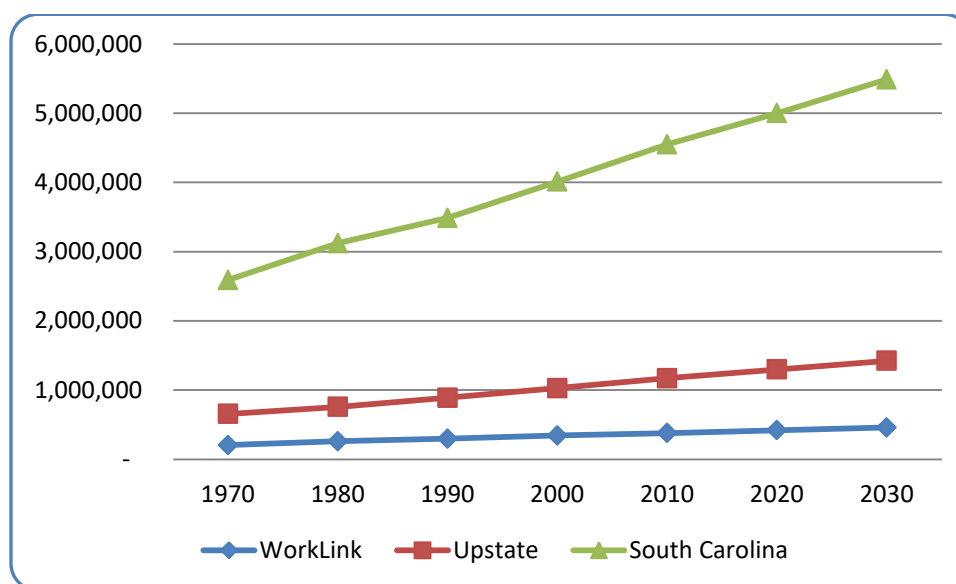
Population Change

The population of the WorkLink region grew 45% from 1980 thru 2010. The growth rate ranged from 10% to 15% each decade. The growth rates were slightly behind the Upstate Region and slightly more than the State. Projections for growth from the US Census Bureau show an expected growth rate of 10% per decade through 2030 with a total population for the WorkLink region expected to reach 460,000 by 2030.

Population of WorkLink Region, Upstate, and South Carolina, 1970 – 2030

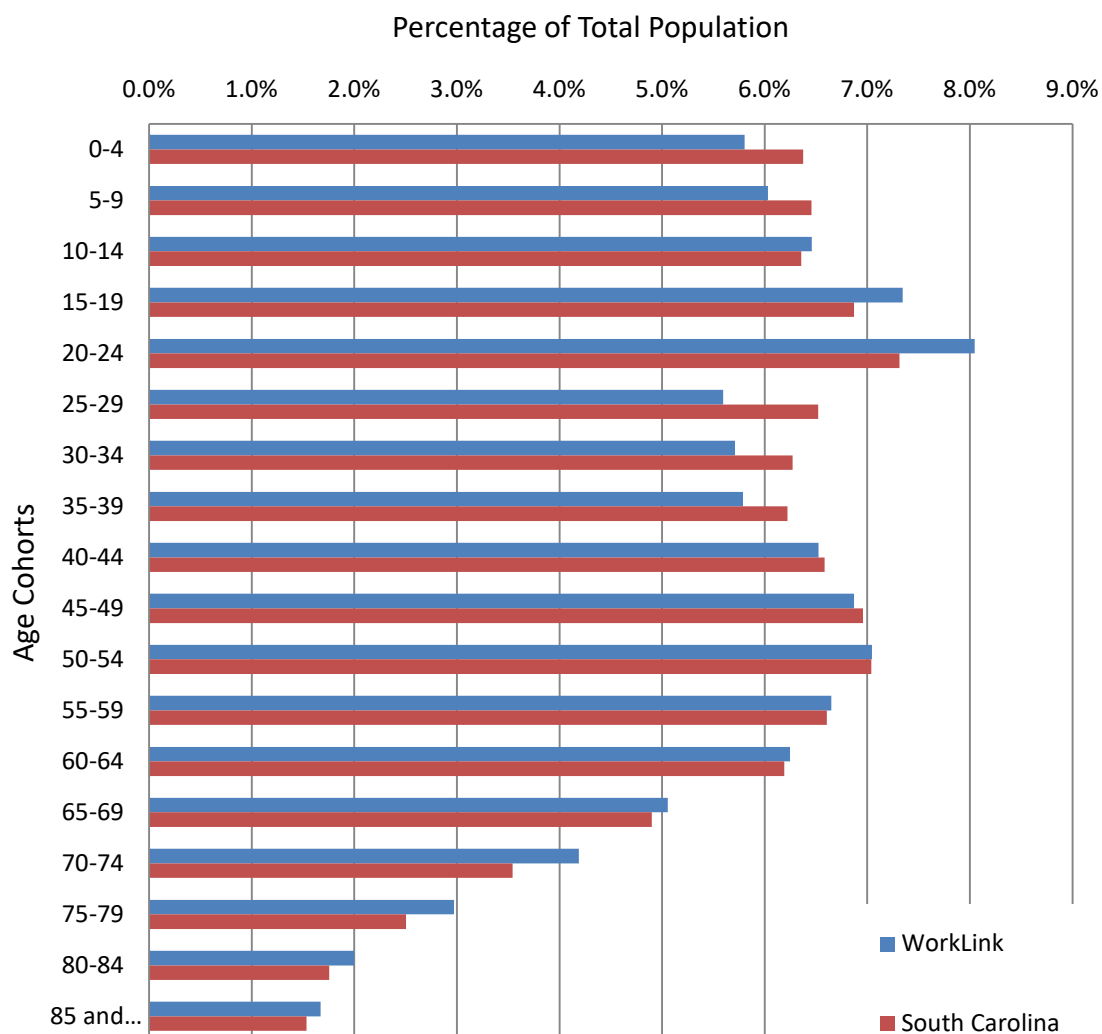
	WorkLink	Upstate	South Carolina
1970	205,158	656,447	2,590,713
1980	261,138	757,800	3,121,820
1990	296,567	887,993	3,486,310
2000	342,712	1,028,656	4,012,012
2010	379,010	1,171,497	4,549,150
2020	419,950	1,298,040	5,000,400
2030	460,010	1,421,862	5,488,460

Population of WorkLink Region, Upstate, and South Carolina, 1970 – 2030



Population by Age

The figure below shows population by age cohort for both the WorkLink region and the state of South Carolina as a whole. The WorkLink region has a higher percentage of both people in the 15-24 age ranges than the state. Some of this is attributable to the concentration of college students with Clemson University and several other smaller universities, colleges, and technical schools. At the same time the area has a higher percentage of people 55 and over. The popularity of the region as a retirement destination certainly contributes to this. The WorkLink area does have a noticeably lower percentage of persons in the 25-39 age cohorts. This could be an indication that many post college age persons are leaving the community following graduation to seek work or a different area to live.



Population by Age Cohorts
WorkLink Service Area, South Carolina, and US – 2014

Age Range	WorkLink		South Carolina		United States	
0-4	22,196	5.8%	298,242	6.4%	20,052,112	6.4%
5-9	23,065	6.0%	302,111	6.5%	20,409,060	6.6%
10-14	24,696	6.5%	297,443	6.4%	20,672,609	6.6%
15-19	28,081	7.3%	321,540	6.9%	21,715,074	7.0%
20-24	30,768	8.0%	342,237	7.3%	22,099,887	7.1%
25-29	21,391	5.6%	305,167	6.5%	21,243,365	6.8%
30-34	21,838	5.7%	293,464	6.3%	20,467,912	6.6%
35-39	22,135	5.8%	291,183	6.2%	19,876,161	6.4%
40-44	24,952	6.5%	308,158	6.6%	20,998,001	6.7%
45-49	26,276	6.9%	325,660	7.0%	22,109,946	7.1%
50-54	26,945	7.0%	329,431	7.0%	22,396,322	7.2%
55-59	25,424	6.6%	309,061	6.6%	20,165,892	6.5%
60-64	23,883	6.2%	289,690	6.2%	17,479,211	5.6%
65-69	19,332	5.1%	229,251	4.9%	13,189,508	4.2%
70-74	16,019	4.2%	165,797	3.5%	9,767,522	3.1%
75-79	11,369	3.0%	117,187	2.5%	7,438,750	2.4%
80-84	7,645	2.0%	82,223	1.8%	5,781,697	1.9%
85 and older	6,397	1.7%	71,757	1.5%	5,673,565	1.8%

Population by Race

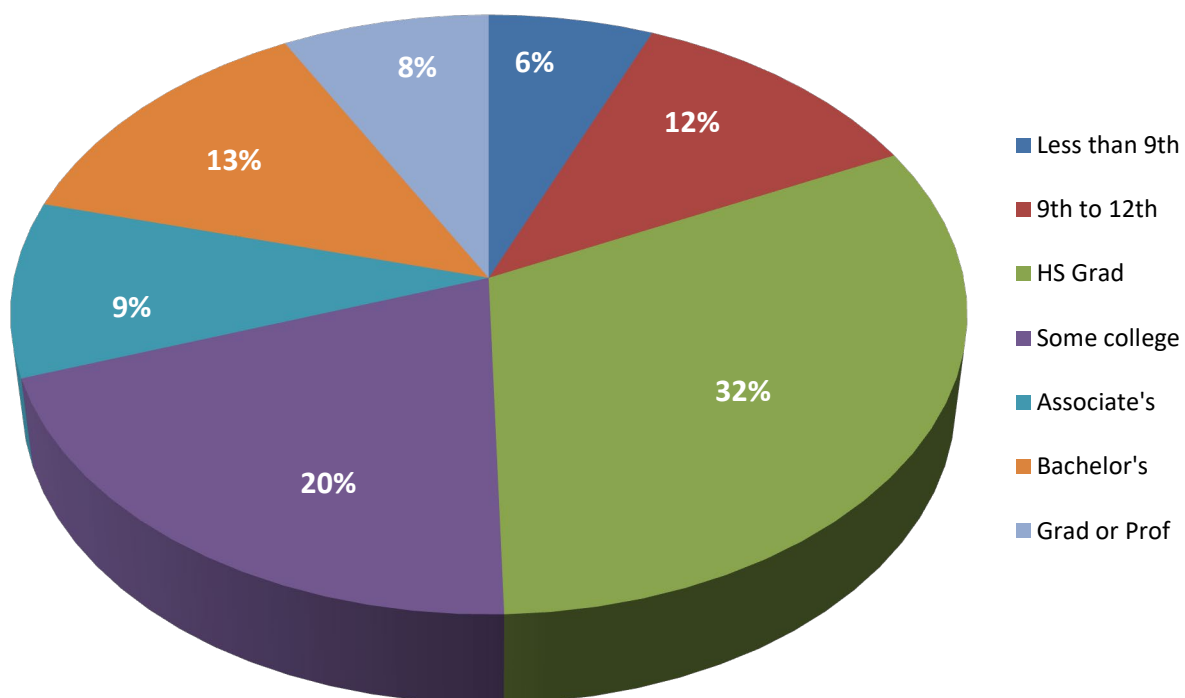
Race	WorkLink		South Carolina		United States	
White	32,3429	83.2%	3,144,146	66.0%	230,592,579	72.0%
Black	44,151	11.4%	1,298,534	27.3%	39,137,010	12.2%
American Indian/Alaskan Native	1,028	0.3%	14,732	0.3%	2,540,309	0.8%
Asian	3,725	1.0%	61,097	1.3%	1,5231,962	4.8%
2 or more races	12,272	3.2%	169,670	3.6%	17,484,666	5.5%
Other	3,751	1.0%	74,130	1.6%	14,748,054	4.6%

Educational Attainment

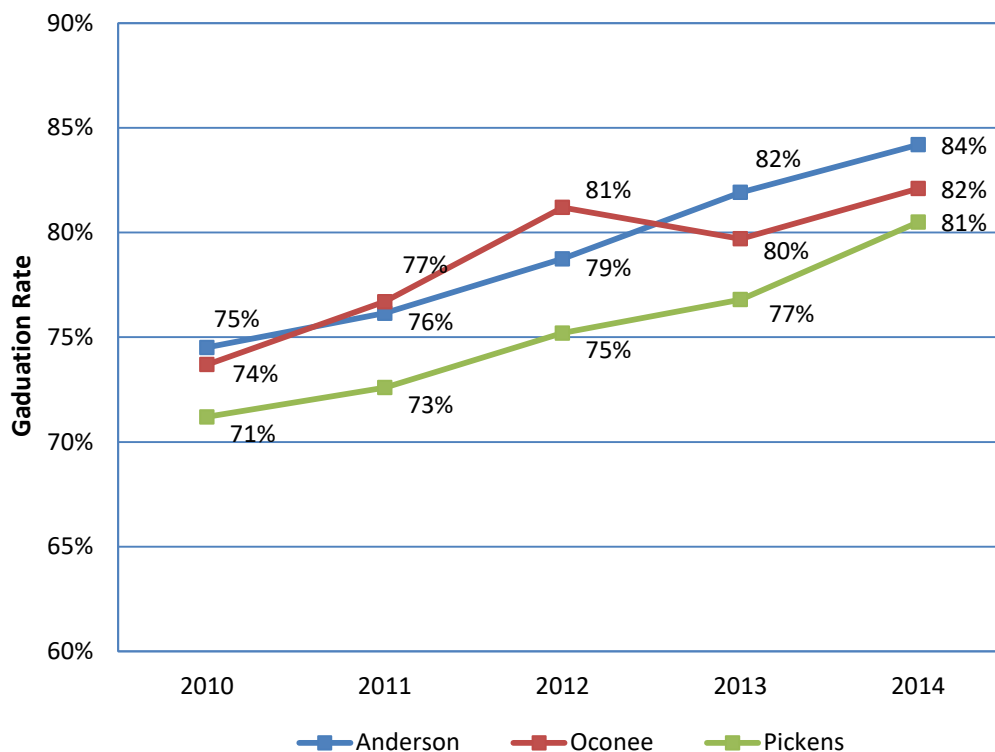
The leading economic development challenge cited by County economic developers is workforce development. Even as the region's population has increased its high school and college graduation rates, and even as the area has become known for having a wealth of engineering talent, there are fundamental workforce development challenges facing the region.

Educational attainment in the WorkLink area is slightly behind the Upstate Region and South Carolina. 21% of WorkLink residents have a Bachelor's degree or higher as compared to 25% for the region and 24% for the state. An additional 29% have some college credits or an Associate's degree in the WorkLink region which is the same as both the Upstate and State. Despite this high concentration of educated residents, a large share of the area's residents – 18% – do not have a high school diploma or its equivalent. This is the same for the Upstate but 3% higher than the State as a whole. While this statistic is not significantly different than the state average, the need for a better educated workforce to support the economy in the region indicates that these individuals will need specialized workforce services to help them be competitive in the labor market.

WorkLink Region Educational Attainment, Age 25+ - 2013



2010 - 2014 Graduation Rates by County

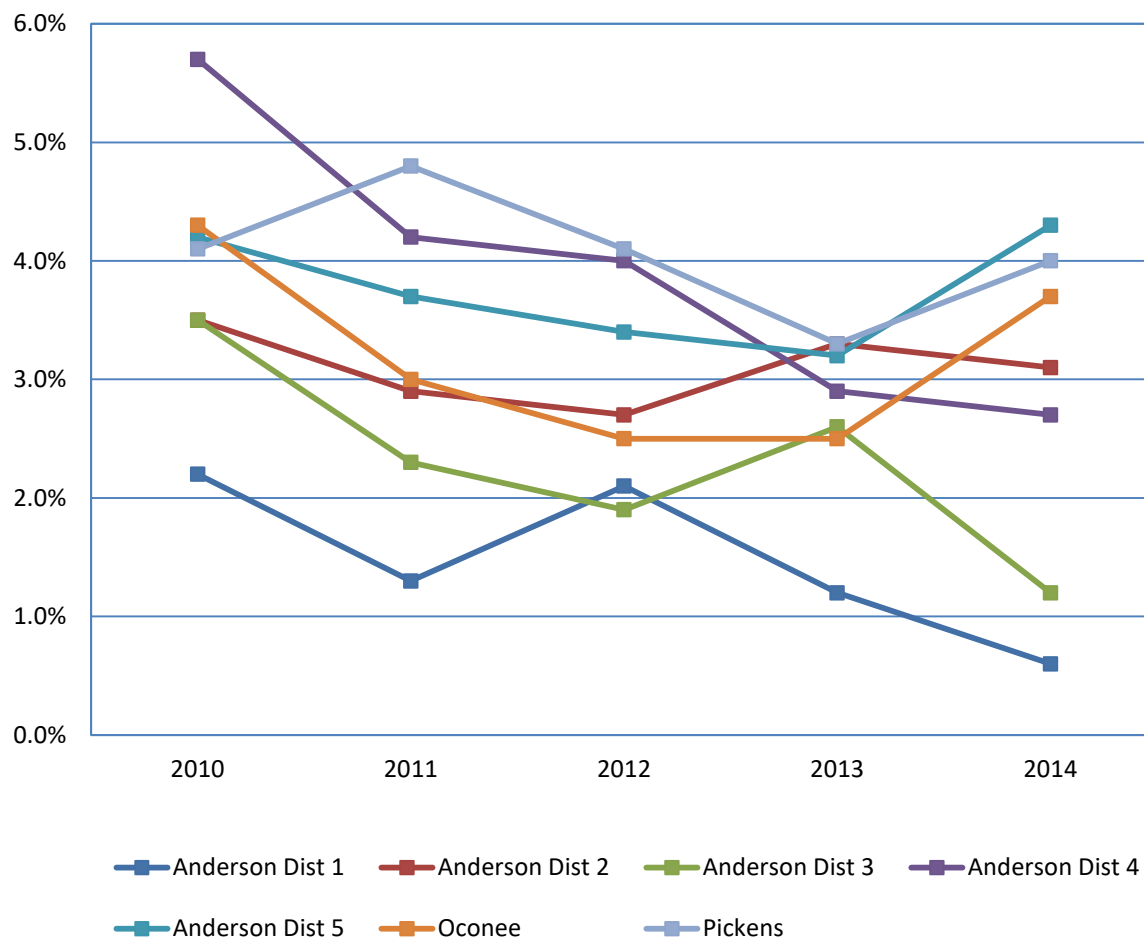


The education attainment levels of residents of the three counties have both positive and negative components. The biggest concern is the 18% of persons that do not have a high school diploma or equivalency. That is related in part to graduation rates for local schools. The table above shows a positive trend in the last 5 years as each county has improved their graduation rates around 10%. This does not include those who do not graduate but receive a GED or some other equivalency certification. The growth in graduation rates is a positive step to increasing the number of workers that can be competitive in the labor market.

Another positive trend is the general decline in dropout rates in school districts in each county. Oconee and Pickens County both have just one school district. Both have seen modest declines in dropout rates between 2010 and 2014. However, there was a significant increase in both counties' rates in 2014 that masks what had been significant improvement through 2013. Anderson County has 5 school districts and they vary considerably. Districts 1, 3, and 4 have all seen at least 50% declines in dropout rates. District 4 has a 2.7% dropout rate while Districts 1 and 3 are both below 2%. District 2 has seen a slight decline from 3.5% to 3.1% although similar to Oconee and Pickens County their rate was below 3% in 2012 and 2013 before an increase in 2014 negated some of the progress. District 5 sees a similar trend although their 2015 dropout rate is the only one in Anderson to have seen an increase with a rate of 4.3% in 2014. This is the only district in Anderson County above a 4% dropout rate.

Both of these trends are indicators that education policies to increase graduation rates and decrease dropout rates are having a positive effect. These measurements can vary from year to year as seen in the trends for the three counties. However, regular monitoring of long term trends should help provide an indicator of the progress being made in local schools. As long as that trend continues in a positive direction it will benefit the youth as well as the economic development efforts of the area as it creates more work ready individuals entering the labor force.

2010 - 2014 Dropout Rate by County

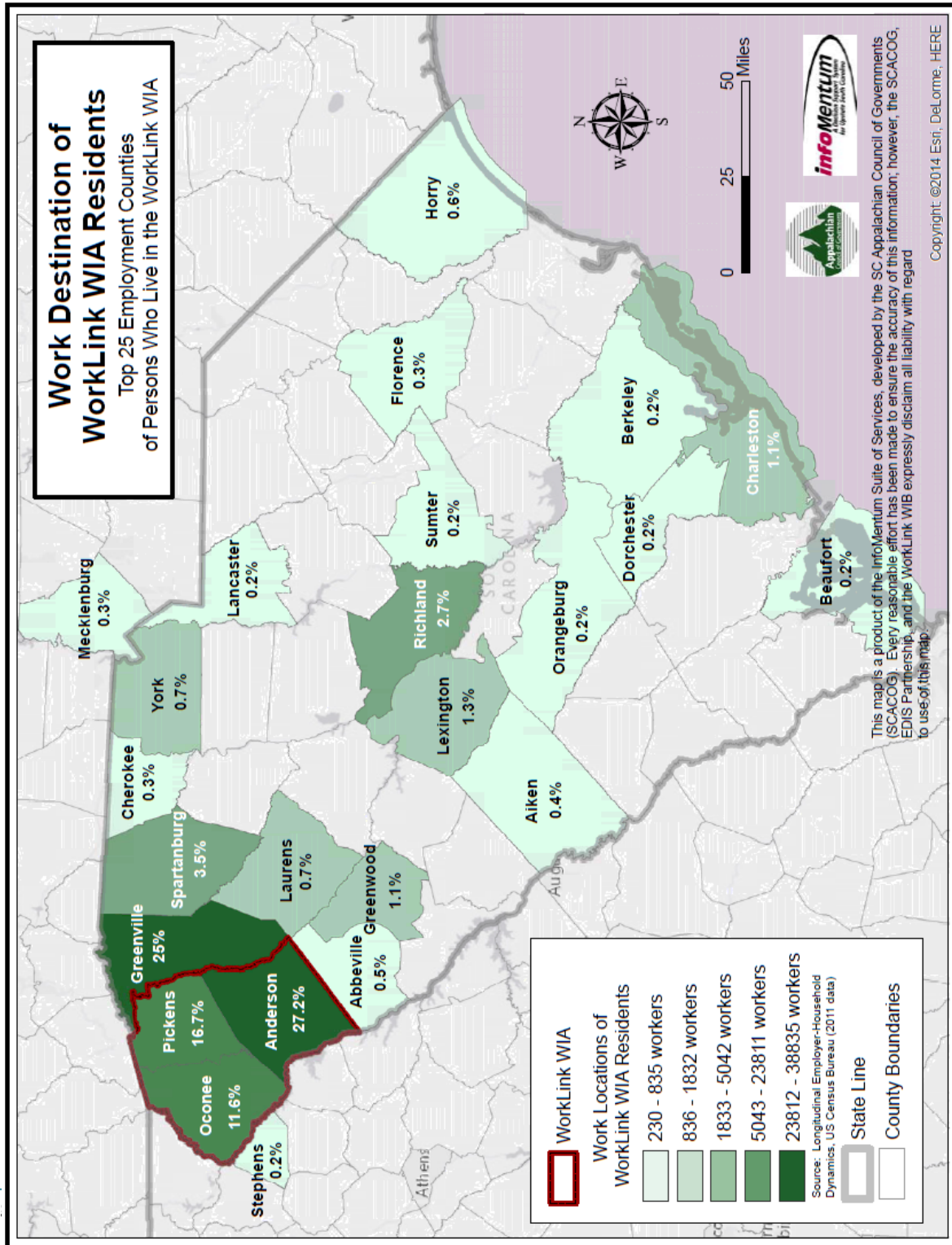


2010 - 2014 Dropout Rate by County

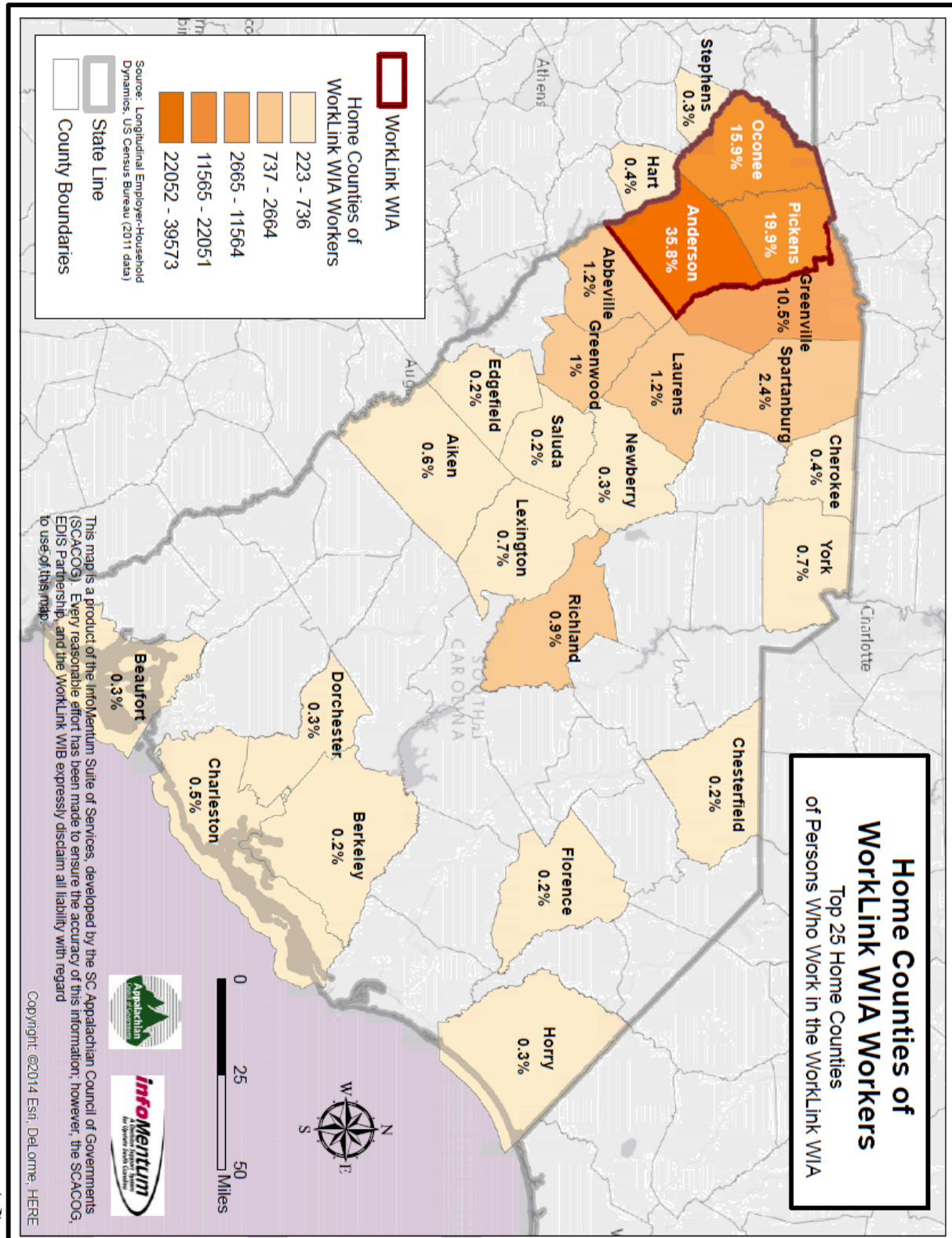
Column1	2010	2011	2012	2013	2014
Anderson Dist 1	2.2%	1.3%	2.1%	1.2%	0.6%
Anderson Dist 2	3.5%	2.9%	2.7%	3.3%	3.1%
Anderson Dist 3	3.5%	2.3%	1.9%	2.6%	1.2%
Anderson Dist 4	5.7%	4.2%	4.0%	2.9%	2.7%
Anderson Dist 5	4.2%	3.7%	3.4%	3.2%	4.3%
Oconee	4.3%	3.0%	2.5%	2.5%	3.7%
Pickens	4.1%	4.8%	4.1%	3.3%	4.0%

Commuting Patterns

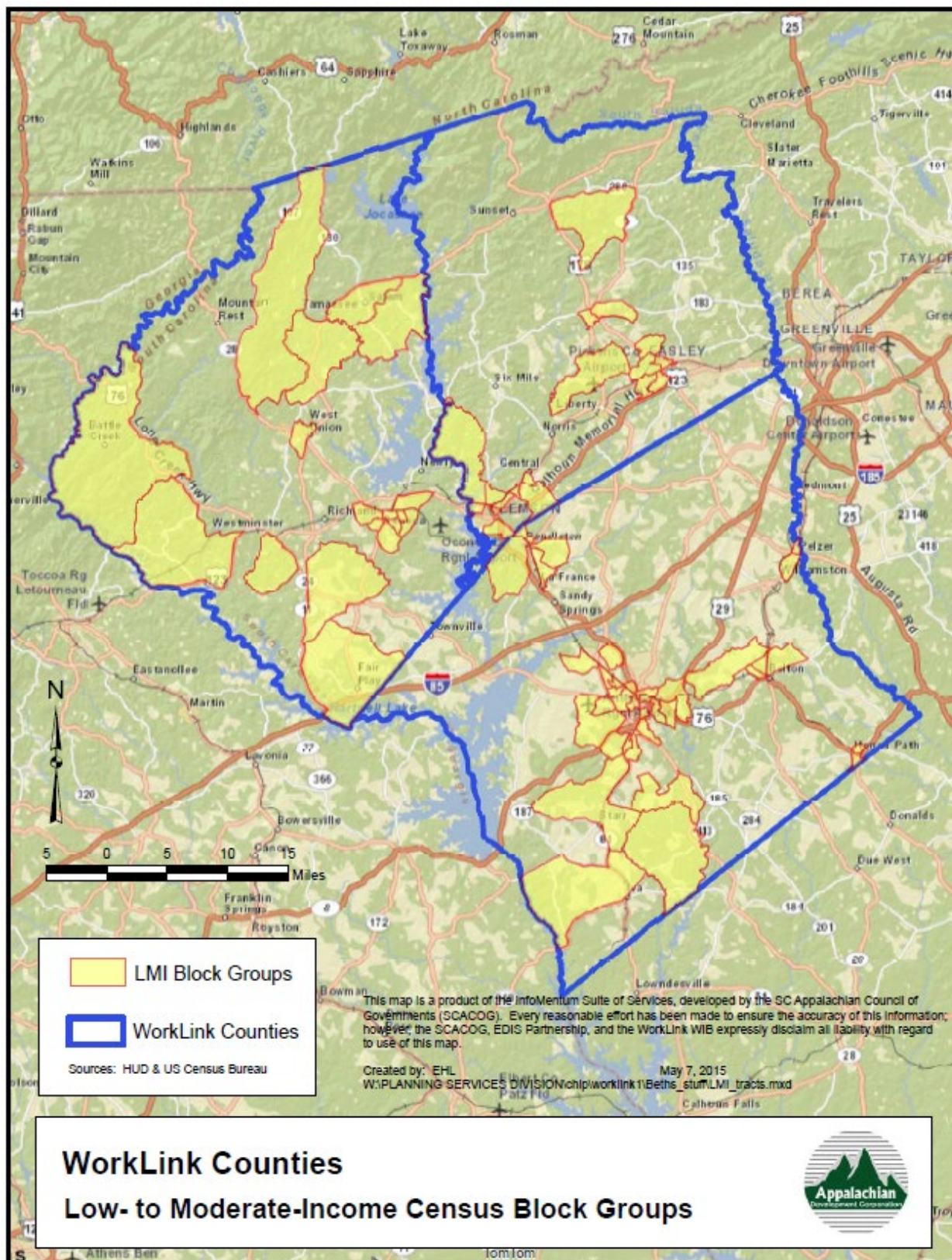
The majority of working residents (55%) within the WorkLink service area are employed within the 3 counties. Another 25% work in neighboring Greenville County. The remaining 20% of residents are spread out among other neighboring counties and other parts of the state.



Commuting patterns for those employed in the WorkLink service area show that 71.6% of the workers reside in one of the 3 counties. An additional 10.5% live in Greenville and commute to one of the 3 counties. The remaining 18% commute to the WorkLink area from other neighboring counties and other parts of the state.



Low to Moderate Income Concentrations WorkLink Service Area – 2010



Industry and Employment

Employers by Size of Establishment WorkLink Service Area, 2014

Employees	WorkLink	South Carolina
0 to 4	3,890	68,217
5 to 9	1,249	19,792
10 to 19	907	13,822
20 to 49	639	10,493
50 to 99	234	4,070
100 to 249	113	2,576
250 to 499	39	802
500 to 999	16	349
1000 +	7	286

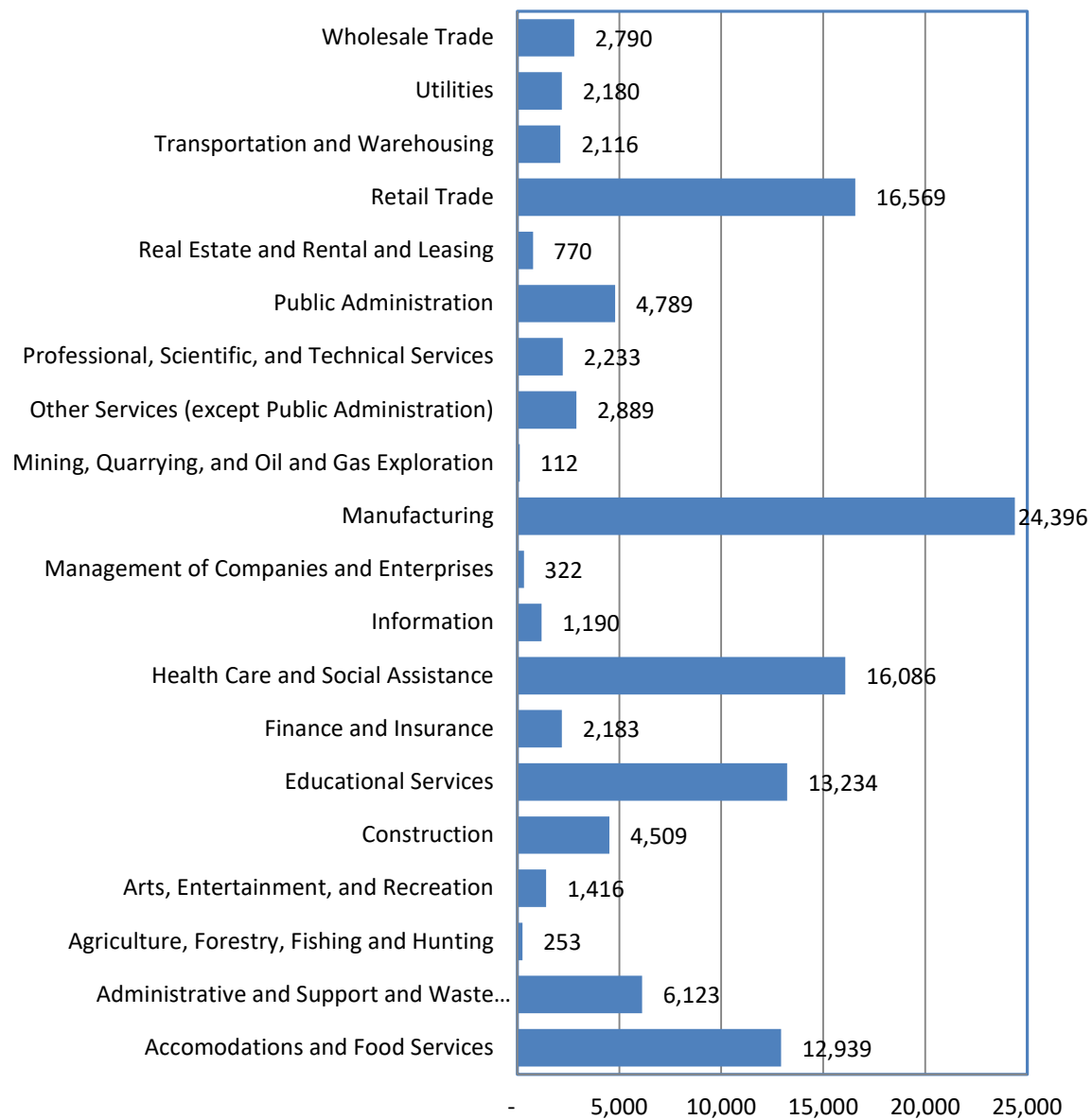
Employment by Size of Establishment in WorkLink Service Area, 2014

Employees	WorkLink	South Carolina
0 to 4	6,434	1,057,666
5 to 9	8,242	131,300
10 to 19	12,325	187,989
20 to 49	19,371	322,697
50 to 99	16,205	279,491
100 to 249	16,435	385,935
250 to 499	13,305	276,425
500 to 999	11,311	236,500
1000 +	13,701	702,711

20 Largest Employers in WorkLink Service Area – 2014 (Listed Alphabetically)

Corporation Name
ANDERSON AREA MEDICAL CENTER
ANDERSON COUNTY
ANDERSON COUNTY SCHOOL DISTRICT #5
ANDERSON COUNTY SCHOOL DISTRICT 1
ATLANTIC GROUP INC THE
BAPTIST EASLEY HOSPITAL
BI-LO INC.
CLEMSON UNIVERSITY
DUKE ENERGY CORPORATION
ELECTROLUX HOME PRODUCTS INC
INGLES MARKET INC
JOHNSON CONTROLS BATTERY GROUP INC
MICHELIN NORTH AMERICA INC
OCONEE COUNTY SCHOOL DISTRICT
OCONEE MEDICAL CENTER
ONE WORLD TECHNOLOGIES INC
ROBERT BOSCH CORPORATION
SCHOOL DISTRICT OF PICKENS COUNTY
WAL-MART ASSOCIATES INC
WALGREEN CO

Employment by Industry in WorkLink Service Area - 2014



Top 20 Occupational Openings
Worklink Service Area – March-2015

Occupation Name (Soccode)	Job Openings
Heavy and Tractor-Trailer Truck Drivers (53-3032)	157
Registered Nurses (29-1141)	137
Occupational Therapists (29-1122)	113
Industrial Engineers (17-2112)	96
Physical Therapists (29-1123)	86
Maintenance and Repair Workers, General (49-9071)	83
First-Line Supervisors of Retail Sales Workers (41-1011)	77
Retail Salespersons (41-2031)	73
Home Health Aides (31-1011)	53
Customer Service Representatives (43-4051)	49
First-Line Supervisors of Production and Operating Workers (51-1011)	49
First-Line Supervisors of Food Preparation and Serving Workers (35-1012)	41
First-Line Supervisors of Office and Administrative Support Workers (43-1011)	40
Combined Food Preparation and Serving Workers, Including Fast Food (35-3021)	37
Nursing Assistants (31-1014)	37
Licensed Practical and Licensed Vocational Nurses (29-2061)	35
Speech-Language Pathologists (29-1127)	33
Computer Occupations, All Other (15-1199)	32
First-Line Supervisors of Mechanics, Installers, and Repairers (49-1011)	30
Janitors and Cleaners, Except Maids and Housekeeping Cleaners (37-2011)	30

Labor Market Projections for WorkLink Service Area Growing Occupations

WorkLink Occupation	2010 Estimated Employment	2020 Projected Employment	Percent Change	Average Salary
Occupational Therapy Assistants	75	120	60	\$50,874
Physical Therapist Aides	58	90	55	\$21,131
Biomedical Engineers	11	17	55	\$80,654
Physical Therapist Assistants	84	124	48	\$50,079
Physical Therapists	218	320	47	\$76,593
Dental Hygienists	198	283	43	\$48,164
Opticians, Dispensing	35	50	43	32,420
Market Research Analysts and Marketing Specialists	45	64	42	\$58,254
Heating, Air Conditioning, and Refrigeration Mechanics	463	656	42	\$34,559
Veterinary Technologists and Technicians	63	89	41	\$25,127
Ambulance Drivers and Attendants	109	153	40	\$24,210
Surgical Technologists	25	35	40	\$33,722
Athletic Trainers	35	49	40	\$37,865
Brick masons and Block masons	105	146	39	\$38,154
Speech-Language Pathologists	88	122	39	\$61,209
Environmental Engineers	16	22	38	\$69,603
Family and General Practitioners	87	119	37	\$184,534
Management Analysts	112	153	37	\$86,631

Labor Market Projections for WorkLink Service Area
Total Employment Projections

Industry	2010 Estimated Employment	2020 Projected Employment	Change	Percent Change	Annual Percent
Total Employment, All Jobs	99569	113638	14069	14.13	1.33
Health care and social assistance	6846	9440	2594	37.89	3.27
Retail Trade	15093	17020	1927	12.77	1.21
Manufacturing	16545	18326	1784	10.78	1.03
Accommodation and food services	12779	14301	1528	11.96	1.14
Construction	4627	5983	1356	29.31	2.6
Other services (except public administration)	6051	7233	1182	19.53	1.8
Educational services; State, local, and private	7464	8482	1018	13.64	1.29
Administrative and support and waste management and remediation	4610	5593	983	21.32	1.95
Professional, scientific, and technical services	1551	1995	444	28.63	2.55
Arts, entertainment, and recreation	1394	1661	267	19.15	1.77
Wholesale trade	2653	2866	213	8.03	0.78
Transportation and Warehousing	996	1205	209	20.98	1.92
Finance and insurance	2320	2444	124	5.34	0.52
Utilities	763	842	79	10.35	0.99
Information	863	942	79	9.15	0.88
Real estate and rental and leasing	742	799	57	7.68	0.74
Management of companies and enterprises	304	321	17	5.59	0.55
Agriculture, forestry, fishing, and hunting	1036	1040	4	0.39	0.04
Government	5784	5617	-167	-2.89	-0.29

Labor Market Projections for WorkLink Service Area
Total Employment by Occupation

Industry	2010 Estimated Employment	2020 Projected Employment	Annual Openings	Openings (Replace)	Openings (Growth)
Total, All Occupations	99,569	113,638	2,455	1,455	3,910
Management Occupations	5,362	5,695	112	41	153
Business and Financial Operations Occupations	2,021	2,391	42	37	79
Computer and Mathematical Occupations	775	927	16	15	31
Architecture and Engineering Occupations	1,805	2,080	40	28	68
Life, Physical, and Social Science Occupations	534	590	17	6	23
Community and Social Service Occupations	622	664	14	6	20
Legal Occupations	437	494	7	6	13
Education, Training, and Library Occupations	4,373	4,979	93	61	154
Arts, Design, Entertainment, Sports, and Media Occupations	950	1,107	26	18	44
Healthcare Practitioners and Technical Occupations	3,794	5,080	77	129	206
Healthcare Support Occupations	2,102	2,862	31	76	107
Protective Service Occupations	1,490	153	46	5	51
Food Preparation and Serving Related Occupations	12,345	14,028	454	169	623
Building and Grounds Cleaning and Maintenance Occupations	5,011	5,804	89	80	169
Personal Care and Service Occupations	2,528	3,019	61	49	110
Sales and Related Occupations	12,341	13,761	405	142	547
Office and Administrative Support Occupations	14,208	15,639	311	154	465
Farming, Fishing, and Forestry Occupations	705	701	21	-	21
Construction and Extraction Occupations	4,556	5,506	92	95	187
Installation, Maintenance, and Repair Occupations	5,106	6,058	114	95	209
Production Occupations	12,354	13,710	234	156	390
Transportation and Material Moving	6,150	7,011	155	87	242

Occupations

Profiles of Successful Youth Councils and Workforce Development Youth Systems

The following charts identify the characteristics of successful Youth Councils and workforce development youth systems in 5 –10 years, the importance of each characteristic and, the current performance using the following scales:

Importance

1 = Extremely Critical

2 = Very Critical

3 = Critical

4 = Extremely Important

5 = Very Important

6 = Important

7 = Extremely Beneficial

8 = Very Beneficial

9 = Beneficial

Current Performance

1 = Almost Perfect

2 = Excellent

3 = Good

4 = Some Strength (on the balance)

5 = Neutral

6 = Some weakness (on the balance)

7 = Poor

8 = Very Poor

9 = Abysmal

Successful Youth Council Characteristics

Characteristic	Future Importance	Current Performance
No government interference	1	9
Visionary	1	6
Fully engaged/committed	1	4
Divers membership (includes youth, business, and, faith based organization representation)	1	6
Educated about its role	1	4
Addresses all youth (not just WIA eligible)	1	7.5
Has complimentary programs	2	8
Supports all providers (not just WIA providers)	2	7
Leverages funds/focuses funds	1	8
Has diverse opportunities for youth input	1	8
Has a strong connection to education (all levels), businesses and faith-based organizations	1	8

Successful Workforce Development System Characteristics

Characteristic	Future Importance	Current Performance
No government interference	1	9
Collaborative/cooperative	1	6
Local oversight	5	8
Needs aligned with services (including the fact that services would be exciting/fun/engaging)—Holistic (all aspects of youth development addressed)	1	7
Inclusive	3	6
Seamless	3.5	6
Empowering	2	6
Efficient	3	6
Well Branded/Well Known	1	8
Creative	4	6
Well funded – diversified/multiple funding sources	1	7
Developmentally responsive (respond to the needs of the individual based on their development level, not their age)	3	6
Without walls (we go to customers, they do not always have to come to us)	4	8.5
Customer-driven (youth and business) and not performance measure driven	1	7

The Members Identified the following Characteristics that lead to Success

Group	Characteristic
Youth Council	<ul style="list-style-type: none"> • Has diverse opportunities for youth input • Has a strong connection to education (all levels), businesses and faith-based organizations • Leverages funds/focuses funds • Addresses all youth (not just WIA eligible)
Workforce System	<ul style="list-style-type: none"> • Well Branded/Well Known • Needs aligned with services (including the fact that services would be exciting/fun/engaging)—Holistic (all aspects of youth development addressed) • Well funded – diversified/multiple funding sources • Customer-driven (youth and business) and not performance measure driven • Collaborative/cooperative

SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

The SWOT analysis identified the following strengths, weaknesses, opportunities and threats for the region. Strengths and weaknesses are internal to the organization and system and ones over which the Youth Council has control. Opportunities and Threats are external to the Youth Council and therefore are not under their control. In order to be considered an opportunity, the Youth Council must have an internal strength that would allow them to take advantage of it.

Strengths (What internal strengths bring us a competitive advantage?)	Weaknesses (What internal weaknesses might inhibit our abilities to meet our mission and vision?)
<ul style="list-style-type: none"> • Diversity of perspective and experience of members • Connections to agencies , services, community • Involved, capable, passionate council, chair and vice chair • Engaged, dedicated members 	<ul style="list-style-type: none"> • Government regulations (DOL, DOC) • Operate in a fragmented system of providers • Lack of collaboration • Lack of knowledge about available resources • Poor dissemination of information in schools/businesses/agencies/community • Lack of other funding streams
Opportunities (Of what external opportunities will our strengths allow us to take advantage)	Threats (What external influence might inhibit us in reaching our mission and vision?)
<ul style="list-style-type: none"> • Link more purposefully with other groups/funding sources/programs • Provide leadership for youth system direction • Reach all youth more effectively • Enhance brand/reach into the community • Expand focus to include prevention • Become more family oriented (serve all members of the family as needed) 	<ul style="list-style-type: none"> • Changes in Federal legislation • Reduction in Funding • Lack of employment opportunities • State of the economy • Increase in child protective services, domestic violence, etc. caused by the above threats which causes a downward spiral for the community • Lack of involved parents

Youth Council Vision

Our vision provides a directional statement; a “picture” of a future state of the organization (what we are striving to become); it provides inspiration; it gives a framework for our area of influence/responsibility.

“To have youth, educated and prepared for self-sufficiency in work and in life.”

Youth Council Mission

Our mission is a brief description of the organization’s fundamental purpose (what we do)/reason for existence, articulated for those inside and outside of the organization.

“The WorkLink Youth Council facilitates collaboration and the delivery of services for youth, leading to educational, workplace and personal success.”

Strategic Goals

Our goals grew out of an analysis of the region’s focus group and survey results, recent and potential changes within the community and the workforce development industry, our identification of the characteristics of successful/winning workforce systems and Youth Council, and, the SWOT analysis. We chose to have four goals for this strategic plan that were directed at our four most immediate challenges:

- 1) *Service providers are working in silos, creating fragmentation within the workforce development system.*
- 2) *There is an increasing shortage of "work readiness" among area youth in terms of soft skills, basic skills and work ethic. Earlier intervention with at-risk youth and enhanced strategies are needed.*
- 3) *Too many workers lack the credentials necessary to meet the demands of modern business and industry.*
- 4) *There is a great need for more employer engagement with the workforce development and education systems in order to increase work-based training opportunities.*

The goals based on the above immediate challenges show us what our world will look like when we have accomplished our objectives.

Four Goals of the Youth Council

- 1) ***Integrate workforce development systems, processes and networks.***
- 2) ***Improve the general work ethic, soft skills and basic skills of the tri-county area youth workforce.***
- 3) ***Bridge the current credentials gap between the workforce and business/industry requirements.***
- 4) ***Increase the number of employers utilizing the Workforce Development System and services by X% per year.***

The objectives for each goal is the measurable statements towards which our efforts are directed. Each objective contains three elements: a specific statement of what is to be accomplished, a standard by which we can measure the accomplishment, and a timeframe and deadline within which to accomplish the objective. Finally, Strategies are the specific steps which need to happen to bring completion to the objective, and eventually, the goal.

The Youth Council and its sub-committees will assess the attainment of objectives at each meeting to assess progress on the successful completion of our goals.

Goals, Objectives and Action Strategies Narrative

Goal I. Integrate workforce development systems, processes and networks

Responsible Subcommittee: Service Integration

Key Objective: Enhance both the service mapping database (211) and the personal provider-to-provider communication network by identifying and connecting workforce service providers, educators, faith based organizations (FBOs), service organizations, and other groups actively engaged in workforce development.

Key Action Strategies:

- Further develop resource inventory, including the 211 database and a new partner/service "roadmap" matrix.
- Collect and input service map data.
- Consistent and aggressive product dissemination.
- Identify and address gaps in community services.
- Conduct an annual workforce development **resource fair** for service providers and the area H.R. community to *connect the dots* between the different services offered throughout the system.

Goal II. Improve the general work ethic, soft skills and basic skills of the tri-county area youth workforce

Responsible Subcommittee: Work Readiness

- **Key Objective:** Improve the community's perception of the general work readiness and work ethic of our youth by 10-25%.
Key Action Strategy: Based on established baseline data, evaluate progress of general work readiness/ethic perception in the tri-county area and monitor this progress annually.
- **Key Objective:** Improve awareness and implementation of WorkKeys as a way to combat the general work readiness issue.
Key Action Strategy: Work with *One Stop Operations Committee* to bolster awareness and implementation of WorkKeys.
- **Key Objective:** Enhance existing training for soft skill, basic skill and work ethic development throughout the youth service provider network
Key Action Strategy: Strengthen the existing curricula and training foundation for teaching soft skills, basic skills and work ethic by implementing the *Learning Express-Workforce Skills for 21st Century Skills* program.
- **Key Objective:** Facilitate earlier intervention for pre-high school youth who demonstrate deficiencies in soft skill, basic skill and work ethic.
Key Action Strategy: Through existing resource database and provider-to-provider networks, Youth Council is to serve as a resource connector to agencies and organizations who serve younger children (preschool, primary school, middle school).

Goal III. Bridge the current credentials gap between area workforce and business/industry job requirements.

Responsible Subcommittee: Work Readiness

Key Objective: Increase the number of workers who earn industry-recognized credentials and degrees, including WorkKeys testing, high school diplomas, GEDs, and post-secondary certifications.

Key Action Strategies:

- Increase communication, coordination and collective outreach between providers serving under the Workforce Innovation and Opportunity Act as well as other educational resources/partners in the tri-county area.
- Using *Palmetto Youth Connections* dashboard data as a baseline, increase the number of workers who earn industry-recognized credentials and degrees by **5%** per year.

Goal IV. Increase the number of employers utilizing the Workforce Development System and Services by 10% per year.

Responsible Committee: Education

Key Objectives:

- **Key Objective:** Increase the number of employers who participate in work-based learning opportunities in the region.
Key Action Strategies: The youth workforce service provider is to execute at least 100 interactions per year with workforce development partners, business/industry, and education. From this effort, at least 10 business interactions/involvements per year are to be established.
- **Key Objective:** Increase opportunities for veterans, persons with disabilities, and youth through promotion of OJT, apprenticeships, and other work-based learning programs.
Key Action Strategies: In industry outreach events, showcase area success stories about veterans, persons with disabilities and youth who have successfully utilized work-based training to the benefit of themselves and of participating companies.

Summary Strategic Plan Tables

The tables on the following pages summarize the Youth Council goals, objectives, strategies, action items, and the parties responsible for implementation.

Strategic Plan Table 1: Reduce Fragmentation in the Youth Workforce Development System

Critical Issue	Goal	Objective	Strategy	Action Plan	Subcommittee
Service providers are working in silos, creating fragmentation within the workforce development system.	<u>Integrate</u> workforce development systems, processes and networks.	Enhance both the service mapping database (211) <u>and</u> the personal provider-to-provider communication network by <u>identifying</u> and <u>connecting</u> workforce service providers, educators, faith based organizations (FBOs), service organizations, and other groups actively engaged in workforce development.	Further develop resource inventory	<ul style="list-style-type: none"> Identify youth partners in AOP (Anderson-Oconee-Pickens) Utilize and distribute as necessary the existing community resource flyer which reference services in AOP community. Regularly update the existing 211 database, ASA book of services Review/research www.indyserves.com website and templates Youth provider to educate families of available resources in tri-county area. 	Service Integration
			Collect/Input service map data	<ul style="list-style-type: none"> Communicate the need for youth providers to partner with organizations who serve at-risk youth in the tri-county area – On Going Advocate/solicit partner involvement, including: <ul style="list-style-type: none"> Local church time/talent banks Civic/Service Organizations Retiree Groups Others TBD On-Going Youth Provider (PYC) to track all information in the Empyra system – On-Going	
			Disseminate the product	<ul style="list-style-type: none"> Market service mapping resource 2-1-1 by utilizing and promoting whenever possible serving the three county area (AOP). Continue to improve methods for informing partners about database On Going 	
			Identify/Address gaps in community services	<ul style="list-style-type: none"> Youth Council (YC) to go through formal gap analysis exercise with a third party facilitator. Facilitated by COG Staff and completed on 4/22/16. Disseminate to Youth Council, WIB, service providers and partners – On-Going 	
			The Youth Provider will collaborate and/or partner with existing community, service, or resource fair(s) in the AOP community.	<ul style="list-style-type: none"> YC members are to assist in making WorkLink Staff and/or Youth Provider aware of any community, service, or resource fair(s) in the AOP area. 	

Strategic Plan Table 2: Combating Soft Skill, Basic Skill and Work Ethic Challenges

Critical Issues	Goal	Objective	Strategy	Action Plan	Subcommittee
1. Shortage of work ethic, soft skills, and basic skills 2. Earlier intervention among youth is needed to get ahead of the issue effectively	Improve the general work ethic, soft skills and basic skills of the tri-county area youth workforce	Improve the community's perception of general work readiness and work ethic of our youth by 10-25%	Monitor and evaluate progress of general <i>work readiness/ethic</i> perception in the tri-county area.	Survey businesses to determine increase in work readiness/soft skills of youth by comparing perceptions to the 06/30/14 baseline.	Work Readiness
		Improve awareness and implementation of WorkKeys/WIN as a way to combat the issue	Work with One Stop Operations Committee to bolster awareness/implementation of WorkKeys/WIN.	<ul style="list-style-type: none"> See action plans of WDB Continue to coordinate administration and outreach through local One Stops and other WorkKeys/WIN administrators in the system (school districts, adult ed centers, tech colleges, etc.). 	
		Enhance existing training for soft skill, basic skill and work ethic development throughout the youth service provider network.	Strengthen the existing curricula and training foundation for teaching work ethic and soft/basic skills.	Utilize the Learning Express-Workforce Skills for 21st Century Success software program as the foundation and methodology for addressing general work readiness challenges.	

Strategic Plan Table 3: The Need of More Workers to have Industry Recognized Credentials

Critical Issue	Goal	Objective	Strategy	Action Plan	Subcommittee
Too many workers lack the technical qualifications necessary to meet the demands of modern business and industry.	Bridge the current credentials gap between the workforce and business/industry job requirements.	Increase the number of youth participants who earn industry-recognized credentials and degrees, including WorkKeys /WIN testing, high school diplomas, GEDs and postsecondary certifications.	Increase communication, coordination, and collective outreach between providers serving under the Workforce Innovation and Opportunity Act as well as other educational resources in the tri-county area.	<ul style="list-style-type: none"> See Action Plans of WDB Committees for outreach and implementation action items. Using Youth Provider dashboard data along with WIOA Youth Performance Quarterly Report as outlined by DOL/SCDEW. The goal is to meet and/or exceed (Credential Attainment Rate) WIOA Youth Performance Measures. Consult with WorkLink WIOA Performance & Reporting Specialist and/or SCDEW for WIOA Youth Performance Guidance. 	Work Readiness

Strategic Plan 4: Increasing Work-Based Learning and General Employer Engagement in the WF Development System					
Critical Issue	Goal	Objective	Strategy	Action Plan	Subcommittee
<ul style="list-style-type: none"> Increasing system-wide coordination and interaction between workforce development partners, business/industry, and the education system. 	Continue aggressive outreach with employers utilizing the Workforce Development System and Services.	Increase the number of employers who participate in work-based learning opportunities in the region.	<ul style="list-style-type: none"> Educate employers about work-based learning opportunities through increased speaking engagements and other outreach events 	<ul style="list-style-type: none"> The youth workforce service provider is to execute at least 100 interactions per year with workforce development partners, business/industry, and education. From this effort, at least 10 business interactions/involvements per year are to be established. In industry outreach events, showcase area success stories about veterans, persons with disabilities and youth who have successfully utilized work-based training to the benefit of themselves and of participating companies. 	Work Readiness
		Increase opportunities for veterans, persons with disabilities, and youth through promotion of apprenticeships, and other work-based learning programs.	<ul style="list-style-type: none"> Increase number of outreach events and speaking engagements which can educate industry about the benefits of work-based learning for veterans, persons with disabilities and youth. 		