



The Upstate Workforce Investment Board Five Year Compliance Plan

2013 – 2017

Section I. Local Workforce Investment Board Strategic Planning

In this section, describe the LWIA's overarching goals for the workforce system for the next five years. Incorporating the US Department of Labor Employment and Training Administration's (DOLETA's) workforce emphases and the State Workforce Investment Board's priorities, address the sub sections below with the Local Workforce Investment Board's strategic planning direction and policies.

Local Vision and Goals

1. Describe the LWIB's vision for the area's economy, workforce, and workforce system.

MISSION: Building and maintaining a workforce investment system that meets the needs of the employers of Cherokee, Spartanburg and Union Counties.

VISION:

A continuously improving workforce investment system for Cherokee, Spartanburg and Union Counties that:

- Encompasses all necessary resources for the citizens in the three-county Workforce Investment Area to obtain employment at a livable wage;
- Ensures employers have a work ready pool of applicants and a point of contact to obtain other employer related services, and
- Promotes youth development in education, training, and employment through a Youth Alliance.

The Upstate WIB believes the board and staff must be involved in the community in order to understand the socio-economic issues of the area and citizens. We must always seek to understand before we can offer solutions. When offering solutions, our strategic alliances are brought together and we jointly work on the solutions. As the convener of workforce development, we realize that many factors contribute to a stable and trained workforce. It takes many organizations all working together to elevate the standard of living for the citizens in the Upstate. This will move us to a more successful economy.

There are many other issues that make the economy strong and many of them require regional approaches. Most all of them directly or indirectly affect workforce development. We need to be aware of all of these issues. Thus, the Upstate WIB is involved in regional planning and events. Economic and Workforce Development encompasses much more than just jobs. Quality of life issues are closely tied to what we do and to the success of our efforts in workforce development.

2. Discuss the Local Board's strategic economic and workforce goals, and priorities for the next five years to address the needs of workers, business, and industry.

The most pressing current challenge is the shortage of technically skilled individuals for the many jobs requiring those skills in the manufacturing sector. A lot of our work has been focused on researching ways to address this issue. Another problem identified is the absence of soft skills with many job applicants. We have had reduced funding and are seeking grants at this time to provide more detailed training in soft skills. We provide workshops currently and blend in soft skills. This is not enough for many of the job seekers. In the past, we offered a curriculum for soft skills, but did not have success with the core service job seekers attending. At our board retreat, we hope to develop strategies to change this. Therefore, our goals are:

- Researching existing and new workforce development programs, like cluster strategies, and funding models to satisfy unmet needs
- Identifying what is working in other quality programs related to soft skills and expand those programs to fit our needs. If they do not exist, we need to create them in the Upstate
- Substantially increase WorkKeys profiles and assessments in the Upstate and strongly encourage job seekers and students to use the soft skills training in Keytrain
- Co-locate our comprehensive SC Works One Stop center with the local technical college (Spartanburg Community College) and increase training interest
- Co-locate our USC Upstate Achieve GED program in with our comprehensive SC Works One Stop at Spartanburg Community College in hopes that more students will transition on to college
- To place a renewed emphasis on finding solutions for the many older workers who continue to struggle to find employment
- Continue to focus regionally to build partnerships to solve our labor market problems, and
- Continue to work closely with our Regional Center for Educational Support to build interest in students in the manufacturing field and to expose teachers and guidance staff to the field of manufacturing and distribution.

The Upstate WIB will hold its strategic planning event in late October to develop a new five year plan. This plan will likely be amended at that time to add that longer term direction.

3. What are the economic and workforce strengths and weaknesses for the LWIA?

Strengths:

- ✓ Knowledgeable about local organizations and local needs
- ✓ Spirit of cooperation locally
- ✓ Focus on Business Customers with strong Business Services team
- ✓ Good stewards of money

- ✓ Embraces change
- ✓ Decisive and engaged board
- ✓ Dedicated and competent staff
- ✓ Involved and known regionally
- ✓ Connected well with the community
- ✓ Sought out for knowledge of economy and workforce
- ✓ Have 501c3 for support and increase in non-federal funds
- ✓ Seasoned program contractors
- ✓ Very few mass layoffs or closings in the area over the past year
- ✓ New leadership in SCDEW
- ✓ Great newsletters and community reports
- ✓ Solid companies located here with heavy manufacturing and distribution
- ✓ Inland Port establishment in Greer
- ✓ Experiencing growth in the Upstate

Weaknesses:

- ❖ Training in soft skills not as strong as we want due to funding
- ❖ Funding continues to be inadequate in all areas
- ❖ SCDEW relationship has been challenging for the Upstate WIB
- ❖ SCDEW and SWIB lack of understanding of local area challenges
- ❖ Public assistance and UI replacing paychecks which makes it too easy for individuals not to work
- ❖ School completion rates/drop outs
- ❖ Not enough two and four year (and higher) degreed people
- ❖ Shortage of technically skilled labor
- ❖ Unfair performance goals imposed as compared to other workforce areas and the state goals. Majority of the results from those goals of PY12 will take effect this program year showing failure as a result of the unfairness rather than based on performance
- ❖ 60% reduction in SCDEW staff in SC Works system due to unfilled job vacancies and layoffs
- ❖ Past leadership at SCDEW not in tune with workforce development
- ❖ Duke Nuclear Plan licensing postponed two years
- ❖ Affordable Care Act appears to be a problem for most businesses so they are reluctant to invest and hire as they could

Our Upstate Workforce Profile Report is attached (Attachment S)

4. What action steps or projects are underway or will be implemented to align the current workforce system to the LWIB's vision?

Upstate Connects: The Upstate WIB partnered with SC Occupational Information System (SCOIS) and the Regional Education Center on a pilot project to connect business with education, named Upstate Connects. This initiative is beneficial to both entities, as well as to students, teachers, guidance counselors, and adult job seekers.

Businesses register with the online system providing information including, but not limited to: business size, description of manufactured products or services, all occupations available within the business, and employee expectations (soft skills). The businesses are reviewed for validity and then approved by a designated staff member. Students and job seekers can then access this information to learn about the industries and employment opportunities available in their area. They have access to labor market information relating to each employment opportunity such as number of positions available, average wage, educational requirements, etc.

Another component of the initiative is a database of volunteers for educators, guidance counselors, and library employee access. Employees of registered businesses have the opportunity to assist the aforementioned by making themselves available to assist in areas such as classroom speaking, student mentoring, job shadowing, and conducting facility tours for students, etc. Volunteer opportunities to assist adult job seekers include, but are not limited to: resume preparation/critiquing, conducting mock interviews, job search techniques, and offering job shadowing or work experiences. Volunteers can specify their availability making it easier for those needing assistance to readily find volunteers to fill their needs. Business Services and WIB staff have over 100 businesses in the system currently. We hope to double this in the coming year.

Ten at the Top Workforce Issues Committee: Ten at the Top is a regional initiative. The Upstate WIB has been involved from the beginning of this organization. It encompasses a ten county area and was developed to spur regionally planning. A workforce forum was held at BMW for the ten-county area. We invited the National Association of Workforce Board staff to attend the forum. He was able to share best practices from across the U.S. with the group. From the survey feedback from that forum, we established a Workforce Issues Taskforce. Ms. Sandra Johnson of the Upper Savannah WIB and Ms. Ann Angermeier of the Upstate WIB co-chair the promising practices group of this committee. After the taskforce met again, we have narrowed our focus to manufacturing and the trades. We will continue meeting regionally to address problems with the lack of skilled workers.

Partnership with the Greenville WIB to continue serving Greer: The Greenville WIB and Upstate WIB enjoy a close partnership to serve a town and area that is located in both Spartanburg and Greenville counties. The town is Greer. The Greater Greer Area is a very large area. This partnership was developed several years ago. The growth in the Greer community has been significant and they needed for attention from us. We also anticipate a lot of additional growth as the Inland Port comes to fruition. The Greenville and Upstate WIBs are poised to continue serving the businesses and job seekers in that area. We are fortunate to have Goodwill as a partner in the Greer area. We are currently allowed to use their space free of charge. We had hoped to establish another stand alone site in Greer, but funding cuts prohibited this. We will look to next program year for this.

Community Indicators in Cherokee County: This has been a long term, exciting project in Gaffney. The project started with our partnership with United Way. The United Way and WIB secured private and public funding initially for the front end of the project. We both wanted to duplicate the project just finished in Union County. We issued a report to the community titled the Cherokee County Community Indicators Report. The report included critical indicators for the community. The indicators were measurable and validated. We used the community leaders to decide what they deemed as their critical indicators. It reveals to a community where they stand at a certain point in time. The hope is that the citizens read the report and work to improve their indicator numbers. Reports were distributed everywhere (dentist offices, housing projects, non-profits, churches, etc.). The project has exceeded our expectations in many ways. The leadership in Cherokee County jumped in and became very involved in improving their community. The Cherokee 2020 Cabinet is now the governing group for this project. WIB and United Way staff serve on this Cabinet and the WIB's quarterly Cherokee County Community forums are centered around the ongoing work from this project. Several projects and events have resulted from this project and document. We will continue growing this project and obtaining additional grant funds. A considerable amount of grant funding has been secured to address the education and workforce development challenges in Cherokee County. This project shows what a community can do to improve if they can get leaders (about 60 of them) dedicated and engaged. The volunteerism around this project is staggering.

Small Business Start Up (Union, SC): With the downsizing of SCDEW staff, we will now have space in Union County to restart the entrepreneurship program and our partnership with the Small Business Development Center (SBDC) like we had in Union a few years back. An office is now fully equipped and ready for use by any individual who is starting a small business (by appointment and free of charge). While they are in the center, they'll receive coaching and guidance from various experts (using community connections and SBDC). Once this office is in use, we will equip another office for the same purpose. We will have workshops for small businesses and potential start ups. We also plan an Entrepreneur Fair for 2014 in Union and will open the fair to surrounding counties.

Forward Cherokee: This is a newly formed group under the Cherokee County Chamber of Commerce. The group researches opportunities for Cherokee County to prosper economically around workforce and quality of life projects. WIB staff is on this board. We are also helping sponsor a portal for Cherokee County to which we will be a key part.

Greater Greer Chamber: We have a very strong partnership with the Greater Greer Chamber of Commerce. We currently use them for outreach and recruitment. This year we plan to strengthen this partnership as it has been a great investment for us. With the Inland Port opening in Greer, we plan to be very busy there in 2014 due to the growth we anticipate for the future.

Co-location with Spartanburg Community College's downtown campus: The co-location of the Spartanburg SC Works One Stop Center with the downtown campus of Spartanburg Community College is planned for September 2013. This move is consistent with the LWIB's vision of providing resources to job seekers and employers, as well as building applicant pools which support the needs of employers. The space allotted to SC Works is significantly larger than the existing location and gives us several advantages in service delivery: we will be able to provide access to more computer resources for work search related tasks; we will be able to increase our workshop attendee size to meet job seekers' needs faster; WorkKeys testing groups will be larger so scheduling delays are minimized, and we will now be able to host our job fairs on site at a significant cost savings and offer them more frequently. Given the reduction in the number of weeks of Unemployment Compensation (20 weeks), job seekers must have access to resources faster in order to maximize their UI funds while engaged in WIA funded training programs.

Additionally, Spartanburg Community College's downtown location now gives job seekers easier access to the college, its resources, and academic/continuing education staff. Transportation continues to be a challenge for many participants and SCC's bus system only runs until 6pm on the main campus. Clients will soon have the ability to utilize the downtown bus system or other transit methods more conveniently than ever. This closeness will also ensure greater communication between SCC and SC Works center personnel, and reduce the amount of time to resolve participant account issues or develop solutions to better serve those in training. It is this kind of alignment that allows for more seamless service delivery and improved collaboration and shared support.

Community Forums: Community Input Forums are quarterly meetings held in Spartanburg, Cherokee, Union and Greer. A gathering of agencies, businesses, and elected officials come together to share information and collaborate on activities, services, and gaps in services for adults and youth. The meetings consist of a featured speaker, lunch, and an opportunity for attendees to make general announcements regarding their organizations. Each meeting averages 35 attendees. Many ideas spring forth in these meetings. WIB employees hear of projects and services that will benefit our customers so we can share this information with case managers in our programs.

SC Workready Communities: ACT Certified Work Ready Communities (CWRC) empowers states, regions and counties with *data, process, and tools* that drive economic growth. Participants are leveraging the National Career Readiness Certificate (NCRC) to measure and close the skills gap — and building common frameworks that link, align and match their workforce development efforts. The Upstate WIB recognizes the value in the South Carolina WorkReady Communities Initiative. The Upstate WIB has been named the "Champion" for Spartanburg County and the "Co-Champion" for Cherokee County. The Upstate WIB also serves on the steering committee for Union County.

Currently, we are well on the way to meeting the goals set in each county:

- Spartanburg: 44%

- Cherokee: 65%
- Union:20%

We also have hired an additional WorkKeys profiler so we may increase the number of profiles in the Upstate. This will be the individual's primary job.

Workforce Committee for Seasoned Workers: We noticed an increasing problem with individuals who are over 50 having difficulty with re-employment. This committee was formed with local businesses and seasoned workers to begin addressing this issue as we realize this demographic is going to increase as baby-boomers continue growing older due to the sheer number of them.

Project Search: This is a project for training and employing individuals with disabilities in partnership with a local hospital and schools. We are partnering to bring this program to our area and be the first in South Carolina. The local foundation has donated \$500 to help us host the corporate staff on site for a meeting with several organizations. We are sponsoring \$500 as a match. www.projectsearch.us

Increase the numbers in training: Since we are co-locating with Spartanburg Community College, we anticipate more individuals transitioning into post-secondary education and training.

Research on soft skills training and affordability: We are seek grant funding for a project in this area.

There are many other partnerships and project in which we are involved, but the above captures those that we think will require the most time.

5. How will the LWIA align workforce policy, operations, and administration to meet the LWIB's economic and workforce goals? By what method(s) is LWIB strategic direction communicated to frontline and partner staff?

The board staff receives direction from the WIB in committee meetings and from the WIB director. The WIB has a liaison to the SC Works One Stop (One Stop Coordinator). This individual monitors and provides technical assistance to SC Works. She ensures that there is a flow of information from the WIB to staff in all centers. We also have an individual serving as the Youth Services and VOS Coordinator in the same capacity to the Youth Council. WIB staff has staff meetings that also provide information and feedback to the Director and allows the Director to share information from SCDEW and the community. E Updates are issued periodically via email to the WIB, WIB staff, partners and programs. Instruction letters and policies are issued and placed on the website. An email is sent out each time there is a new posting. Grantee meetings are held every other month. Two employees from each program attend the meetings and we discuss any new policies, instruction letters, goals, and other topics with contractors.

The SC Works One Stop has partner meetings and the WIB liaison also attends. It is through this venue that information is received and discussed with partners. Our contractor staffs attend board and some committee meetings. They also participate in a portion of our WIB and Youth Alliance retreats.

Economic and Workforce Information Analysis

WIA 118 (b) The local plan shall include – (1) an identification of –

- (A) The workforce investment needs of businesses, jobseekers, and workers in the local area;*
- (B) The current and projected employment opportunities in the local area; and,*
- (C) The job skills necessary to obtain such employment opportunities;*

6. Based on labor market information and collaboration with regional economic development partners, describe the current and projected employment opportunities in your local area and region. Provide a priority ranked list of the local area's demand occupations and critical industries for the next five years. For PY'13, in which three to five industries and occupations will your WIB be concentrating the use of WIA training funds?

Based on local labor market information and regional collaboration with local economic development partners and business partners, the Upstate WIB projects employment opportunities in the following industries: Manufacturing, Healthcare, Logistics, Distribution and Retail.

Additionally, based on local labor market information and regional collaboration with local economic development partners and business partners our targeted industries for training are Healthcare and Manufacturing. Training options to WIA participants have been decreased due to several factors:

- Substantially increased WIA performance measures imposed by SCDEW making it difficult to offer a considerable number of curriculums for training due to wages obtained upon completion not meeting the dislocated worker wage requirement
- Create a needed pipeline to local employers based on current skill deficiencies in our three county region
- Budget constraints (short term training results in lower cost per participant which will allow more participants to receive services)
- Healthcare training options were decreased because of increased performance wage goals imposed by SCDEW (ex: CNA training)

- Our revised list is below. We will monitor the wages carefully throughout the year and remove trainings that are not yielding the high wage requirement we must obtain to exceed our goal

Associate - RN
Respiratory Care
Medical Lab Technician
Certified Medical Assistant
Dental Assistant
Massage Therapy
Patient Care Technician (CCE)
EMT (CCE)
IT Support Specialist/Network Administration
Heavy Equipment Mechanics
CDL
Welding
Machine Tool Technology
Industrial Machinery Mechanics
Industrial Engineering Technicians
Mechatronics I or Technology
Robotics
Amatrol
Radiation Protection (Prep for Duke Energy)
Chemical Operators
AutoCADD version 2011 w/ AutoCADD 3D - Online
Microsoft Certified IT Professional - Server Administrator
Six Sigma Black Belt - Online - 200 hours
Six Sigma Green Belt - Online - 100 hours
Production Technician (MSSC)
Logistics Technician
Forklift Certification
Fanuc Robotics
Project Management with Microsoft Project 2010

This list is updated not less than annually. Each year, the Upstate WIB OneStop Committee, local economic developers and SC Works staff meet and review LMI information and the state goals for the Upstate. The above list is not ranked by priority. Priorities are driven by local employer workforce needs. All occupations/training

options are considered in demand. However, over 50% of WIA training funds have been projected for manufacturing related training.

7. Explain how the demand occupations and industries list was shaped. Describe the source(s) used to develop and support the list.

One of the Upstate WIB committees is the One Stop Committee. This committee invites the economic developers (4 of them) from our three counties to join them to review all labor market data to include local 'real time' labor market data collected by the business services team in SC Works. The business services team also attends this meeting. Labor market information is pulled from the SCDEW website (community profile). Since this data is from a past point in time, the current comments gathered from local businesses are also used. The economic developers bring a wealth of knowledge to the table because they hear from the businesses once they locate hear about workforce issues. They also share what industries are on their radar for future recruitment. Various job banks are also reviewed to document what jobs are being posted real time. The WIB staff also reviews the recruiting focus areas from the Upstate Alliance which is a regional economic development group for the Upstate 10-county region. WIB staff attends forums throughout the year about workforce issues to stay informed. From the past, current, and future data sources, a list of in-demand occupations is finally developed. To be included as a WIA eligible training, the occupations are then further screened based on SCDEW's goal requirements and the WIB's established self-sufficiency wage. This process to identify in-demand occupations occurs once a year at a minimum.

Our wage goals do prohibit us from addressing many of our manufacturing needs due to the wage requirement (over \$15 per hour for dislocated workers). Many of the local jobs in manufacturing and distribution start around \$12 to \$13 per hour. If we allow training that does not pay \$15 per hour, we stand the chance of failing performance. If we do allow someone training with a \$12.00 entry wage job at the end, we must secure a job for someone else at a little over \$18 per hour. This has become an administrative burden on staff to constantly keep a tally on this. Many of the healthcare entry wage occupations that correlate with the training curriculum has been on our training list do not pay near the \$15 per hour wage either. Contractor staffs are placed in a very tense situation in choosing whether to address the true needs of business or to satisfy performance numbers. The Upstate WIB will hold a planning retreat in late October and at that time, our self-sufficiency definition will reviewed along with the in-demand occupations in more detail. We are discussing the goal requirement with local manufacturers now to determine how much of a gap we have between the goals and their jobs they need filled with WIA trained people. The WIB will decide at that time whether to truly address the needs of our businesses with our WIA funds this year or to focus only on training for positions that pay over \$15 per hour in order to exceed goals.

- 8. Identify the skills and/or credentials needed to obtain such employment opportunities and the education and training resources that exist in your area to assist individuals in obtaining in-demand occupational skills and credentials.**

See Attachment (T)

Partnerships and Cross-Program Strategies

- 9. What steps is the WIB taking to align efforts of workforce development partners within your local area to achieve accessible, seamless, integrated and comprehensive services to businesses and job seekers?**

See question #38 as the questions are the same.

- 10. Other than those required by WIA, describe any partnerships and roles that the WIB and SC Works Center Operators have developed to improve services to customers.**

In our continuing effort to improve service delivery to customers, the SC Works Upstate centers have developed a “greeter” role. This is either a volunteer or partner staff member who is responsible for welcoming clients to our centers and helping to guide their path to the services they need. This touch point has helped us identify those clients with critical needs more quickly and increased our responsiveness to those needs. Many of our greeters are either unemployed, under-employed or have personal experience with job loss. Some are WIA clients who can attest to their own involvement with intensive services. Our greeters offer a unique and consoling presence to clients in similar situations and this makes a material difference in the client experience in the Upstate.

Their presence also contributes significantly to the positive and inviting environment found in our centers. Clients may enter frustrated or discouraged, but our team works hard to ensure they do not leave in the same state. We also expect and welcome feedback from the greeters as it helps us improve our resources, workshop offerings and other services based on real time needs. We also use these individuals on the phones so we do not have state staff who have to answer the phone with the Governor’s required greeting (it is a great day in South Carolina) because for many of our customers, it certainly is not.

In our Spartanburg center, greeters or other volunteers/interns also support an assisted service area for those clients who need more personal attention to use a computer. This is a more sensitive approach to serving clients with minimal or no computer skills as it removes them from the busyness of the main resource area and allows them time to work with someone one-on-one. This also gives our team direct

access to clients who should attend basic computer skills workshops to better prepare themselves for the return to work. We are currently working to replicate this service in our Cherokee and Union County offices.

Our partnerships are not limited to those required by WIA. We constantly seek out partners unique to each community so that our one stop environment reflects local, accessible agencies and resources. For instance, the Butterfly Foundation has a solid culinary arts program that is often used by clients with criminal backgrounds. We also tap into the Retired Senior Volunteer Program as these seniors are experienced, retired professionals who often have solid teaching skills or business savvy that can be shared with our clients. Our local chambers and economic development arms are also extensions of our ties to the business community and we work with them frequently to stay aware of the latest employment trends. Each of these efforts and many others help support solid and stronger customer service within the Upstate.

We connect with the teachers and guidance staff through the Regional Center for Educational Support. The director of the Regional Center often brings the teachers and guidance staffs in for tours of the SC Works site and center staff discuss business demands with them.

Not physically housed in our center are so many community partners. Any agency or non-profit offering services that our job seekers need are considered partners. United Way, Adult Learning Center, Middle Tyger Community Center, churches, literacy organizations, community centers located in housing projects, human resource associations, and so many more are used for their available help and they are always willing to help if they can.

11. How does the WIB plan to build, improve, and maintain collaboration and coordination with 1) economic development, 2) education, and 3) business to address skills gaps and workforce needs?

The Upstate WIB has an excellent relationship with our four local Economic Development Directors and with the President of the Upstate Alliance (ten county economic development organization). SC Works currently does the hiring for new companies and for expansions with ReadySC as a partner (unless the company specifically asks to do the hiring in-house). We hope more development this program year will increase our time with the economic development staff. WIB staff serves on the Upstate Future's Corporation (the economic development board for Spartanburg) and the Economic Development Directors of Spartanburg and Cherokee County serve on the Upstate WIB. We also invite all economic developers to be at the table when deciding where to focus our WIA training dollars.

Since we have nine school districts, our relationship with K-12 education is mostly through the Regional Center for Educational Support. A WIB staff person serves on the School District Five Career and Technology Education board. This WIB staff person serves on the USC Upstate Foundation Board. Our WIB staff participates in career fairs

at local schools. We also speak in classrooms as requested. Since our three counties are small, the WIB Director knows most all of the community leaders in education and can speak with them needed and they know they can call at any time should they need us. Our board members are also connected with their communities and schools.

Our business services team are working very closely with businesses on their needs. Staffs from SC Works also participate in the human resource associations. WIB and SC Works staffs take plant tours as often as possible to fully understand their processes and challenges. There are three business focus groups established in our area. This group is used to advise us of their current issues and are used to test our system periodically. WIB and SC Works staffs are very involved in our chamber and attend functions in an effort to communicate with businesses. We have hired a new profiler and plan to have him begin hosting sector-based business forums beginning in 2014.

This question is also answered in other areas of this document.

12. Describe any regional partnership efforts to include the LWIB and partners' roles.

The Upstate WIB realizes that individuals cross county lines to work. Businesses do not care where an individual lives locally when they are looking for the best workforce they can find. We have a regional workforce.

The Upstate WIB is heavily involved in Ten at the Top (TATT). As mentioned earlier in this document, TATT is an organization fostering regional collaboration in the Upstate (10 counties). The Upstate WIB is listed as a regional patron. TATT focuses on the following vision drivers:

- ✓ Sustainable Growth
- ✓ Economic and Entrepreneurial Vitality
- ✓ Human Potential
- ✓ Natural Beauty and Resources
- ✓ Community Vibrancy

www.tenatthetop.org

All of these areas play a key role in workforce and economic development. The Upstate WIB staff has been involved with TATT from the beginning serving on several of the committees and taskforces. The WIB Director is a co-chair of the workforce innovative practices taskforce. She also spoke at a forum held at the BMW plant regarding workforce development. The WIB and staff are encouraged to attend the TATT community forums held in different counties in the Upstate region. This allows us to hear about the good things that are working in other areas. It also reveals the challenges that are unique to each county.

The Upstate and Greenville WIBs joined forces several years ago to serve the Greer area. Greer is in both Greenville and Spartanburg counties. It has experienced very positive growth. The BMW plant is located in Greer. The Greer Inland Port will be an economic engine for growth in Greer. There is already a substantial amount of interest in the port from businesses from other areas of the country. The Upstate and Greenville WIBs partner with Goodwill in Greer. Goodwill allows the WIBs to work from their site at no charge. The Upstate WIB staff attends functions in Greer. The Greater Greer Chamber performs the outreach and recruitment for the Upstate WIB (www.greerchamber.org). This has been a great partnership for us. We include the economic development director in our planning meetings to determine in-demand occupations for WIA training.

The GSA group focuses on a three county area (Greenville, Spartanburg, and Anderson). Staff attend these events. The WIB director has been on a panel for workforce development.

All three counties served by the Upstate WIB are contributing counties to the Upstate Alliance (regional economic development entity). We use data from the Upstate Alliance often in decision-making.

The United Way of Greenville also paid for the WIB Director to participate in a week long (\$3,000) leadership training conducted by Clemson University. The United Way and the Upstate WIB are now meeting to develop processes to serve families through a grant received by the United Way. We want the primary focus to be on the Greer area.

The Urban League of the Upstate is developing a stronger partnership with the Upstate WIB and SC Works. The new director out of the Greenville area was proactive in reaching out to the SC Works operator to develop a stronger relationship.

The Upstate WIB is a member of the South Carolina Chamber and receives a wealth of information from this organization and from their events. This information is shared with program staff.

The Upstate SC Works Business Services Team invites businesses from outside the three county service area to have job fairs at their sites. The latest one was from Laurens, SC. We are open to any business seeking workers to work with us in our area because we think regionally. The Upstate WIB encourages individuals to cross county lines for WIA paid training if the training is not offered in their community.

13. What is the LWIB's leading or supporting role in the statewide Work Ready Communities Initiative, and local efforts to become a Certified Work Ready Community? How are you advocating/promoting the National Career Readiness Certificate to job seekers and businesses?

- In Spartanburg County, the Upstate WIB is serving as the Champion (chosen by Spartanburg County Council).

- In Cherokee County, the Upstate WIB is serving as the Co-Champion with the Economic Development Board (chosen by the Economic Developer who is also a WIB member).
- In Union County, we are supporting their efforts and serving on the steering committee.

The Upstate WIB's one stop contractor is a V.A.R. site (Value Added Resource) which is licensed by ACT. We test in all three counties. The Upstate WIB just recently hired an additional WorkKeys profiler on June 24, 2013, in anticipation of the need for more profiles by our businesses. We now have two WorkKeys profilers. We have been involved with WorkKeys for many years. We were second in the state to begin testing and profiling after the Midland's WIB. WIB staff person, Ms. Dana Wood, is serving as staff to the Work Ready Communities Initiative and has held a steering committee. She has now established three committees from that group. The committees each have a focus area to work on to ensure success in meeting the numbers in the agreement.

Our business services team promotes WorkKeys to all of the businesses they meet with and have been for years. This initiative is a part of our packet of information that we leave with businesses and we also have held several forums to speak about Work Ready Communities. A video about this initiative was done with the Greer Chamber and placed on their website. We will continue to speak to civic clubs in the three county area. The Spartanburg Chamber allowed a staff person from SC Works to speak at one of their well-attended functions on the initiative. The WIB also required that a billboard space be rented to promote the readiness certificates in Union County. The WIB allocated specific outreach dollars to the SC Works operator for this project.

The Upstate WIB requires that all WIA enrolled individuals be tested in the three areas identified in the initiative and have for years. Those are:

- Locating Information
- Reading for Information
- Applied Mathematics

Bumper stickers are being ordered to help promote the initiative.

We fully support and believe in WorkKeys.

14. Describe the LWIB's strategy to coordinate all available funding sources in support of the vision, including how the LWIB will use program funds to leverage other federal, state, local, and private resources to efficiently and effectively provide services.

The Upstate WIB has a supporting organization that is a 501c3 non-profit (Upstate Workforce Future's Corporation). This non-profit has received several grants to support the activities of the Upstate WIB that are in addition to WIA funds. We held over \$100,000 in the organization this year. This certainly exceeded our expectations.

This non-profit will continue to write grants and look for funding to enhance our programs.

The WIB hired a new WorkKeys profiler and this should will bring in additional income. We also are partnering this year with United Way of Greenville with the Working Families initiative and will utilize some of their funding for workforce development. With funding cuts, we changed one position in our office to a part time position so it is getting increasingly more difficult to have staff to devote to seeking additional funds.

15. Describe the LWIA's methods of outreach and services to people with disabilities, Hispanic populations, and other populations with limited English proficiency. Please attach a copy of the area's Limited English Proficiency (LEP) Plan.

The Upstate WIA programs provide services to all clients without regard to race, color, religion, creed, gender, national origin, disability, marital or veteran status, or any other legally protected status. The Upstate WIB has a Limited English Proficiency (LEP) plan that provides guidance and expectations for local staff. Quality service and effective communication to all customers is our goal. The LEP Plan is attached (Attachment I).

A WIB staff person is an officer on the Mayor's Committee for People with Disabilities. This group meets every other month and works on solving barriers for those with disabilities to include transportation which is a barrier for many individuals with disabilities. Organizations that serve this population as their mission are on the committee and refer to SC Works.

The WIB staff participates in the United Way's Safety Net group. This group meets to discuss 'cases' brought before them that need attention. Any organization may submit a case. Many of the cases submitted are for those with disabilities. Many are referred to the WIB for job search assistance.

We also consider SC Vocational Rehabilitation in Duncan a close partner. We participate in their programs and discuss job search and other issues with their customers.

16. Describe the LWIA's partnership and collaborative efforts with Senior Community Service Employment Program (SCSEP) grantees. How are SCSEP activities coordinated within the LWIA's SC Works Centers? How is outreach conducted and how are services provided to older workers?

The SC Works Upstate Centers have partnership agreements with the AARP Foundation's SCSEP program as well as the Goodwill of the Upstate and Midlands' SCSEP program. Sufficient space is allotted within each Center in the Upstate for an employment specialist, a resource room specialist and/or an administrative/clerical specialist. In exchange for this space, the Centers are currently provided with a total of four AARP SCSEP trainees in the program (three in the Spartanburg Center and one in

the Union Center) and two Goodwill SCSEP trainees, each of whom are scheduled to work at varying times and days for a total of 18 to 24 hours each week. The trainees are utilized in the Resource Room as greeters and also perform administrative tasks when needed. SCSEP trainees have various opportunities for growth and to upgrade their skills in an effort to make them more marketable when unsubsidized employment opportunities arise. Trainees attend SC Works Job Readiness Workshops and also take advantage of ResCare Academy courses which are online and cover a wide variety of subjects. Outreach efforts include participating in meetings at community service organizations, distributing materials at the local libraries, churches, and non-profit agencies within the community. The outreach efforts include identifying older workers who may be eligible for the program. In addition, all SC Works Upstate staff, including recruiters and business service team members, regularly refer individuals to the SCSEP job postings for available openings. In addition, the trainees themselves are pro-active in identifying and referring individuals who come to the centers and may be eligible for participation in the program.

As stated earlier in the document, we have formed a committee to address the problems older job seekers (50+) are having in securing employment. On this committee is the Executive Director of Senior Centers. This is a big concern for us at this time.

17. Describe how your LWIA and SC Works Centers provide outreach and services to each of the following: displaced homemakers; low-income individuals (including recipients of public assistance); migrant and seasonal farmworkers; veterans; homeless individuals; ex-offenders; individuals training for non-traditional employment; and individuals with multiple challenges to employment.

SC Works Upstate continues to work toward improvement in reaching targeted populations, despite the limits imposed by reductions in staffing and resource levels. Service delivery is provided as appropriate to Wagner Peyser and WIA standards and local WIB expectations.

Displaced Homemakers: Our partner, SC Jump, is co-located and serves several individuals from this target group. Since they are in our center, WIA is an option for them. DSS makes referrals directly to WIA along with other community partners serving this population.

Low-Income Individuals: We have the ongoing partnership with DSS, SC JUMMP and the Housing Authority in each SC Works Upstate location. Goodwill is also a close partner serving this population and make referrals. We also make referrals to these organizations. Our youth programs refer to SC Works when students are looking for work. Most all of our youth are low income. The youth also refer their relatives to SC Works. Our increasing relationship with the Urban League of the Upstate also increases the referrals of this population.

Migrant & Seasonal Farm Workers: Current outreach and service delivery is provided by the SC DEW Migrant Seasonal Farm staff member, as well as a co-located Telamon representative.

Veterans: We have a close partnership with local and state veteran agencies. These organizations identify and assist vets in a priority setting in SC Works. We have staffs co-located (SC DEW LVER and DVOP staff). There are other programs locally serving this population and we tap into those as well for the customers.

Homeless Individuals: This is another ongoing partnership with the Upstate Homeless Coalition. They have been our partner for a few years now. We also receive referrals and from other entities like the Safety Net Council. This is a very difficult population to serve due to all of the barriers. We rely heavily on partners to work on these barriers.

Ex-Offenders: Partnership with local and state Probation, Parole and Pardon Services to identify these potential clients and offer services to meet their needs. Our Business Services staff has also worked to identify employers who are willing to give ex-offenders a second chance. We also continue to educate businesses and job seekers on the benefits of the Federal Bonding program. We have hosted expungement workshops and they are usually well attended.

Training for Non-Traditional Employment: No specific outreach is currently in place, but traditional services are available. We do speak with females when conducting career fairs in the schools about the high wage non-traditional careers. We have held construction career fairs in the past to engage females, but funding cuts has prohibited us from doing a fair this year. We partner closely with the Small Business Development Center on entrepreneurial alternatives to employment. We discuss the benefit of being a female-owned business.

Individuals with Multiple Challenges to Employment: Often these clients are identified by referral and/or individual staff contact. We will work with them to assess needs and develop an individual employment plan as appropriate. We will also continue to work with partner agencies and groups through the Cherokee, Union, and Spartanburg Forums and Safety Net Council to stay abreast of both individual prospective client needs and service availability that may help support client needs to address employment challenges.

In all instances, local media (particularly TV and radio) are valuable tools for expanding our reach within the communities we serve. We will continue to utilize these methods as much as possible to share general information as well as recruitment event/job fair news. Our web site and social media tools are also being refined to better support outreach efforts. Our billboard in Union should also increase traffic of targeted populations.

Section II. Local Operational Planning

Participant Training

18. How many people in your area lack the basic education credential of high school diploma or GED?

- In Spartanburg, 20% of individuals 25 and older do not have a high school diploma or GED.
- In Gaffney, 25% of individuals 25 and older do not have a high school diploma or GED.
- In Union, 23% of individuals 25 and older do not have a high school diploma or GED.
- It is estimated that currently, there are 22% of the population under the age of 25 who are not completing high school.

How is that significant barrier being addressed to build a workforce ready for further training and employment?

All individuals without a high school diploma or GED are referred to Adult Education, Adult Learning Center, or USC Upstate Achieve GED program when they visit SC Works. The Adult Learning Center is a non-profit that is housed next door to the Spartanburg SC Works site. We push individuals very hard to attend these organizations. There is a considerable amount of cross referrals between SC Works and the Adult Learning Center for GED preparation. Although we strongly suggest individuals go back to school, there is still reluctance with many of them and especially in those over 50. Lack of transportation in the rural areas prohibits many from earning a GED or High School Diploma after they drop out of school. We also inform those who are at a grade level to learn online to WIN which is a remediation tool. We will soon have Keytrain which is very similar and will encourage individuals to use this internet based remediation tool.

WIB staff conducts career fairs in the middle and high schools. They constantly stress the need for a high school diploma and some college in order to earn enough money to make a living, and build a career. The presentation includes the amount of money made in a lifetime for a dropout versus those who earn their diploma/GED. The presentation also shows lifetime earnings after an Associate's, Bachelor's, and Master's.

The Cherokee County Foundation gave a grant to our non-profit, the Upstate Workforce Future's Corporation, to award students from Cherokee County with a laptop when they earn a GED in our Achieve youth program and continue on to a post secondary institution. This has been a great motivator for the students.

Another concern regarding GED attainment is that the tests are going to be more difficult and cost more money to take. Individuals will soon not be able to take a pen

and paper test. Many individuals who are older (45 and above), do not do well taking online tests. This coupled with a significant increase in the cost to take the GED will have an impact on the numbers in our area. We predict a decrease in GEDs earned versus an increase after this goes into effect. The GED is already more difficult than the high school exit exam. We were surprised that the incentive goal for PY13 was an increase GED attainment if the SWIB knew of these upcoming changes.

The Upstate WIB funds two youth programs. One is our USC Upstate Achieve program. This is a GED program serving 70 individuals from the ages of 16 to 24 who are low-income. Individuals are referred to the program by DJJ and the nine school districts in the three counties we serve. Many of the students have a diagnosed disability (16%). The program also provides transportation to and from class so the staff is able to serve the more rural communities as well.

The Youth Stop is an in-school program. This program serves low income teens that are at-risk of dropping out based on several, known predictive factors. The program also serves many (38% in Program Year 2012) students with disabilities. The students are all behind on required Carnegie units. The program serves 90 students from several school districts. The students are referred by their teachers and guidance staff. Program staff works with the students so they earn the necessary units in order to graduate on time. The graduation rate for WIA program students substantially exceeds those of their home school districts.

Both of the WIA funded youth programs are phenomenal and have exceeded their predetermined performance goals in past years. However, the SCDEW workforce development staff did not negotiate these goals in PY12, rather they arbitrarily established their own goals for these programs so far above the other WIBs in the state. This makes it impossible for these programs to meet or exceed these state-mandated goals. The state goals were so much lower so there was no reason for the Upstate WIB to have goals set to a level where we will fail. This can make it very difficult to continue serving the same mix of students if we are to meet the goals. Sadly, the forcing of such high goals has the effect of discouraging the program to admit those in greatest need of their services. Goals that are set too high, sends a signal to contractors that the state wants them to 'carefully select' those entering the program so the numbers can be exceeded. Thus, we did accept in agreement the performance goals for PY12 because we know they were inflated so far above the state goals and our past goals for youth. Our board apologized to our youth programs because they were quite stressed over the state-inflated goals. The Upstate WIB has excellent programs that did not deserve such treatment. The WIB explained to the contractors that they were aware that they probably could not meet all of the goals and certainly knew they would not exceed them. We asked that they just keep performing as well as they have in the past so as not to change the targeting to highest risk youth most in need of service and let the performance numbers for PY12 fall where they may. We sent out a RFP for youth programs this year and after meeting with bidders realized that none of them were going to be able to come close to meeting the arbitrary goals set by SCDEW. We talked with members of the State WIB on this issue. We also found out that the State WIB did

not approve the local goals; rather this is done by SCDEW staff. The Upstate WIB and some SWIB members did not know this was the practice. Goals should not vary across the areas except in the area of employment and wages due to unemployment rates and lack of employers in an area. In areas of learning or earning credentials, all contractors and WIBs should be equal. We do not feel that someone in Greenville WIB area has less intelligence than someone in the Upstate WIB area. It would seem so if one looks at the below PY12 measures. If an area continues to fails with reasonable goals, there is a contractor problem. The PY13 Upstate WIB youth performance goals were lowered, but we will be dealing with PY12 for a while.

WIB Area	Youth Placement in or Employment Education	Youth Attainment of Degree or Certificate	Youth Literacy or Numeracy Gains
State Goals	66%	67%	52%
Worklink	73.8%	77.7%	67.3%
Upper Savannah	75.3%	72.9%	53.3%
Upstate	79.3%	86.0%	85.0%
Greenville	67.2%	66.5%	52.0%
Midlands	71.8%	65.0%	49.4%
Trident	62.7%	76.6%	60.4%
Pee Dee	64.7%	78.8%	63.0%
Lower Savannah	62.7%	63.7%	49.4%
Catawba	62.7%	63.7%	55.8%
Santee Lynches	62.7%	63.6%	49.4%
Waccamaw	74.1%	75.2%	49.4%
Lowcountry	64.9%	68.6%	52.0%

19. Based on information provided in the Economic and Workforce Information Analysis section, are adequate training providers available to meet growing and in-demand occupational training needs? If not, describe the steps your area is taking in conjunction with business, education, and training leaders to address deficiencies.

We are fortunate in the Upstate as we have a Spartanburg Community College (our technical college) in each county. We have a total of eight colleges in Spartanburg alone. Our training needs are covered. We occasionally meet with Spartanburg Community College to address the need for short-term training. Our pressing issue is transportation from rural areas. Unfortunately, there is no affordable method of public transportation from the rural areas.

20. Describe any regional or sector-based training initiatives in which your local area is involved or planning to be involved in PY'13 and beyond. Explain how any

regional activities have influenced or shaped the demand occupation and industry list provided for question 6.

SC Works Upstate plans to coordinate with local business, economic development, and local technical colleges during PY13 to implement the very first customized training project in Upstate SC. Currently, there are conversations occurring with the automotive industry and the logistics industry. The goal of the project will be to combine workforce needs of multiple companies, have the companies develop a curriculum and partner with the local technical college to develop and deliver the course.(partially funded through WIA). The training will most likely be offered through the continuing education department and will be made available regionally to Spartanburg, Cherokee and Union companies and job candidates. In addition to this approach, SC Works Upstate will be partnering heavily with Goodwill Industries to create CNA training opportunities to local residents since our performance measure in the wage area are too high to offer this training. Jobs for CNA workers are abundant in the Upstate.

21.Through various studies and surveys, training for soft skills has been identified by businesses as a widespread need for South Carolina’s workforce. What is the LWIB doing to meet this need? Describe the types and availability of soft skills training in your Centers, with workforce partners, and in your communities.

Soft skills cover many categories including communication skills, work ethic, personal appearance, professionalism, having a positive attitude and being flexible. The SC Works Upstate centers offer local workshops on topics such as dressing for success, interview skills, mock interviews and how to overcome barriers which help address soft skill elements.

For those with sufficient computer skills, we also offer web-based training courses in change management, customer relations, leadership, life balance and decision-making. We will be working to use these courses as a basis for instructor-led sessions which will help participants with lesser computer skills develop their soft skills while also improving their technical abilities. Workshop availability is typically monthly, but more frequently for those using online services.

The answers in this area are not easy, as this is a known need to all but the participants themselves. It takes a concerted effort to help job seekers see the need in themselves for these skills and then to motivate them to attend and participate. This could be an area where a collaborative system in conjunction with other workforce partners would be a means to ensure even distribution of labor as well as diverse workshop offerings to meet job seeker needs.

Additionally, the approach to soft skills is not always one that can be remedied by classroom attendance. One-on-one guidance from a case manager or other SC Works center employees/volunteers is often the opening needed to coax job seekers into acknowledging their weaknesses and seeking help. We will continue to work with our team members to ensure as much attention is paid to the need for these skills as others.

22.What is the LWIB’s definition of self-sufficiency? What policies and procedures are in place to ensure that the intensive and training services provided are preparing participants for self-sufficient employment?

Self-sufficiency is defined as:

- (1) \$12.00 per hour of full time employment or \$480.00 per week in gross wages for adults
- (2) Employment at 85% of pre-layoff wages but not less than \$12.00 per hour or \$480.00 per week of gross wages for Dislocated Workers
- (3) Individuals earning less than the wages listed above may be considered underemployed and may be eligible for, or continue to be served with WIA services.

Core Services are available to customers in all SC Works Upstate Centers. Customers who are referred to WIA Services are assessed to determine the service level needed. Intensive Service includes case management, coaching/counseling, job search assistance, workshops, resume assistance/critique, etc. All services are geared to assisting the participant in obtaining a self-sufficient wage. Due to the current performance goals from SCDEW, the WIB will review its self-sufficiency wage at the retreat.

For those who are skill deficient and need occupational training to find self-sufficient employment, the UWIB has issued a policy (UWIB Local Instruction Letter 10-1) which provides guidance on UWIB’s allowable training. This training allowed is based upon LMI for our area as well as identified hiring trends. This list is reviewed and updated as needed. The UWIB director has the authority to issue an exception to this listing as deemed necessary. Waivers may be requested in instances where flexible training options are needed.

It is the goal of the UWIB to meet our definition of self-sufficiency as stated above. However, it is understood that not all locally in demand jobs pay a sustainable wage. It is also understood that not all individuals possess or have the ability to obtain the skill sets required to attain those wages.

Participant Services

Adult and Dislocated Workers

WIA 118 (b) The local plan shall include – (2) a description of the one-stop delivery system to be established or designated in the local area, including – (A) a description of how the local board will ensure continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;

WIA 118 (b)(4): a description of the type and availability of services for Adult and Dislocated Worker employment and training activities in the local area;

23. Describe the type and availability of services for Adult and Dislocated Workers in your area.

Core Services are available to both everyone and include workshops, job fairs, recruitment events, interviewing skills, resume development, ResCare Academy (web based skills training), basic computer skills, referral to WIA, WIA Orientation, self-directed and staff assisted job search and more.

For those individuals who are laid off due to a WARN notice, business closing or substantial layoff, state Dislocated Worker Rapid Response teams typically hold presentations to provide support service information to these workers. These presentations include guidance about filing for unemployment compensation as well as familiarization with WIA or a scheduled WIA orientation.

Adult and Dislocated Workers who are enrolled in WIA are provided personalized assistance. They are assessed using various tools to determine their skill sets, employment history, education and goals to gauge their employability at a self-sufficient wage. In instances where a participant may have employment barriers, such as a criminal history or need for a GED, guidance is provided to help address these needs. WorkKeys is administered to all WIA enrollees. With these assessment results, Career Consultants provide individualized job coaching to help the participant identify their needs and establish employment goals. Together they build an Individual Employment Plan. If it is determined that the participant is in need of employment skills, a training track may be deemed necessary. Training is considered with regards to LMI and the Upstate WIB approved training lists. WIA covers all required expenses of Upstate WIB approved WIA training and pays secondary to all other forms of financial aid. Upon completion of training, Career Consultants continue to provide services such as career counseling, job referrals, mock interviews, resume review and other areas of needed support.

Supportive Services, based on verified participant need, are also available in the form of Transportation Allowance and Emergency Assistance. In addition, after exiting WIA, Supportive Services remain available, again based on need, to assist the participant in obtaining and retaining employment.

24. What types of assessment tools are used by LWIA staff to determine the participant services needed? Be specific about what is assessed by each tool (ex. basic skills, career interests, occupational skills, etc.). How are the assessment results used to create the Individual Employment Plans (IEPs)? Is there a clear link between the assessment results and the IEP documented in SCWOS?

LWIA staff use the following assessment tools:

MyNextMove: MyNextMove is an assessment that helps participants identify their likes and dislikes and how they relate to various occupations. Participants are directed to the MyNextMove.org website where they answer 60 questions. The interest results are divided

into categories: Realistic, Investigative, Artistic, Social, Enterprising, and Conventional. Depending upon the number of answers that fit into each category, participants are provided with an O*NET Interest Profiler Score Report and interpretation, along with the types of employment that relate to their answers. For example, individuals with a high Realistic score would be well suited for a position where they would work with their hands; individuals with a high Investigative score would be suitable for employment where they search for facts and figure out problems; a high Artistic score would lend itself well to a position requiring creativity; high Social scores relate to positions such as teaching and counseling; High Enterprising score relates to work having to do with starting up and carrying out business projects; individuals with a high Enterprising score like taking action rather than thinking about things; Conventional relates to whether an individual likes to work with set procedures and routines.

Career Trait Profile: Career Trait Profile is another assessment that is used by local WIA staff to assist participants in identifying their relative strengths in 6 Universal Career Traits: Planning, Tough Mindedness, Flexibility, Extroversion, Stress Resistance, and Teamwork. The participant answers a series of questions online and is then provided with their personal Career Trait Profile report. The report includes a section entitled “Your Job Fit” which helps them discover their strengths and how they would relate to various occupations.

WorkKeys: The ACT WorkKeys tests is an assessment that assists local WIA staff in determining whether an individual will be successful in a specific training program. The following assessments are given to participants: Applied Mathematics, Reading for Information, and Locating information. The participants’ scores are compared to the recommended skill levels for the training program to make sure the participant will succeed in the training requested. Participants who score below the recommended skill levels are given an opportunity to remediate and re-take the test.

The local WIA staff person reviews the results of the above assessments with the job seeker and an IEP is developed which reflects strengths and career abilities. Completion of the individual assessments are also included as short term goals within the IEP. The IEP documentation in SCWOS includes the assessments findings and indicates how those tie to the employment goals and training plan. WorkKeys assessments are also used with companies who had profiles done.

25. Describe the process used for Individual Training Accounts (ITAs). How are monetary limits and duration of ITAs determined? How is ITA information communicated from frontline staff to administrative staff to ensure accurate and timely accounting of obligations and expenditures?

ITA amounts and durations are set by the Upstate WIB. Guidance is issued in an instruction letter that is approved by the full board no less than annually. Upstate WIB staff members work with the OneStop Committee, local Economic Developers and local SC Works staff to determine the training policy which includes, in demand occupations, ITA durations and ITA cost limitations. This process usually takes place over several meetings.

ITA duration is based on current in demand occupations. The duration of the allowable occupations is determined through labor market information and local employer requirements. The Upstate WIB requests a report from the Labor Market Information Department at the SCDEW. This report shows current occupations with 10 or more job openings in the Upstate area (to include Greenville). The report also includes wage information, the proposed length of classroom training and the proposed length of On-the-Job Training (OJT) required to become employed in the field. The report is discussed in length with the OneStop Committee, local Economic Developers and SC Works staff.

The ITA funding limit is set by the Upstate WIB. Upstate WIB staff members work with SC Works staff members to determine appropriate curriculum cost. Current tuition rates by frequently used providers and the allocated training budget play a role in the rate proposed to the OneStop Committee. The OneStop Committee reviews this portion of the policy carefully to ensure that it is prudent. The OneStop Committee then refers the final policy to the full Upstate WIB for discussion and final approval.

Once Adult/DW funds are allocated to the OneStop Operator for the program year and the amount to be utilized for training has been determined, the guidelines are reviewed with frontline staff and a plan developed to best expend those funds in our Upstate area. ITAs follow federal regulations and the specific guidelines established by the Upstate WIB which include a maximum timeframe for an ITA of 2 years and a maximum ITA amount of \$12,000.00, with no more than \$6,000.00 being spent within a program year. Changes to any of these established guidelines require the submission of a waiver from the operator to the Upstate WIB for approval.

Once a potential training candidate is identified by their Career Consultant (CC) following their enrollment in WIA, they are instructed to gather labor market information on their training field of choice to ensure that it is within an Upstate WIB approved, in-demand field that will result in training related employment once training has been successfully completed. After receiving confirmation of admission into the training curriculum, the job seeker completes a scholarship application packet which is presented for review to their CC. Required documentation is also entered in the SC Works Online System confirming the need for training.

The CC then completes a WIA Scholarship Training Budget and it, along with the completed Scholarship Application packet and all training related research, is presented for approval to the Center Manager (CM) which provides an additional opportunity for review of all required information. Once approved, the CC creates a profile in ResCare WORCS which is a customizable accounting program that helps track training expenses, obligations, and payments.

Once all information has been reviewed by the CM, approval is granted within ResCare WORCS and thoroughly documented prior to a voucher being issued to the training provider and forwarded to the operator's accounting department for further processing. Once billed by the training provider, an accounting representative, Quality Assurance Specialist and the approving CM will review the invoice in comparison to the submitted voucher and any and all discrepancies will be reconciled prior to approval of payment. Once payment has been approved and issued, it is posted within the ResCare WORCS accounting system by an accounting

representative. Following a recent end of the year review of training funds, additional processes are being put into place to prospectively predict spending trends and obligation amounts real-time so that unused funds can be de-obligated and possibly used to assist future job seekers lacking the necessary skills to re-enter the workforce.

26. Describe the oversight, support, and technical assistance given to Adult/DW service providers. Discuss the monitoring process as well as guidance provided that is specific to financial management, performance measures, program services, and access to services (outreach/intake). Attach any monitoring documents/templates used.

Oversight of all SC Works Upstate locations in Cherokee, Spartanburg, and Union Counties is conducted by the Upstate WIB OneStop Services Coordinator on a constant and on-going basis through annual monitoring reviews, monthly desk-top monitoring, monthly customer and employer telephone surveys, customer workshop surveys, random site visits, 1:1 meetings with the SC Works Upstate Project Director, and random “secret shopper” telephone calls.

The annual monitoring reviews encompass programmatic monitoring and data validation at each SC Works Upstate center individually, and financial monitoring of the project as a whole. These reviews ensure compliance with the WIA ACT of 1998 (The Act), the Regulations, as well as state and local policies and procedures. Monitored items include, but are not limited to: compliance, performance, equal opportunity, grievance procedures, WIA eligibility certification, OJT/IWT files, inventory, case management processes and tools, customer service, center flow and procedures, website accuracy and maintenance, and financial procedures and reporting.

Per our local policy (#P-04), a monitoring schedule is developed and disbursed at the beginning of each program year. A programmatic file review is conducted on at least ten percent (10%) of each Career Consultant’s files, and the data validation requirement covers at least five percent (5%) of each Career Consultant’s case load. All documents included in a participant’s hard file are compared to data entered into the SCWOS system to ensure accuracy. State Instruction Letter #12-05 is used as a guide for data validation monitoring, and a staff developed tool is used during programmatic monitoring.

The One Stop Services Coordinator ensures that a copy of the Act and Regulations are present at each center, as well as a copy of the current WIA Grant, all current Local Instruction Letters, staff job descriptions, and the contractor’s Policy and Procedures Manual. Observation of center flow, procedures, and customer service is conducted during the scheduled monitoring visits, as well as frequent, periodic random visits that allow for a true reflection of intake/outreach service delivery. The monitor pays attention to partner referrals during these visits, as well. During each monitoring visit the Center Manager, Career Consultants, and Business Services Consultants are interviewed to ensure that they are utilizing all available process tools, as well as to note any technical assistance needs. A preliminary monitoring report is prepared and exit conferences are conducted at the conclusion of all annual monitoring visits to discuss any findings, as well as to address any requested technical assistance or guidance. In the event technical assistance is requested, training pertaining to the request is scheduled as soon as possible. The Grantee has 10 business days to respond to the findings and to supply any supporting documentation that addresses the findings and/or requested corrective actions included in the report. If the response

is satisfactory, the Grantee will be notified that no further action is required. If additional corrections are needed, the Grantee will have 15 business days to submit a revised corrective action report with supporting documentation. Further requirements are included in our local monitoring procedures detailed in our local policy P-04. Upon satisfactory completion of corrective actions, an official monitoring clearance letter is issued and forwarded to the SC Department of Employment and Workforce (SCDEW).

Per local policy #P-04, at a minimum, the financial monitor will review one full month of the contractor's expenditures. A financial monitoring checklist is being developed and will be implemented upon completion. Also throughout the year, spot checks are conducted frequently of random financial documents. Any issues are reported to the SC Works Project Director and corrective action is requested. The Upstate WIB OneStop Coordinator ensures that these issues are corrected in a timely manner.

On a monthly basis, random desktop monitoring is performed on at least one file per SC Works Upstate Career Consultant, as well as a random sampling of SCWOS job orders. Also conducted monthly are employer and participant telephone surveys, selected randomly by the Data System Coordinator or One Stop Services Coordinator. SCWOS Ad Hoc Reports are reviewed monthly, as well.

The Upstate WIB OneStop Services Coordinator serves as the liaison between the Upstate WIB and SC Works Upstate to provide technical assistance, support, and guidance. As part of this process, the SC Works Upstate Project Director and the Upstate WIB OneStop Services Coordinator meet weekly to discuss any issues requiring technical assistance, guidance, or support. Discussed during these meetings include, but are not limited to: current performance, ways to ensure performance measures are met consistently throughout the program year, quarterly performance reports, any issues pertaining to monthly expenditures and/or billing, any issues requiring technical assistance/clarification/guidance from the SCDEW, any issues arising from random site visits, or any issue needing immediate attention by either party.

Special meetings are scheduled, as needed, to discuss continuous improvement plans, as well as strategic planning for service and process improvement.

The WIB Director meets with the One Stop Operator Director once per month.

"Lunch and Learn" training sessions are held on a monthly basis; they are conducted by the Upstate WIB Data System Coordinator. These sessions are held in conjunction with the SC Works Upstate Career Consultant Expanded Services Meetings. These trainings are developed using issues arising from desktop monitoring findings, SCWOS errors found, or assistance requested directly from the Career Consultants.

27.Explain how Adult and Dislocated Worker (DW) participant data is managed in your area. How often is data reviewed, and who is responsible for reviewing the data? What are the procedures for ensuring all SCWOS information is correct and up-to-date?

Oversight of our Adult and DW participant data is conducted by the Upstate WIB Data System Coordinator on an on-going basis. A proactive approach is taken to minimize errors through annual monitoring reviews, monthly desktop monitoring, monthly participant telephone surveys, change request forms, maintaining SCWOS and reviewing SCWOS reports.

The annual monitoring reviews include data validation (10%) and programmatic monitoring (5%). Through the monitoring process, Adult and DW worker files are viewed for accuracy, eligibility, and progress. All errors that are found through monitoring are reported on the monitoring report, and change request forms are submitted to correct the data. Through the monitoring process, the LWIB is able to see how the SC Works Case Managers are working with the Adult and DW clients, and if they are offering services that are beneficial to them. Many questions about services rendered and eligibility are asked during the monitoring process to ensure all expectations are being met.

Desktop monitoring is performed by the Data System Coordinator, using SCWOS, on five Adult and DW files per month. These five files are randomly selected (one from each case manager) from the Caseload Ad Hoc Report in SCWOS. The participant's SCWOS profiles are monitored and the following areas are checked for accuracy, timeliness, and correctness: participant resume, recorded activities, current WIA application, current IEP, and case notes. Five participant telephone surveys are also conducted and included in this report. The survey asks questions concerning the services the participant received at SC Works, as well as their suggestions for improvement. All findings are sent to the One-Stop Services Coordinator for review. After reviewing the report, it is sent to the SC Works Program Manager for correction and to address any issues. The One-Stop Services Coordinator will follow-up with the program manager to ensure that all corrections have been made. The telephone survey is a tool that we use to confirm that our participants are receiving optimal services. If a participant expresses a problem while being surveyed, the One-Stop Services Coordinator will discuss this with the SC Works Program Manager to ensure that the issue is rectified.

Case Managers at SC Works also review their own files for errors. Finding an error may result in a change request form (CRF), which is a formal request to have an error changed in SCWOS. CRFs are submitted to the Data System Coordinator on a continuous basis. Before a CRF is completed, the request is reviewed to ensure that it is reasonable. Once reviewed/corrected, the CRF is entered into a database, by the Data System Coordinator, which is reviewed monthly by the Upstate WIB staff and program managers. This report contains information about the status of the CRF, what data was modified, and who submitted the request. This tool is used to monitor staff errors in SCWOS, and to ensure that all SCWOS errors are caught and corrected in a timely manner.

To ensure that all SCWOS information is correct and up-to-date, the Data System Coordinator also pulls monthly and quarterly SCWOS reports, in addition to doing site maintenance. Ad Hoc reports are pulled bi-monthly. During this time, all reports pertaining to Adult, DW, and Youth are reviewed in addition to other necessary reports that pertain to performance. Internal SCWOS reports are also viewed on a monthly basis to ensure that all

data is up-to-date and accurate. Majority of the quarterly reports have been requested by the Upstate WIB staff. These reports provide insight into other areas such as participants in training, demographics, and barriers. All errors found while reviewing reports are corrected in a timely manner.

Site maintenance is done on a quarterly basis. During this time, the Data System Coordinator reviews all of the data in the system, for the Upstate area, concerning providers and provider profiles. Any updates that need to be made are done at this time. All staff group assignments are reviewed as well to ensure that each staff member has proper access and any out dated data is deleted.

28.What types of supportive services are available to Adult and DW participants? What are the criteria used for participants to receive supportive services, and how is this information provided to the participants? How is the need documented in SCWOS and/or hard file?

Each participant's (Adult or DW) supportive service needs are addressed, assessed and documented during the objective assessment using the Individual Service Strategy (ISS) and the Request for Supportive Services Form, both of which are maintained in the participant file. Supportive Service needs are documented in SCWOS as part of the participant's Individual Employment Plan and a case note must be entered. All payments are also documented in SCWOS under the appropriate Supportive Service Activity. Copies of all Supportive Vouchers and documentation are maintained in the hard file, as well.

Any participant (Adult or DW) requesting any of the supportive services listed below must complete a Living Expense Budget (LEB) to show all income and expenses for the entire household. The LEB must be updated each time a new request is made. The Career Consultant and the Center Manager review their budget to determine if there is an authentic need. They must determine that without the requested supportive service assistance an undue hardship would exist for the family impeding the participant's ability to complete training, seek employment and/or retain employment. The Upstate WIB requires that all funding sources be leveraged and that participants be referred to all related agencies for supportive service needs prior to accessing WIA funds.

The amount of supportive services is based upon the level of need as determined during the objective assessment. The Career Consultant must present the request for assistance to the Center Manager for final approval.

Per policy, SC Works Upstate offers the following supportive services which each have maximum amounts available, as noted:

Supportive Service Type I: Transportation for Classroom Training, Customized Training, Pre-Vocational Training, and Job Readiness Classroom Activities

Residents of Cherokee, Spartanburg, or Union counties attending training or intensive classroom activities will be reimbursed up to \$5.00 per day, provided the individual travels 25 miles or more roundtrip per day. The maximum total amount of transportation reimbursement is

\$1,000.00 from the approval date. Mileage is determined from the participant's residence to the training provider's location using MapQuest.com. Mapquest verification is maintained in the participant file.

Transportation assistance is provided for the least expensive travel option available (public transportation, carpooling, etc). In an effort to encourage carpooling, reimbursement to the participant for carpool expenses may be provided at the rate of \$2.50 per day provided the driver is not already receiving transportation assistance (WIA or otherwise).

Supportive Service Type II: Transportation for Job Search Activities

Residents of Cherokee, Spartanburg and Union Counties conducting a verifiable, and documented, job search may receive mileage reimbursement at the same rate as mentioned above. The same parameters that are provided for those involved in classroom training apply. Job search activities may include picking up applications, informational interviews, job fairs, and job interviews and must be approved in advance by the Career Consultant. Transportation assistance provided under this activity counts toward the \$1,000.00 limit if assistance is later provided under Supportive Service Type I.

Supportive Services Type III: Emergency Assistance

The maximum lifetime total amount that can be paid for emergency assistance is \$400.00 per participant. Emergency assistance may be provided for necessary emergency needs such as: housing, utilities, eye care, auto repairs, Communicare application fee, childcare center registration fees, or other needs that will help keep the participant in training, job search, or other allowed activities as determined by the Career Consultant. The participant is required to provide documentation, such as a bill or statement showing the need, to their Career Consultant, along with documentation that the services are not available through other agencies or sources. The services must not be available free of charge from another agency in the area in order for WIA funds to pay the expenses. All expenses must be approved in advance by the Career Consultant and the Center Manager.

Supportive Service Type IV: Supportive Services While in Follow-Up

Each WIA participant who obtained employment in the 1st Quarter after exit will receive 12 months of follow-up services. During this time, the participant may receive transportation assistance to retain their initial employment. Transportation assistance may be provided for a maximum of four weeks after they enter employment and entering into case closure in the SC Workforce Online System (SCWOS), consistent with the rates and guidelines provided above.

Supportive Service Type V: Supportive Services for Work Related Needs

Uniforms and work tools required for the start of employment can also be provided by voucher, directly to the provider, in an amount not to exceed \$150.00. These must be based on the specific occupation, pertaining to commonly required uniforms or work tools, or as indicated in writing by the employer.

Youth

29. Describe the Youth Council's priorities and overall strategies in serving youth participants. What are the challenges and skills gaps youth face?

Our Youth Alliance's strategy consists of finding the most innovative and effective ways to help our program's youth overcome their many barriers, in order to help them have a successful future. They strive to provide effective opportunities for our youth to become competitive members of the workforce and contributing citizens. The Youth Alliance secures leadership and resources for effective collaboration with the public and private sectors to deliver appropriate educational and occupational skills, services, and support systems for youth. They also oversee the youth programs to ensure that our goals are being reached and that each curriculum and activities are suitable for the youth that we serve; meaning the services they provide lead to placement (in a job or post-secondary education) after the attainment of a GED or Diploma. The Youth Alliance's number one priority is to make sure our youth receive services that will help them gain knowledge of employment and educational opportunities as well as prepare them to become dependable employees with a sustainable wage and/or enroll in secondary education. They strategize and execute these goals through three committees and two taskforces which include the Program and Planning Committee, Nominating Committee, Project Development Committee, Mentoring Taskforce (developed our Mentoring Program), and Leadership Taskforce (developed our Leadership Program). The responsibilities for these committees and taskforces are to:

- Develop a Youth Alliance plan that fits with the UWIB Strategic Plan
- Oversee the budget and ensure accurate tracking and monitoring of funds
- Review the Request for Proposals each program year and make recommendation to the UWIB
- Oversee the current contractors and ensure accurate tracking of performance and goals for each program
- Identify projects for members to address related youth issues
- Partner with other organizations to address the needs of the youth in the three county area

YouthStop™ participants face a multitude of challenges and skill gaps. The most common are associated with low socio-economic status and include transient home situations, single parent and/or elderly guardians, lack of access to reliable transportation, lack of work experience, lack of work soft skills, and lack of positive work role models. Many of the participants at The YouthStop™ also face mental health challenges such as depression, anxiety, bi-polar disorder, oppositional defiance disorder, attention deficit disorder, and borderline personality disorder. Common academic skill gaps include lack of study skills, basic skill issues in applied math and language, and an inability to pass both parts of the High School exit exam. All of these issues combine to create the most significant challenge which is an inability to see past present circumstances and find a clear, manageable path to a more productive future.

The ACHIEVE program sees gaps through the dropout rate, basic skills deficiency rate and unemployment rate for youth. Many youth cannot attend adult education programs if they are expelled from school, as they are not allowed in a district facility for at least one year. ACHIEVE provides an opportunity for these students to continue their education, not wasting a year. Many of these participants are referred by guidance counselors or the Department of Juvenile Justice. Additionally, transportation to and from class/activities is a problem with out-of-school youth, which ACHIEVE provides for all three counties. Lack of work experience and work readiness is a gap, which ACHIEVE provides intensively. A majority of the participants are dropouts, needing a high school diploma equivalency (GED). Most participants have multiple barriers, such as being unemployed, an offender, pregnant/parenting, basic skills deficient, and/or a runaway/in foster care. ACHIEVE occasionally enrolls and is open to enrolling out-of-school youth who have obtained a high school diploma in order to provide services to remove one or more of the six barriers mentioned above for the purpose of enrolling in college and/or obtaining employment. These participants will receive intensive work readiness training, perform an internship (work experience), take driver's education if needed and any other work readiness services ACHIEVE can offer as well as attain basic skills efficiency, if needed.

30. What type of assessments are used to determine barriers, skills, and interests of youth?

YouthStop (In-School): Uses academic transcripts, school records, SCOIS testing, and interviews with students to determine barriers, skills and interest of their youth participants.

USC Upstate ACHIEVE Program (Out-of- School): Since ACHIEVE has two main goals for youth, educational and employability, assessments focus around these goals. For education, the following assessments are used to determine barriers and skills to education: TABE, GED assessments, including practice GEDs; for employability, many of the barriers are assessed at enrollment through the ISS and Objective Assessment process in SCWOS, and subsequently, objectives are set to ensure steps are taken to enhance skills and remove barriers. WorkKeys is used to assess pre-employment skills (and remediation is given if there are barriers found to the WorkKeys assessment). Online interest inventories, such as the Holland Interest inventory, SCOIS and other career interests are used to determine career interests. Assessments for college entrance exams, such as the SAT and COMPASS are practiced through online software (PLATO) in order to allow participants to prepare for post-secondary placement.

Youth are also assessed to determine what types of leadership skill development will be used to educate and develop these skills. This assessment is done through a survey, either written or informal discussions. A written application is used to screen and select participants that will be best suited for mentoring and leadership programs provided by the Upstate Youth Alliance.

Discuss the types of activities available, and the outreach and intake processes used to attract and engage eligible youth.

YouthStop (In-School): Typically, our students are referred by guidance counselors, principals, administrators and teachers. We also get referrals from other students and past participants. We have two or three group recruitment meetings in a year and many, many individual student prospect meetings. Staff are very visible in schools and participate in school based activities as often as possible. We try to make sure that all activities are designed to engage students. Cultural arts events (Peace Ctr., Chapman Center), industry tours (SEW Eurodrive, BMW), lecture series (SADAC, Safe Homes), subject specific and general tutoring, and paid work experience are among our most attended events. We also maintain a website and brochures for general information and outreach.

USC Upstate ACHIEVE Program (Out-of- School): Educational: Classroom activities take into account the learning style of the individual. Participants learn through group work, team work, tutoring through using materials and computers. **Employability:** Through 32 hours of intensive pre-employment training, participants practice and learn how to develop résumés, complete job applications, write cover letters and follow-up with their interview notes, perform mock interviews, perform career exploration, develop portfolios, etc. Work Experiences and Internships provide hands-on experience in areas of interests. Driver's education is provided to help remove some of the transportation barriers.

Outreach is primarily done through presentations to local agencies, networking and participation in a wide variety of community awareness fairs. All of the local schools, especially guidance counselors and principals, are routinely sent materials. The ACHIEVE staff partner with the schools and agencies that serve at-risk youth, such as DJJ, through serving on committees within the schools and agencies. During the intake process, the youth are made aware of all educational and all employability opportunities as well as activities to develop community leadership. All intakes are done on an individual basis to best assess the needs of the individual.

While ACHIEVE makes known to all schools and agencies its available services, participants are received from several sources of referrals. ACHIEVE does not recruit any in-school youth to the program.

How and by whom is each of the ten Youth elements being provided?

YouthStop (In-School):

1) ***Tutoring study skills training and instruction leading to completion of GED and/or basic skills efficiency (Literacy/Numeracy):*** While working in concert with each district's instructional program, The YouthStop™ provides each school with the resources necessary for implementing a curriculum that is relevant to the learner and provided him/her with an opportunity to achieve academic success. Both are important strategies for dropout prevention. The program director works with the instruction staff from each

school to determine the academic needs of their participants. An individualized service strategy (ISS) is developed for each student that will outline his/her specific academic needs and goals. Dual Credit offerings through Spartanburg community college, credit recovery courses, virtual courses, and new courses through computer aided instruction is among those offered and funded through the program. To maximize resources, The YouthStop™ utilizes the county's career technology centers so that participants from nine different high schools can be served in three sites. The YouthStop™ training center also provides resources for instruction during school hours, extended day, and weekends as needed. The ISS also includes each student's academic issues derived from information on high school transcripts. This detailed academic plan guides each student through a course of study that provides instruction and assessment toward the goal of obtaining a high school diploma. This plan is driven by the student's employment goals as well as his/her academic goal. Each student is WorkKeys tested, and appropriate remediation for WorkKeys is offered using approved software. In addition, tutoring is offered for credit recovery and study skills assistance. Dropout prevention is one of the major goals of The YouthStop™ programming. Of the 15 dropout prevention strategies identified by the National Dropout Prevention Center, the AIM model used in the YouthStop™ provides all 13 of those relevant to serving high school students. Systematic renewal, school-community collaboration, safe learning environments, family engagement, mentoring/tutoring, service learning, alternative schooling, after-school opportunities, professional development, active learning, educational technology, individualized instruction, career education and work readiness, and counseling services form the foundation of The YouthStop™ program.

2) ***Alternative secondary school services:*** By providing the students with an alternative to mainstream high school curriculum, The YouthStop™ program, offers alternative instructional services to each participating high school. Credit recovery, virtual courses, and dual credit opportunities, as well as, supportive services, work experience opportunities, leadership development, mentoring and tutoring provide alternative programming not universally available through the traditional high school model.

3) ***Summer employment opportunities that are directly linked to academic and occupational learning:*** The summer program consists of a work readiness component, paid work experience, credit recovery, and/or new course options necessary for on-time graduation when applicable. The work readiness component includes a series of interactive, hands-on activities designed to address specific areas of concern including: dealing with counterproductive behaviors, understanding employers' unspoken expectations, successfully managing strong emotions, dealing with difficult social interactions, developing logical problem solving skills, honing interviewing and resume writing skills, creating an appropriate image and branding, and utilizing strategies for

moving up in the workplace. Upon completion of work readiness training, students participate in a paid work experience. Every effort is made to align each student's work experience opportunity with his/her occupational goal.

4) ***Paid and unpaid work experiences, including internships and job shadowing:***

Work placement and work shadowing opportunities are offered to upper-class participants who have completed job readiness training and maintained good attendance, behavior, and academic performance. Every effort is made to place a student in a work environment that is relevant to his/her occupational interest. A work placement may be paid or unpaid. A stipend amounting to \$7.25 an hour is given for paid work experience. Unpaid experiences may carry course credit or may be for career exploration only. The length of each work experiences vary; however, generally, it is between one and six months. Work site visits by The YouthStop™ staff and evaluations from the participant and the employer are required for each placement. Work Shadowing is offered to underclassman for the purpose of career exploration and will be related directly to occupational interest. A student may participant in several shadowing opportunities. Shadowing opportunities are unpaid and in general, last from four hours to one full day.

5) ***Occupational skills training:*** Through partnerships with each district's technology center and Spartanburg Community College (SCC), students have the opportunity to receive training in a wide variety of vocational areas. In the past, The YouthStop™ students have studied automotive technology, computer aided drafting, cosmetology, culinary arts, floral design, healthcare services, hospitality, information technology, mechatronics, machine tool, protective services, webpage design, and welding. The YouthStop™ staff collaborates with each technology center and SCC to provide innovative instructional opportunities for the student population served by the grant. In addition to training, staffs arrange a series of field trips and workshops that will be linked directly to local manufacturers and industries. Past participants in the series have included Adidas, Amazon, BMW, Griffin Gear, Milliken, SEW Eurodrive, and the Spartanburg Regional Healthcare System.

6) ***Leadership development opportunities:*** Leadership development includes tours to regional colleges and universities, field trips to cultural events, a guest speaker program, and life/work skills training component. The life/work skills component provides students with the opportunity to participate in a community service project as well as help them to develop and/or enhance communication skills vital to success in the workplace. Competencies and skills considered by employers, parents, and educators to be essential in the modern work environment will be addressed. The components of the program provide hands-on, active and cooperative learning experiences that teach these essential skills and competencies and help prepare students for success on the world of work.

Community involvement and a sense of civic responsibility are also fostered through group projects and volunteer opportunities. Past projects have included hosting a food drive for the Haven and volunteering services at Mobile Meals and the Soup Kitchen.

In addition to other program initiatives, selected participants continue to be part of the local Upstate Youth Alliance leadership program.

7) ***Supportive services:*** Supportive services for student are offered in the areas of transportation, educational fees, and work clothing. The assistance offers great value to students who are juggling work, school and home responsibilities with very limited resources. A supportive service policy is in place and is updated yearly to ensure compliance with all WIA regulations.

8) ***Mentoring:*** The mentoring component aligns with monitoring programs currently offered in each district. The YouthStop™ staff work with each district to secure and train adult mentors as appropriate. In addition, selected participants continue to participate in the mentoring program offered by the Upstate Youth Alliance.

9) ***Follow-up services for not less than 12 months:*** Follow-up services including phone calls, home/office visits and workplace monitoring are provided for all exited students for a minimum of one year. Within budgetary constraints, supportive services are offered to assist students in securing and maintaining unsubsidized work placement, transition to postsecondary education or military service.

10) ***Comprehensive guidance and counseling:*** A licensed social worker/ mental health counselor conducts planned group and/or individual counseling sessions with students as appropriate. Without a breach of trust or confidentiality, students needing help or services beyond the scope of what can be provided in a school setting are referred to the appropriate agency. Also, The YouthStop™ staff coordinates a workshop series in partnership with Spartanburg Alcohol and Drug Abuse Commission (SADAC), Safe Homes-Rape Crisis Coalition, and the SC Campaign to Prevent Teen Pregnancy.

USC Upstate ACHIEVE Program (Out-of- School):

1) ***Tutoring study skills training and instruction leading to completion of GED and/or basic skills efficiency (Literacy/Numeracy):*** ACHIEVE's educational goal is to provide individualized and group instruction to dropouts in obtaining a high school diploma equivalency, a GED. In addition, ACHIEVE will provide tutoring and instruction to out-of-school youth who meet one or more of the WIA barriers to employment who are basic skills deficient in reading and/or math. ACHIEVE will operates with 2 part-time GED instructors use various methods to train participants to meet the goal. In addition, ACHIEVE participants will benefit from peer tutoring through college students who volunteer at ACHIEVE. Participants will learn with online GED instruction that is to be

released at a later date. In addition, online software called PLATO will be used for instruction in GED studies and basic skills. Participants can further their studies in preparation for college/career as PLATO provides practice and assessments in SAT, ACT, ASVAB (military assessment), COMPASS (tech college entrance assessment) and WorkKeys.

2) *Alternative secondary school services:* When youth are referred from local schools, they are considered to be in an alternative school setting. When enrolled at ACHIEVE, although the youth has dropped out (expelled or withdrew), such as when a student has a very few high school credits, due absenteeism or failure, the student is considered to be in a school based environment, an alternative to secondary school. For example, a 16 year old, who is required by law to be in school, will not be truant if attend ACHIEVE. After exhausting all possible in-school services, schools refer students to ACHIEVE to give them an alternative. Likewise, agencies such as the Department of Juvenile Justice (DJJ), The Department of Social Services (DSS), truancy judges and officers, the Department of Motor Vehicles (DMV) and others, recognize the student as being in an alternative school.

3) *Summer employment opportunities that are directly linked to academic and occupational learning:* Achieve operates on a year-around basis, functioning as hardly during the summer months as in the regular school year. for this reason, summer employment opportunities and academia continues throughout the summer. Participants do not have a break in their educational and employment training and guidance/counseling for job opportunities continues in the summer months.

4) *Paid and unpaid work experiences, including internships and job shadowing:* The ACHIEVE Program will provide participants who have completed 32 hours of work readiness and received a WorkKeys certificate with an opportunity to perform a paid/unpaid work experience or a job shadowing. Long term work experiences are usually paid while job shadowing is unpaid. In order to setup work experiences and job shadowing, relationships with business partners are established and maintained. Work experiences are valuable tools for practicing soft skills, lacking in many of the youth. Participants learn responsibility and time management while learning a job skill and help a participant explore a field of interest. Of equal importance, since most youth enroll with little to no significant work history, having a work experience can be added to the resume that they participant has developed in work readiness. A successful work experience leads to future reference; participants who complete a work experience are instructed to get a letter of recommendation upon finishing the work experience. When possible, a participant is placed in a work environment in his/her field of interest. For example, a participant who wants to be a dental assistant will go to ReGenesis Dental, and a participant interested in landscaping will go to Hatcher Gardens. Participants, ACHIEVE's job coordinator, and the business partner view and sign the agreement before beginning the Work Experience. All

work experiences are paid with stipends, also agreed upon between the participant and the job coordinator.

5) *Occupational skills training:* Special emphasis will be given to manufacturing jobs and local industry demand. ACHIEVE partners with Spartanburg Community College (SCC) for a majority of occupational skills training. Participants receive professional certification for Certified Nursing Assistant (CNA), Forklift, National Center for Construction Education and Research (NCCER), and other industry specific trainings. For the past 3 years, ACHIEVE has partnered with Spartanburg County Emergency Management to teach and certify participants with a CERT certificate/card through their teen classes. ACHIEVE also partners with Piedmont Community Action who provides funds for health related field training, such as CNA training. Other funding is explored to provide additional occupational skills training.

6) *Leadership development opportunities:* Leadership development consists of a wide range of survival and life skills that will incorporate decision-making, teamwork and personal development. These include but are not limited to educating students about drugs and alcohol, pregnancy, nutrition, exercise, relationships, depression, finances and local government. The ACHIEVE program benefits from programs offered by USC Upstate and uses these resources to enhance leadership development skills. From these youth opportunities, strong partnerships have been established. REACH Upstate provides onsite pregnancy prevention classes to ACHIEVE participants and Spartanburg Alcohol and Drug Abuse Commission (SADAC) holds lunch and learn sessions to educate in alcohol and drug abuse prevention among youth. During the 2013-2014 (PY13) year, ACHIEVE and the Urban League (UL) plan to partner to share resources, such as work readiness from ACHIEVE and ACHIEVE pregnant/parenting participants will participate in the UL Parenting University. Opportunities include an array of tours and agencies coming to ACHIEVE for workshops and trainings:

- a. College tours, including but not limited to SCC, USC Upstate, Limestone, Greenville Tech, ArcLabs, Sherman Chiropractic and Kenneth Shuler School of Cosmetology.
- b. Events at Colleges such as Alcohol Prevention week at USC Upstate.
- c. Financial planning/CredAbility classes through the Consumer Credit Counseling.
- d. Plant/manufacturing tours.
- e. Civic awareness, such as local American Diabetic Association, Donate Life, County/City Council members, court hearings, prison tours and various other community tours.

In addition to activities in the community for participants, ACHIEVE selects 3-5 participants for the Youth Alliance Leadership Program just completed its second year. The inaugural year (PY11) was a huge success as was program year 2012, and the participants from the YA Leadership Program still recall fun times with lots of learning. They would not have experienced this on their own. The Youth Alliance Leadership Program has proven success and hopefully will continue for many years to come. Besides, it does add spark to their resumes. The ACHIEVE staff is active along with the Upstate WIB staff in planning the sessions and getting the participants to the sites.

6) Supportive services: ACHIEVE offers a variety of supportive services to ensure optimum training as well as enhance participation by the at-risk youth. A supportive service policy is in place and is updated yearly to ensure compliance with all WIA regulations.

- **Transportation-** Among the top service offered to assist a participant in obtaining educational and employment training, transportation has been a vital part of ACHIEVE since its beginning. ACHIEVE utilizes mini-vans to pick up participants at their homes in all 3 counties with a van driver located in each county. ACHIEVE is able to maintain vehicles and salary a van driver from each county at the cost of one full time person's salary. Providing actual transportation is more effective than providing vouchers.
- **Medical-** From experience, ACHIEVE staff has found that some of the participants who have no medical insurance and cannot receive Medicaid need assistance with immediate medical assistance. These are older youth who have no children, do not work fulltime and cannot afford to go to the doctor for a medical problem. For example, a recent participant had a severe cough for several weeks. The staff admonished her to go to the doctor, yet she could not afford it. She finally was able to go and found out she had bronchitis, which had been going on for several weeks. This is just one case. To date, ACHIEVE has a student who cannot have a broken, front tooth fixed due to lack of funds. ReGenesis Healthcare and ACHIEVE have a contract to have these special situations performed for a minimal fee. Regenesis will evaluate the participant's income and insurance possibilities before treating, but the contract ensures the participant will be seen/treated quickly.
- **Childcare-** ACHIEVE has provided childcare throughout the years of operation. ACHIEVE will provide a few childcare slots to be used in evaluated situations. Sometimes, there are several who need childcare and other years, there are no needs for these services. This is not to say that ACHIEVE's participants are not parenting but that they encourage them to find childcare through family when possible.

- ***Work Experience Attire/Clothing Scholarships-*** ACHIEVE includes this supportive service to provide professional clothing for a work experience or job interviewing and if the participant demonstrates the need for clothing in general, such as shoes, coat, etc. During 2012-2013 year, ACHIEVE was awarded a grant from Women Giving for Spartanburg to use for clothing scholarships, so WIA funds did not have to be used during PY12.
 - ***Fees/Tuition Assistance-*** Achieve assist participants in fees for the GED exam and in a few cases, college entrance fees. ACHIEVE reimburses the fee when a participant passes the GED exam. Fees for the exam are scheduled to increase in January 2014 (\$120-\$150), so Achieve will supplement (\$80.00) of the participants fee.
 - ***Student Activities-*** Field trips and Lunch/Learn Workshops that incur cost are paid for the participants. Graduation costs are part of the student activities in order to have a formal graduation held at USC Upstate annually.
 - ***Incentives-*** ACHIEVE has worked to keep short-term incentives, such as quick gift cards for WorkKeys passage or upgrades in basic skills, at a minimum. ACHIEVE's incentives are long-term and are earned over a period of time. Gift cards are awarded with a set of goals that takes steps to obtain. Perhaps the best incentive that ACHIEVE has offered over the years is a laptop incentive, awarded upon college entrance.
8. ***Mentoring:*** ACHIEVE participants receive adult mentoring through the Youth Alliance Mentoring Program. ACHIEVE has 5 participants receiving mentoring this year with training for mentees and mentors provided by the Upstate WIB staff. The ACHIEVE staff maintains close contact with mentors and mentees to ensure they are meeting and played an active role in planning the mentoring, which ACHIEVE provided prior to the Youth Alliance Mentoring Program, participants receive peer mentoring from college students who volunteer time to spend and encourage higher education and positive lifestyles.
9. ***Follow-up services for not less than 12 months:*** ACHIEVE has always and will continue to provide 12 months of follow-up services for all participants. Close relationships are established while participants are active in the ACHIEVE to ensure that follow-up will flow smoothly and participants will benefit and maintain close contact with the job coordinator. All forms of communication are used contact and attempt to contact participants in follow-up. During this time, the job coordinator works closely with the participant to transition to college, military or a job.

10. ***Comprehensive guidance and counseling:*** ACHIEVE has several avenues of guidance and counseling:

- a. The job coordinator, who has a sociology/psychology degree, offers guidance and counseling throughout the duration of the participant enrollment and follow-up. Guidance/counseling is offered concerning jobs and college situations and is documented in SC Works Online Services (SCWOS).
- b. Some of ACHIEVE's participants receive drug and alcohol counseling through SADAC as well as behavioral counseling through DJJ.
- c. ACHIEVE and ReGenesis have an agreement that any participant that needs behavioral, family or mental health counseling may receive immediate counseling as needed.
- d. The social worker at YouthStop, has provided counseling through a partnership between ACHIEVE and YouthStop.

How are participants determined to be in need of and referred to particular services?

YouthStop (In-School): Staff keeps constant contact with students to monitor and adjust for all activities. We also keep close contact, when possible, with family/support to identify and address emerging needs.

USC Upstate ACHIEVE Program (Out-of- School): As stated, participants are determined to be in need of services primarily by cooperation between the school systems and ACHIEVE and by local agencies and ACHIEVE. When a youth has lost too many credits or has other issues determined by the school where the best interests of the student and school would be for the student to attend ACHIEVE, the referrals are made. Income eligibility is determined, barriers are assessed, such as barriers determined by a probation officer (offender) and TABE assessments are given. Schools and agencies refer participants that have a variety of barriers, such as pregnant/parenting youth, offenders, unemployed, basic skills deficient, personality disorders, etc.

31. **Describe the data and analyses used by the Youth Council/WIB to determine whether or not a youth provider is successful. What steps are taken to address any/each unsatisfactory provider or deficiency?**

The Upstate WIB's Youth Service Coordinator (YSC) receives monthly dashboards from each youth provider. Dashboards are a one sheet summary of program highlights ranging from current performance to enrollment numbers. The YSC addresses any concerns immediately with the program coordinators. The youth providers also present

at each Upstate Youth Alliance Meeting. The Youth Alliance members also receive a copy of the most current dashboard at each meeting. They have the opportunity to ask any questions to youth providers as well. At each Upstate WIB board meeting the Youth Alliance Chair provides an update to the full Upstate WIB. The WIB Director also hold a grantee meeting every other month.

The YSC conducts desktop monitoring on a monthly basis as well as an in depth monitoring annually. The YSC pulls ad hoc reports and provides technical assistance on a regular basis. Fortunately, our current providers have been meeting or exceeding performance for many years. Due to the state set performance goals for PY12, we fear failure, but we do not feel it is the fault of the youth contractors if they do fail due to the high goals. Should a provider fail a measure or perform unsatisfactory to the expectations set forth in the Statement of Work, the Upstate Youth Alliance/Upstate WIB, in the past, would enforce sanctions as outlined in local instruction letter 99-08.

32. Describe the oversight, support, and technical assistance given to Youth service providers. Discuss the monitoring process as well as guidance provided that is specific to financial management, performance measures, program services, and access to services (outreach/intake). Attach any monitoring documents/templates used.

Oversight of both youth service providers is conducted by the Upstate WIB Youth Services Coordinator on an on-going basis through annual monitoring reviews, monthly desk-top monitoring, monthly participant telephone surveys, and random site visits.

The annual monitoring reviews include programmatic, data validation, and financial monitoring of each youth program. These reviews ensure compliance with the WIA ACT of 1998 (The Act), the Regulations, as well as state and local policies and procedures. Monitored items include, but are not limited to: performance and compliance, financial procedures and reporting, equal opportunity, grievance procedures, competency attainment, WIA eligibility certification, inventory, case management processes and tool, and rendered services.

A youth monitoring schedule is developed and disbursed at the beginning of each program year. A programmatic and data validation file review is conducted on ten percent (10%) of each youth programs files. All documents included in the participant's hard file are compared to data entered into the SCWOS system, to ensure accuracy. State Instruction Letter #12-05 (Attachment K) is used as a guide for data validation monitoring, and a staff developed tool (Attachment J) is used during programmatic monitoring.

A preliminary monitoring report is prepared and an exit conference is conducted at the conclusion of each annual monitoring visit to discuss any findings. At this time, any requested technical assistance or guidance is addressed. In the event that technical assistance is requested, training is scheduled as soon as possible. The Grantee has 10

business days to respond to the findings and to supply any supporting documentation that addresses the findings and/or requested corrective actions included in the report. If the response is satisfactory, the Grantee will be notified that no further action is required. If additional corrections are needed, the Grantee will have 15 business days to submit a revised corrective action report with supporting documentation. Upon satisfactory completion of corrective actions, an official monitoring clearance letter is issued and forwarded to the SC Department of Employment and Workforce (SCDEW). The Upstate WIB Youth Services Coordinator will conduct a follow-up visit, whenever necessary, to review the actions taken to correct deficiencies within 30 calendar days of the date of the final disposition.

Per Local Policy #P-04, at a minimum, the financial monitor will review one full month of each youth contractor's expenditures. A financial monitoring checklist is being developed and will be implemented upon completion. The Youth Services Coordinator also monitors each youth program's financial status report monthly. This document compares each youth program's monthly charges to their approved budget. After the budget has been approved, it is sent to finance for payment. Throughout the year, spot checks are conducted frequently of random financial documents.

Desktop monitoring is performed, using SCWOS, on five youth files a month. Five participant telephone surveys, selected randomly, are also completed. All findings are sent to the youth program managers for review and correction. The Youth Services Coordinator will follow-up with the program managers to ensure that all corrections have been made. The telephone survey is used to ensure that our participants are receiving optimal services. If a participant expresses a problem while being surveyed, the Youth Services Coordinator will discuss this with the youth program manager to ensure that the issue is rectified. SCWOS Ad Hoc Reports and internal reports are reviewed monthly to ensure that the youth performance measures are being met. This proactive approach is taken, to ensure there are minimum errors on the state quarterly reports.

The Upstate WIB Youth Services Coordinator serves as the liaison between the Upstate WIB and the youth programs to provide technical assistance, support, and guidance. Meetings are scheduled, as needed, to discuss continuous improvement plans, as well as strategic planning for service and process improvement. The Youth Services Coordinator also visits each youth program monthly to spot check items and to ensure that best practices are being used. "Lunch and Learn" training sessions are open to the youth contractors and are held on a monthly basis; they are conducted by the Upstate WIB Data System Coordinator. These trainings are developed using issues arising from desktop monitoring findings, SCWOS errors found, or assistance requested directly from the youth programs.

33.What type of supportive services and incentives are available to Youth participants? What criteria are used to provide supportive services and

incentives, and how is this information provided to participants? How is the need documented in SCWOS and/or the hard file?

Youth Stop™ AIM:

1) The YouthStop™ provides transportation assistance to academic services, workshops, work experiences, etc. (gas cards, bus passes). Participants may be issued one \$10 gas card per five days of attendance to support transportation. If a full-time YouthStop™ attendee does not have access to a vehicle and lives on the public transportation route, a student city bus pass may be purchased to cover 31 days of transportation. When providing transportation, The YouthStop™ documents the supportive service by opening and closing a 481 supportive service activity in SCWOS, in conjunction with a program service activity.

2) The YouthStop™ also provides other supportive services such as assistance with clothing and shoes. These services are available to participants who have demonstrated a need and are involved in related services. Participants may receive clothing and shoes for interviews, work, or work experiences. When providing clothing and shoes, The YouthStop™ documents the supportive service by opening and closing a 485 supportive service activity in SCWOS, in conjunction with a program service activity. Interviews, employment, and work experiences are also documented with a case note.

3) The YouthStop™ provides incentives as well. The program's primary incentive is a laptop computer, given to exiters who enroll in college during the first quarter after exit. Other incentives The YouthStop™ offers include movie tickets or Wal-Mart gift cards for academic benchmarks such as improvement of grades, honor roll, or completing the semester.

Upon enrollment, all students are eligible for supportive services, provided they are participating in appropriate activities. Students are made aware of supportive service options and criteria during the enrollment process. In all instances, The YouthStop™ documents supportive services by opening and closing a supportive service activity in SCWOS. A case note is added to mark the opening/closing of the activity. Incentives are documented by opening and closing an incentive activity in SCWOS. Students are required to sign for incentives and supportive services. Attendance records are used to verify participation.

USC Achieve:

1) ACHIEVE provides transportation via vans that pick up participants at their homes in each county, bring them to class and activities and return them to their homes after class. Many participants do not have daily, reliable transportation; this supportive service improves attendance, and is much more effective than offering vouchers, which have to be tracked that they are used for the actual transportation. Participants are provided this information during the eligibility process. The

information is also listed in materials and brochures. Transportation 481 is opened in SCWOS and is noted in a case note.

- 2) ACHIEVE provides childcare to participants who cannot find care for their child. All efforts are made to find childcare before providing assistance. Only one to three (1-3) participants use childcare during the contract year. ACHIEVE asks the participant to locate the daycare; ACHIEVE then arranges for payment through a Purchase Order at the University of South Carolina Upstate. Once the funds are exhausted, no more is offered for the year. Participants are provided this information if they have children, but it is not usually offered unless the participant makes known that coming to class is difficult or impossible due to lack of childcare. The information is also listed in materials and brochures. Case notes are made to document in SCWOS.
- 3) ACHIEVE provides medical assistance (a new service) to participants who lack and cannot receive Medicaid, usually older youth with no children. Because these participants exemplified a real need, ACHIEVE and ReGenesis Healthcare have a MOU for ReGenesis to provide medical assistance to a participant that may not have insurance yet needs to see a doctor. ReGenesis will analyze the participant's insurance status before treating to determine if any insurance can be provided before invoicing ACHIEVE. This information is provided to a participant if a need is determined. If a need is provided, it is documented through a case note in SCWOS.
- 4) ACHIEVE provides other supportive services that include Field Trips/Lunch & Learn Workshops, Fees, Graduation Costs and Incentives, such as Gift Cards/Clothing Scholarships/Laptops.

Field Trips and Workshops funds are used to cover expenses for participant tours of manufacturing plants, do team building through ropes courses, etc. Most activities do not have a cost, but funds are allocated for this purpose. These activities are documented under code 441 Leadership Development in SCWOS along with a corresponding case note. This supportive service information is provided when the activity arises and is listed in the brochure as Life Skills.

Fees are used to pay for GED exams and, in some cases, college entrance fees. When possible, a participant pays for the exam and is reimbursed when the GED is passed. At times, a participant's family cannot pay for one reason or another, and the GED fee is paid by ACHIEVE.

Graduation Costs are used for the yearly GED graduation and recognition ceremony held at ACHIEVE's parent agency, the University of South Carolina Upstate. These participants have accomplished a goal and the ceremony culminates their success. The information is provided to each participant that received a GED diploma and documented in a case note in SCWOS if they attend.

Incentives are provided to increase motivation in the program goals of education and employability.

- Gift cards are awarded for various accomplishments, such as a contest that tracks attendance, class performance, etc. These cards are strictly audited by the University of South Carolina with all usage documented with the Contract and Grant Accounting Department.
- Clothing Scholarships are awarded when it is determined that a participant needs assistance with a winter coat, work experience attire, etc. It is done on a case-by-case basis. Documentation is done in SCWOS through a case note.
- The Laptop Incentive has been a part of ACHIEVE for about seven (7) years. ACHIEVE has found this incentive to improve long term motivation. Participants must achieve all program goals in education and employability training as well as begin college. Documentation is made in case notes in SCWOS and records of each computer awarded are filed.

34. Explain how youth data is managed in your area. How often is data reviewed, and who is responsible for reviewing the data? What are the procedures for ensuring all SWOS information is correct and up-to-date?

The WIB Executive Director works closely with the Regional Center for Educational Support Director on data for youth planning. The Regional Center Director has been on the Upstate Youth Alliance for years and is currently on the Upstate WIB. WIB staff also discusses issues and data with school district staff in our area. Data is reviewed at a minimum of once per year. The community indicator projects booklets and updates contain critical data on youth.

The State Department of Education site is also reviewed for data. The VOS Coordinator is also the monitor of the youth contractors. She works closely on the reviewing the information in SWOS pertaining to youth. The community indicator projects booklets and updates contain critical data on youth.

Performance

WIA 118 (b) The local plan shall include – (3) a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 136 (c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the fiscal agent (where appropriate), eligible providers, and the one-stop delivery system, in the local area.

Please complete the chart below:

(USDOL defines “meeting goal” as 80% - 100% of negotiated goal)

Performance Measure	PY 2012 Goal	PY 2012 80% of Goal	PY 2012 Actual Performance thru 4th Quarter (prelim)	PY 2013 Goal	PY 2013 80% of Goal
Adult Entered Employment Rate	71.7	57.4	73.1	71.0	56.8
Adult Employment Retention Rate	91.0	72.8	93.4	88.3	70.6
Adult Six-Month Average Earnings	\$12,834	\$10,267	\$11,823	\$12,192	\$9,754
Dislocated Worker Entered Employment Rate	75.0	60.0	86.7	75.0	60.0
Dislocated Worker Employment Retention Rate	96.3	77.1	93.7	93.2	74.6
Dislocated Worker Six-Month Average Earnings	\$15,643	\$12,514	\$13,239	\$15,100	\$12,080
Youth Placement in Employment or Education	79.3	63.5	85.2	74.5	59.6
Youth Attainment of Degree or Certificate	86.0	68.8	84.4	75.0	60.0
Youth Literacy or Numeracy Gains	85.0	68.0	68.0	68.0	54.4

**** PY 2013 Goals that are in red are the ones that have been agreed upon by SCDEW & Upstate WIB.**

35. Other than WIA Common Measures, what additional performance measures or metrics (participant, business services, etc.) are used in the LWIA or by the LWIB? Please attach the most recent report(s) of the additional metrics.

The LWIA also monitors the percentage of WIA enrollees in training, with a required goal of 42 percent (42%).

The Upstate WIB also requires that a dashboard be submitted no later than the 10th day of each month. Because the dashboards are comprehensive, the data can be easily accessed and any issues addressed, if the need arises. The dashboard enables the OneStop Services Coordinator an opportunity to monitor a host of data (enrollments, exits, etc.). The dashboard is also shared with the One Stop Oversight Committee, as

well as the full WIB, for their review. The June 2103 dashboard is attached. The WIA youth contractors also use a similar dashboard.

The Operator, ResCare Workforce Services, also utilizes a Best In Class (BIC) system as an operational and procedural management tool. BIC is a quality measurement system that defines best practices, makes clear ResCare's fundamental expectations of its people and operations to ensure the highest quality of service is provided. The BIC survey is performed every quarter at a specific SC Works Upstate center location and includes the review of 70 business performance measures and 39 WIA/One Stop measures. Our corporate threshold is 90% and the SC Works Upstate centers routinely score at 90% or better. The Spartanburg center was reviewed during Q2 and scored 100% on all measures. Documents linked to the BIC system are proprietary to ResCare.

In PY13, the project will be implementing a reporting system for Career Consultant staff which will increase our ability to monitor attendance/punctuality, WIA enrollments and IEP and case note updates.

WIA 118 (b) The local plan shall include – (10) such other information as the Governor may require.

Service Delivery

Complete Attachments E and F to list SC Works Service Delivery Locations

36. With face-to-face services for Unemployment Insurance no longer being provided in the SC Works Centers, how will your local area ensure that job seekers are aware of Wagner-Peyser and Workforce Investment Act core, intensive, and training services? What specific types of outreach are taking place and/or planned?

The cessation of face-to-face UI services allows Wagner-Peyser and WIA staff to more strongly focused on the promotion and delivery of re-employment services. Since the SC Works Upstate centers are still being utilized by UI claimants and others for access to resources, we will continue providing information on work search techniques, workshop offerings and opportunities for training or skill enhancement. A broad range of communication methods will be used to achieve this, as we will be:

1. Making full use of all free coverage available from media outlets: newspaper, radio, internet, television, as well as local chambers and training provider newsletters.
2. Maintaining Facebook/Twitter accounts and updating them accordingly and providing weekly job search tips as well as success stories.
3. Producing and maintaining current monthly workshop & event calendars in all locations.

4. Using recruitment events to inform visitors of services available within the centers by holding mini-workshops/briefings for applicants as they wait and providing information handouts.
5. Developing closer partnerships with local agencies that may have contact with clients who need our services.
6. Efforts are to distribute email blasts to partner agencies and other community or faith-based organizations, as well as meeting with local agency representatives to share service information and provide guidance on how to access them.

Welcome packets are distributed to newcomers and those include: an instruction sheet for SCWOS self-registration and resume creation; resource room guidelines; frequently asked questions; WIA fact sheet; Veteran information; employment related websites; State and Federal financial aid information. Information on partner services are available throughout the SC Works Upstate centers in the form of brochures and flyers.

Future efforts may include “business after hours” events that we host to focus on employers, center “grand re-openings” to reinvigorate our brand and increased informational print materials for wider circulation including a broad spectrum flyer which clearly outlines available Wagner-Peyser and WIA services.

37.What is covered in an SC Works Center and/or LWIA Orientation? Who conducts the orientation? How often are orientations provided, and where do the sessions take place? Is there an electronic version available in the centers and/or on the internet?

Orientation information is provided in a PowerPoint presentation which begins with the mission statement and defines the areas served. The orientation provides information regarding steps to be followed with the assistance of the career consultant to enable the participant to become employed at a sustainable wage as quickly as possible. An overview of all the services provided at the SC Works Centers is included in the presentation. Information is also provided regarding the types of assessments and workshops involved as part of the job seeker’s journey to employment, including guidance to potential participants regarding the group effort involved, such as intensive services provided by career consultants and assistance from the business services team. Training is addressed as a possible solution where difficulty in obtaining sustainable employment exists due to a skills gap. WIA orientation sessions are currently held once a week in each center and are presented by one of the Career Consultants, a Center Manager, or the Intensive Services Coordinator. Additional sessions are held during the same week if needed so that there is never a waiting list and everyone is served promptly. During the orientation, all potential WIA participants are given a list of documents required to ascertain eligibility for WIA services as well as a statement summarizing participant expectations. An electronic version is not currently provided but is under consideration.

38. What steps are being taken by the WIB to align efforts of workforce development partners within the SC Works Centers to achieve accessible, seamless, integrated and comprehensive services to businesses and job seekers?

Partners are essential contributors to seamless, accessible and comprehensive services within the One Stop setting. While the SC Works Upstate centers are currently supported by required and optional partners, we are also working to enhance partner representation within the centers and improve service delivery support and coordination. Partner meetings are held regularly to ensure quality information flow across programs and share new services and initiatives that may benefit mutual customers. SC Works Upstate has taken a “back to basics” approach to collecting summary program data and contact information from partner agencies so that it can be compiled in a comprehensive tool for job seekers. We anticipate this tool being complete by the end of 2013, along with a schedule for periodic revisions. Information about how to access services that includes clear points of contact are critical to job seekers who may be dealing with a variety of basic life needs while also seeking re-employment.

Additionally, SC Works Upstate will be working with partners to identify those agencies that offer support to businesses and may be appropriate additions to our business services team. We are committed to increased collaboration as a means of meeting the needs of the business community as well as state standards for comprehensive services. Our vision includes utilizing partner staff to provide job order support to businesses in a robust, responsive manner. This would include widen employer assignments across the agencies and offering increased support for applicant screening and referral.

We would like to ask for the State’s support in motivating partner agencies to provide appropriate, consistent representation to the SC Works centers. While every agency has its staffing and budget challenges, we can have more collective influence on services with everyone at the table. Messaging to required partners should be strongly reinforced from the State level as support to local partner engagement efforts.

39. Describe the referral process in place within the LWIA’s SC Works Centers, connection (access) points, and with external partners and programs; and how the process ensures job seekers are aware of and have access to all the workforce services needed to overcome barriers and become employed.

The SC Works Upstate’s referral process begins with information distribution and communication within the center, as well as through external partners and community access points. To support this effort, partner meetings and/or community forums are held in each county which allow for the exchange of important program information specific to each county or the region. Partner agency brochures and flyers are also available in each SC Works Upstate Center. SC Works staff attend local community meetings such as Safety Net Council, Benefit Bank and Cherokee-Union-Spartanburg (CUS) forums to stay abreast of local trends and service availability. Through this information pipeline and the involvement of case management staff, job seekers are given access to a variety of resources that can support their re-employment efforts and aid in addressing barriers to employment.

A Memorandum of Understanding (MOU) governs the common purpose and mission of each of these collaborating entities who recognizes that an effective referral is one that reduces duplication and promotes access to services no matter the job seeker's point of entry. When services that may benefit a job seeker are not readily available in the SC Works center, a referral is made to the appropriate agencies through a common referral form. As a means of process review, the SC Works staff periodically interface with external partners to evaluate the effectiveness of referrals into and out of the center. This allows each entity to determine areas for improvement and share best practices. Staff are also given the opportunity to enhance their awareness of external services through partner agency presentations or "lunch & learn" type sessions. It is the combination of information sharing, ongoing staff education and actively listening to job seeker needs (those spoken and unspoken) that leads to effective referrals and hopefully, positive outcomes.

40. Please list the web addresses (URLs) for the LWIA (COG, County, and/or WIB) and SC Works Center websites for your area. Who is responsible for keeping the website(s) up-to-date?

The Upstate WIB's website is www.upstatewib.org. Ms. Dana Wood is responsible for the update of this site. Her contact info is dwood@upstatewib.org and her phone number is 862-562-4244.

Spartanburg County serves as the fiscal entity for the Upstate WIB. The website is www.spartanburgcounty.org and Ms. Kim Danner is responsible for their website. Her email address is kdanner@spartanburgcounty.org and her phone number is 864-596-3435.

Our SC Works center is operated by Arbor E&T (dba Rescare Workforce Services) and the site is www.scworksupstate.com. The individual responsible for the website is Rob Evans and his email is revans@scworksupstate.com. His phone number is 864-562-4391.

Our out-of-school youth program, USC-Upstate Achieve's website is <http://www.uscupstate.edu/academics/achieve> which is a part of the USC-Upstate website. Ms. Helen Merriweather is responsible for updating any information to the webpage. Her email address is hmerriweather@uscupstate.edu and her phone number is 864-583-3154.

Our in-school youth program is Youth Stop Success Unlimited. The website is www.youthstop.org and the contact person is Kathy Bell. Her phone number is 864-583-4433.

41. Estimate, by fund stream, the anticipated number of new participants to be served in PY'13 and the projected number of all participants (new and carried in) who will receive training during PY'13.

Customer Group	Carry-In	Q1 New	Q2 New	Q3 New	Q4 New	Total New PY'13	# to Receive Training
Adults	262	75	60	75	60	270	135
Dislocated Workers	158	15	10	15	10	50	50
Youth	56	20	23	19	22	84	140
Total	526	110	93	109	92	404	325

Fund Utilization

42. How will the administrative/fiscal entity, the WIB and service providers work together to ensure timely fund utilization of all WIA funds. Does the area anticipate the need to transfer funds between fund streams? Does the area anticipate the need for additional Repaid Response funds from the state?

The Upstate WIB's Associate Director manages the fiscal responsibility in the WIB office and serves as the liaison to the fiscal agent's finance department. She approves and processes all invoices for payment and records the data in real time in her system which is separate from the fiscal agent's system. Each month, she reconciles with the records of the fiscal agent. She also compares the actual cost to date to the budget monthly to ensure grantees are on target to meet expenditure rate. She also watches the WIB line items very closely. The Associate Director prepares a report quarterly which is reviewed by the finance committee of the WIB and by the Executive Director. Any areas of concern are reviewed with the Youth Service Coordinator or the One Stop Coordinator so they may be resolved with grantees. Should there be a need for any line item transfers from requests by grantees, they are either recommended or not recommended by her based on their spending level and budget.

We do expect a 30% transfer from Dislocated Worker to Adult funding streams. We anticipate training more Adult customers this program year so we feel we might need additional Rapid Response funds should a mass layoff or closure occur.

43. How are obligations tracked and documented?

The Upstate WIB's Associate Director is responsible for finances. She maintains a finance system that tracks all obligations and expenditures. This system is in real time. Each month, she reconciles her system with that of our fiscal agent. Any discrepancies are immediately investigated. The Upstate SC Works contractor has its own system to track training and supportive service obligations in real time.

44. Please complete the attached budget form for PY'13 (see Attachment H).

Business Services

45. Who (name, entity, and contact information) has the WIB designated as the Business Services Team Lead? What functions and responsibilities are they expected to perform?

The Upstate WIB has delegated Rochelle Brown with ResCare Workforce Services as the Business Services Lead in the Upstate local workforce investment area. ResCare has further delegated Johnnie-Lynn Crosby, Regional Business Services Manager as the Business Services Lead in the Upstate LWIA.

The Regional Business Services Manager is expected to perform the following duties and responsibilities:

- Monitors local businesses as necessary to adjust to staffing changes, matching the appropriate business service consultant or recruiter to the respective businesses.
- Conducts field visits to monitor business services staff and ensure they are providing services as needed.
- Maintains follow-up contact with employers to determine satisfaction with services and plan for quality improvement
- Develops innovative plans and activities that build relationships with employers, community groups, non-profits and government agencies
- Conducts outreach activities that ensure that the Business Services Consultants contacts at least 12 new businesses per representative each month.
- Enlists cooperation of community and business leaders to help increase awareness of available workforce services in the community
- Attends monthly Chamber of Commerce meetings at least 50% of the time
- Forms business partnerships and/or consortiums to increase SC Works Upstate's presence in the business community.
- Conducts business services monitoring on all OJT and Work Experience contracts written during program year
- Manages and coordinates special projects at regional level
- Manages IWT and IWT Rapid Response agreements
- Serves as liaison between TAA Case Management and State Rep to implement TAA OJT contracts
- Provides WorkKeys Job Profiling and Consulting to local businesses

- Assists in the development and operation of job fairs
- Serves as Public Relations contact for SC Works Upstate
- Trains all BST staff in business services quality expectations and service delivery
- Serves as main point of contact for all Ready SC and Economic Develop projects

46. What is the local area's plan to build and/or maintain a comprehensive business services team to include business staff from WIA, Wagner-Peyser, Vocational Rehabilitation, Department of Social Services, Technical Colleges, etc.? What is the anticipated plan for incorporating the DEW Recruiters and Virtual Recruiters into the local business service strategy and team?

The SC Works Upstate business services team is comprised of both WIA and DEW staff in addition to other partner staff. The core BST is comprised of three Wagner-Peyser staff and four WIA staff. Partners such as Vocational Rehabilitation, DSS, JUMMP, and Goodwill Industries are invited to participate in business services meetings and are also communicated with regarding all upcoming recruitment events, job fairs and hard to fill job openings. The three Wagner-Peyser staff currently serve in a role as Recruiter and/or Consultant. The Veterans Representative serves as a Consultant. Three of the four WIA staff serve as Consultants and one serves as the Regional Business Services Manager. This model works very well as the Recruiters are able to triage each employer that contacts the SC Works system for workforce assistance. It is the Recruiter's responsibility to accept and enter incoming job orders, maintain job orders and referrals, and to refer appropriate employers to a Consultant if further services are needed. This provides the opportunity to each Consultant to be out in the field meeting with businesses face to face. We have shifted our model to more of a regional role since PY 11. Having all Recruiters stationed in the HUB location in Spartanburg allows the workload to be more evenly distributed and this also enhances the training and development opportunities available to BST staff. It is a goal of the Upstate business services team to further engage local partners in an effort to limit duplication and increase the number of employers and job seekers receiving service through the SC Works System during PY 13 and moving forward.

47. What is the WIB's strategic plan for engaging and serving local businesses? Are there specific strategies for small business engagement? What specific types of outreach methods are used?

The strategic plan for engaging and serving employers will continue as it has with an account executive approach to employer engagement, coupled with individualized needs assessment. Despite staffing reductions, we are committed to supporting employers through streamlined operations which minimize duplications in contact and allow clear lines of communication for issues and support. Our goal is to avoid offering a mere menu of services and instead explore options with each employer based on their unique needs.

Targeted recruitment to small business will include business services presentations in outlying communities within the Upstate region, promotional calls, introduction letters

regarding SC Works Upstate services and targeted marketing through other social media outlets and radio advertisement as funds allow. In addition, Business Consultants will continue to attend HR group meetings and Chamber events in an effort to connect with small businesses. As employers submit job orders, each employer is also offered an option of hosting a recruitment event as a form of engagement. We hope to increase small business engagement by 10-15% during PY 13.

SC Works Upstate has hosted an annual job fair that will now occur quarterly once the comprehensive center moves to its new location in Spartanburg (the Evans Building). The facility is large enough to allow us to host the job fair, eliminate the venue expense that has typically been associated with this annual event and increase the number of occurrences. Prior job fairs have averaged 35-50 employers and we hope to achieve at least a 15% increase in employer presence. With increased offerings we will also consider hosting industry specific job fairs (i.e. hospitality/retail, manufacturing) and prescheduled information sessions to include only job ready candidates to increase employer engagement.

Our local media partnerships have also been very beneficial and will continue to be utilized. The best outreach comes from customer referrals. SC Works Upstate is often contacted as a result of a satisfied customer referral or through many of the partnering agencies involved in the workforce system. Our strongest partners are Apprenticeship Carolina and Ready SC. Other outreach strategies include utilizing local HR associations, as well as attending chamber and community based organization functions to increase visibility.

48.What is the WIB's plan to proactively apply layoff aversion strategies?

The SC Works Upstate Business Services Leader partners with South Carolina Manufacturing Extension Partnership and South Carolina Department of Employment and Workforce to identify companies in Spartanburg, Cherokee, and Union counties that may be struggling and considering layoffs in the future. Additionally, the Business Services Leader has met with local economic developers, Ready SC staff, and chamber staff to create awareness of the Incumbent Worker Training program provided through rapid response dollars. This collaborative effort gives us the best opportunity to identify struggling companies and offer a potential solution to turn the business around and ultimately avert layoffs. In addition to rapid response services provided via IWT, SC Works Upstate also works with the Department of Employment and Workforce to coordinate and facilitate rapid response sessions for affected laid off workers within the Upstate's three county region. By meeting with the affected worker group prior to the layoff date, we are sometimes able to assist those individuals in obtaining employment before they need to draw unemployment insurance. We often schedule job fairs for local companies who are hiring for the affected worker group before the layoff date. Additionally, SC Works Upstate Business Services Consultants and Business Services Leader may connect local companies together to decrease the cost of raw materials. Referring and building local business collaboration averts layoffs by decreasing the overall expenses and increasing profit for Upstate businesses.

49. How will the WIB coordinate WIA activities with state rapid response activities as appropriate?

The Upstate WIB currently partners with SCDEW to offer WIA rapid response services. The Upstate WIB participates in management meetings and local SC Works staff members participate in group orientation sessions for the affected workers. Upstate WIB and SC Works Upstate make accommodations to ensure these services are given priority. The Upstate WIB recognizes the importance of reaching out to individuals early in the process.

Upstate WIB also works closely with SCDEW to execute Rapid Response Incumbent Worker Training (IWT) grants used for layoff aversion.

Contracts, MOUs, RSAs, and Appendices

*WIA 118 (b) The local plan shall include – (2) a description of the one stop delivery system to be established or designated in the local area, including –
a copy of each memorandum of understanding described in section 121(c) (between the local board and each of the one-stop partners) concerning the operation of the one-stop delivery system in the local area;*

50. Please provide copies of all PY'13 service provider contracts with Plan submission.

Please see Attachment L for the following service provider contracts:

- USC Upstate Achieve
- Spartanburg School District Six Youth Stop
- Arbor/Rescare SC Works

Procurement

WIA 118 (b) The local plan shall include – (9) a description of the competitiveness process to be used to award the grants and contracts in the local area for activities carried out under this subtitle;

51. Are all Memorandums of Understanding for the local area up-to-date, signed, and attached to the Plan? Attach copies with Plan submission.

☐ Yes

☒ No

- a. **If not, when will they be updated?** The Upstate WIB is working to obtain all signatures for the our local Memorandums of Understanding (MOU). The MOU should be executed no later than September 27, 2013. The MOU will be valid for two years.

52. Are PY'13 Resource Sharing Agreements (RSAs) in place with all co-located SC Works Center partners? (RSAs must be in place with each partner that is located in the SC Works Centers regardless of the number of hours of co-location or their method of resource sharing). Attach copies with Plan submission.

☐ Yes

☒ No

- a. **If not, when will they be complete?** The Upstate WIB will be meeting with SCDEW (primary co-located partner) on August 26, 2013 to finalize the Resource Sharing Agreement (RSA). This agreement should be executed prior to October 1, 2013. Should the RSA not be executed or agreed upon by September 27, 2013, the SCDEW staff will not be allowed to move to the Evans Building (SC Works Spartanburg). All executed RSA's will be valid for one year.

53. Please describe the competitive bidding process that is used to award grants and contracts in your local area (including how vendors are made aware of opportunities to compete for these funding opportunities and how the process is being documented). Attach any related written policies and procedures.

The Upstate WIB works very close with Spartanburg County's Procurement Office on the bid process. Spartanburg County is governed by the policies and procedures of the Spartanburg County Procurement Ordinance:

<http://www.spartanburgcounty.org/govt/depts/pur/docs/ProcurementOrdinance.pdf>

Procurement involves funds provided by the State of South Carolina or government of the United States of America, that government shall be in compliance with such state and federal laws and authorized regulations as are mandatory and applicable. However, in every instance where the provisions of the County's Ordinance are more restrictive than state or federal laws or authorized regulations, the provisions of the County's Ordinance will be followed. Items and/or services costing \$10,000.00 and above must receive sealed bids in response to a written request. Upstate WIB staff works with the purchasing office to create the scope of work desired. The scope of work is then placed in the bid template used by Spartanburg County. Spartanburg County is responsible for notifying interested vendors. Spartanburg County maintains a vendor list. Any party interested in responding to bids must be on the vendor list. Vendors can be added to the list any time during the year, by simply completing the vendor form located on the procurement website:

<http://www.spartanburgcounty.org/govt/depts/pur/bidnotice.htm>

Bids are also announced on the South Carolina Business Opportunities (SCBO) website. This is used to help to solicit quotes.

<http://www.mmo.sc.gov/PS/general/scbo/PS-scbo-using.phtml>

Mandatory bidders conferences are often held prior the due date on the Request for Proposal (RFP). RFP deadlines are followed strictly. Respective committees of the Upstate WIB or Upstate Youth Alliance are asked to participate in the review, scoring and selection process. Bidders are not allowed to contact Upstate WIB staff, Upstate WIB review committee members, or Youth Alliance review committee members regarding the bidding process. All communication is filtered through the procurement director at the county. All members sign new Code of Ethics Forms, Conflict of Interest Forms and attend a detailed training on the expectations of review committee members. A detailed timeline is also created prior to the RFP release date in order to provide an organized and timely bid process. Most bids are not awarded based on cost alone. Some bids for services require oral presentations. This gives the review committee members the opportunity to hear from the bidder in person as well as ask any clarifying questions regarding the written proposal.

Proposers who are aggrieved in connection with the solicitation or award of contract may protest in accord with Spartanburg County Procurement Regulations. Protests must be submitted in writing to the Procurement Office within seven (7) calendar days of the Intent to Award Notice.

The Upstate WIB and Spartanburg County both maintain detailed records for each Request for Proposal (RFP) or Invitation for Bid (IFB) issued. Some items that are maintained include (but are not limited to) the following: RFP/ IFB document released; notification of RFP/ IFB advertisement to prospective and registered vendors; SCBO request; SCBO advertisement; timeline; signed Code of Ethics/Conflict of Interest forms; training presentation/sign in sheet; pre-bid meeting bidders sign in sheet; questions and answers related to the RFP/IFB; bid opening results – copy of each proposal/ bid received; committee evaluation score sheets; Intent to Award notice; Notice of Award notice; and contract.

Waivers

The state has requested and received waivers for several WIA-required processes. The waivers for use by local areas are:

1. Waiver of WIA Section 101(31)(b) to increase employer reimbursement for on-the-job training.
2. Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area.
3. Waiver of WIA Regulations 20 CFR 666 and 667.300(a) to reduce collection of participant data for incumbent workers.
4. Waiver of the section 134(a)(1)(A) to permit a portion of funds reserved for rapid response activities to be used for incumbent worker training.

5. Waiver of WIA Section 134(a) to permit a portion of local adult and dislocated worker funds to be used for incumbent worker training.
6. Waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(c).
7. Waiver of prohibition of WIA Regulation 20 CFR 200 665-510 on the use of Individual Training Accounts (ITAs) for older and out-of-school youth.

54. Please describe your LWIA's anticipated usage of each waiver authority.

1. Waiver of WIA Section 101(31)(b) to increase employer reimbursement for on-the-job training.

Answer: Considering PY 13 allocations, the majority of OJT agreements written in the Upstate LWIA will be based upon a 15% - 50% reimbursement rate. We do not anticipate reimbursing 75% - 90% for any OJTs written in PY 13. Our goal is to serve more employers and job seekers by reducing the reimbursement amount offered. If a waiver is used in Upstate, it will be the waiver to reimburse higher than 50% for customized training.

2. Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area.

Answer: The Upstate WIB plans to use 30% transfer this program year from the Dislocated Worker funding silo to the Adult funding silo. We have been fortunate not to have many closings and mass layoffs. We hope this continues to hold true. Many more individuals coming into our centers qualify for Adult funds than Dislocated Worker funds. We want to increase the number of individuals we have in training and anticipate many more will qualify for the Adult funding.

3. **Waiver of the section 20 CFR 666 and 667.300(a) to reduce collection of participant data for incumbent workers.**

Answer: Our SC Works Centers plan to use the Waiver of WIA Regulations 20 CFR 666 and 667.300(a) this program year. We have currently received IWT funds through rapid response dollars. Although the IWT agreements are only those for that qualify as layoff aversion, the funding is still considered WIA and we do not collect the data listed in the waiver. We plan to use the waiver in this instance.

- 4. Waiver of the section 134(a)(1)(A) to permit a portion of funds reserved for rapid response activities to be used for incumbent worker training.**

Answer: The SC Works Upstate Business Services Lead partners with South Carolina Manufacturing Extension Partnership and South Carolina Department of Employment and Workforce to identify companies in Spartanburg, Cherokee, and Union counties that may be struggling and considering layoffs in the future. Additionally, the Business Services Lead has met with local economic developers, Ready SC staff, and chamber staff to create awareness of the Incumbent Worker training program provided through rapid response dollars. This collaborative effort gives us the best opportunity to identify struggling companies and offer a potential solution to turn the business around and ultimately avert layoffs. SC Works Upstate will continue with this strategy in PY 2013.

- 5. Waiver of WIA Section 134(a) to permit a portion of local adult and dislocated worker funds to be used for incumbent worker training.**

Answer: Regarding waiver section 134, the Upstate LWIA does not intend to use the waiver. We currently receive funding for layoff aversion IWT agreements funded by Rapid Response dollars from the SC Department of Employment and Workforce.

- 6. Waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(c).**

Answer: Due to funding shortages, we may not be able to use much in this category, but do plan on using some in Program Year 2013. We prefer classroom training first, OJT second, and customized training third as training options that give the best return on investment. We are partnering with Spartanburg Community College on a project that would use customized training funds.

- 7. Waiver of the prohibition of WIA Regulation 20 CFR 200 665-510 on the use of Individual Training Accounts (ITAs) for older and out-of-school youth.**

Answer: Funding is always so limited for our youth programs.

In the past, we have not used this waiver for older and out-of-school youth. Our youth programs are always trying to find more training options for their youth at no cost, but this waiver may be useful this program year. It would allow the youth providers to use the ETPL for training, and they would have a variety of training options to present to our youth. This would allow them to attain certification in programs that they are interested in, therefore allowing them to gain knowledge about a particular profession before entering the workforce or secondary education.

WIB Certification Compliance and Capacity

55.What process do you use to recruit new WIB members?

The Upstate WIB and Youth Alliance have nominating committees. For the private sector WIB members, other board members make recommendations. We also run an ad in the paper each time we have a private sector vacancy. Bio applications are then sent to those interested in serving. These are submitted to the general purpose business organization to make the nomination (Chambers). They may also nominate individuals in addition to those submitted. A letter with the nominations is sent to the County Council Chairman for that specific county requesting an appointment. A selection is made from the nominations.

The law is very clear on the specific categories of membership for the others on the WIB (grandfathered PIC). Educational entities nominate education representatives. Labor is nominated by state or local labor representatives. Our other members are nominated by interested organizations such as Vocational Rehabilitation, Community Based Organizations, Public Welfare, and the other required entities.

WIB staff and/or WIB Chair will personally meet with all nominees to ensure they fully understand the commitment prior to making nominations to Council Chairs.

56.Does your LWIB have a strategic plan? When was it last updated? How was the strategic plan developed? Who was involved in the process? What timeframe does it cover? What are the major goals/strategies of the Strategic Plan?

Our WIB is on the last year of our five year plan. Our retreat is being planned for late October. At this retreat, a new five year plan will be developed. It is updated yearly. The full board and board staff are involved in the process. We hire a WIA knowledgeable consultant to facilitate the retreat. We also invite contractors for a portion of the time at the retreat.

The goals from the ending plan are:

Youth Services

- Develop a mentoring program for WIA youth
- Create and implement a leadership program for WIA youth

Marketing and Branding

- Create a comprehensive marketing strategy

Board Development

- Develop a mentoring program for new members

One Stop Center

- Develop and implement a soft skills curriculum

Partnering and Collaboration

- Strengthen relationship with Economic Development

Funding

- Establish a 501c3

Business Services

- Establish fee for service programs

Job Seeker Services

- Identify interests and experience of job seekers to match them with appropriate career path to ensure longevity in placement

57. Describe steps the WIB has taken to ensure continuous improvement of providers and services. How are expectations communicated to providers? Describe the information that is reviewed to determine that providers are meeting the employment needs of local businesses and job seekers?

The Upstate WIB has two staff assigned to primarily work with current WIA service providers. The OneStop Services Coordinator and the Youth Services Coordinator meet with providers consistently to ensure WIA compliance at the federal, state and local level. The OneStop Services Coordinator receives survey results monthly from WIA clients (job seekers and employers). She reviews the results and provides feedback to the WIA Project Manager. They often work together to address suggestions and make program enhancements. Each WIA service provider submits monthly dashboards that reflect relevant program information. The dashboards allow Upstate WIB staff the ability to observe trends and see a monthly snapshot of the services that were provided during the month. The dashboards are also presented to the OneStop Committee, Youth Alliance and the full Upstate Workforce Investment Board for informational purposes.

The Upstate WIB Executive Director also host grantee meetings on a bi-monthly basis. These meeting allow the Upstate WIB staff and WIA service provider staff to have dialect

regarding current operations. It is also an opportunity to relay any important information that may be relevant to providers.

The Upstate WIB has a Data Systems Coordinator who hosts monthly snack and learns with staff to address performance challenges and opportunities for improvement.

The Upstate WIB provides written instruction to WIA service providers. The most recent instruction letters can be found at www.usptatewib.org.

58.What significant changes (e.g., establishing a 501c3, restructuring, etc.) is the WIB anticipating making in PY 13 and beyond?

The Upstate WIB has no plans for significant changes during this program year that has been approved by the full WIB. We anticipate a very difficult year due to lower funding and drastic reductions in SCDEW staff in our SC Work sites. We are not planning many new projects and hope to maintain the projects we have from this past program year. The WIB staff plan to increase activities in regional efforts to better address workforce development issues.

Our long term goal is to have our 501c3, the Upstate Workforce Future's Corporation (UWFC), become the fiscal and administrative entity of the Upstate WIB. At that point in time, the WIB staff would become employees of the Upstate Workforce Future's Corporation.

Please submit all applicable documents on the LWIA System Update Documentation List and complete all attachments listed below.

LWIA System Update Documentation

The following documents are to be submitted to the applicable Department of Employment and Workforce Local Area Coordinator. Should there be any modifications, terminations, or amendments to a document, policy or any other item listed below throughout the program year, a revised copy must be submitted within 30 days.

- Supportive Service Policy - Attachment #M
- Priority of service policies (website www.upstatewib.org, Resources, Local Instruction Letters 09-04 (not in effect), veterans 08-13,11-16, and 11-17
- Locally defined youth barriers - Low Income Youth: locally defined youth who “require additional assistance to complete an educational program or to secure and hold employment.” The additional barrier includes individuals working less than forty hours a week and those that do not have a driver's license.

Non Low Income Youth (5% window): Youth who face serious barriers to employment include individuals who are school dropouts, basic skills deficient, repeat offenders, pregnant/parenting, homeless or runaway, one or more grade levels below the grade level appropriate to the age of the individual, and individuals with disabilities, including learning disabilities.

- Memorandum(s) of Understanding, including signature sheets (Still in Negotiations)
- Resource Sharing Agreement(s), including signature sheets (Still in Negotiations)
- All service provider grants, including statements of work and budgets (Attachment L)
- Statements of work for in-house operational staff (eligibility, case management and follow-up.) (Amanda has the latest of this - was sent via mail)
- Current Grant Application Request(s)/Request(s) for Proposals (Issued RFP for Youth Providers – Attachment N)
- Local Workforce Investment Board composition* (Attachment B)
- Youth Council composition* (Attachment C)
- Roster and duties of administrative entity workforce staff* (Attachment D)
- List of all LWIA SC Works Centers (noting which are comprehensive centers) and all Access Points Included in Plan – Attachment E
- LWIA Program Year Budget – Attachment H
- Local Workforce Investment Board By-Laws (Attachment O)
- Youth Council By-Laws (Attachment P)
- Local Workforce Investment Board meeting schedule (Attachment Q - subject to change based on Chairman Mr. David Wall's schedule and/or lack of quorum)
- Youth Council meeting schedule (Attachment R)
- Local monitoring schedule (These were emailed to Amanda Lucas)
- Self-sufficiency definition(s) - Self-Sufficiency for adults seeking services through WIA shall be defined as a family earning a family income 200% above the 100% lower living standard income level guidelines as dictated by the Department of Labor. This definition may also be used in determining successful completion of WIA services for an adult that obtains employment and is exited from the program. This change supersedes the last One Stop grant and five year plan reading of self sufficiency for adults. The definition for dislocated workers' self-sufficiency has not been changed and remains at earning 85% of the hourly dislocation wage.
- Local Training cap – see website www.upstatewib.org , Resources, Local Instruction Letters, 10-01 Amendment 3)
- LWIB Budgets (in WIB Grants and in Attachment H)

*Please use forms provided

The following documents should be submitted on an on-going basis throughout the program year.

- Local grant modifications (You have these)

- Local programmatic and financial monitoring reports (You get these as we monitor)
- Local Workforce Investment Board meeting minutes (www.upstatewib.org, WIB, Minutes)
- Youth Council meeting minutes (www.upstatewib.org, WIB, Minutes)
- Committee meeting minutes (www.upstatewib.org, WIB, Minutes)
- Local Instruction Letters to staff and service providers (www.upstatewib.org, Resources, Local Instruction Letters)

Submitted by: _____ (authorized signature)
Ann Angermeier/Executive Director

For the Upstate LWIA

Attachments to the Strategic Plan:

- A. Board Membership Form (WIBs) – N/A**
- B. Board Membership Form (PICs)**
- C. Youth Council Membership Form**
- D. Local Administrative Entity Roster**
- E. Comprehensive/Satellite SC Works Center(s)**
- F. Access Points**
- G. Signature Sheet**
- H. LWIB PY'13 Budget Summary**
- I. Limited English Proficiency Plan**
- J. Programmatic Monitoring Checklist**
- K. Data Validation Instruction Letter 12-05**
- L. Service Provider Contracts**
- M. Supportive Services Policy**
- N. RFP for Youth Providers**
- O. WIB Bylaws**
- P. Youth Alliance Bylaws**
- Q. WIB Meeting Dates**
- R. Youth Alliance Meeting Dates**
- S. Upstate Workforce Profile**
- T. Response in Chart format to Question #8**

Attachment A – Not Applicable to the Upstate WIB

Attachment B

WIB Membership

For Private Industry Council board grandfathered as an alternative entity.

Total Seats **25**

Seats Occupied **22**

Seats Vacant **3**

Business (must be a majority)			
No.	Name	Affiliation and Title	Term
1	<i>Wade Ballard</i>	<i>Ford Harrison Law Offices – Labor Attorney</i>	<i>7/1/13 - 6/30/16</i>
2	<i>Curtis Anderson</i>	<i>Duer-Carolina Coil – Training Manager</i>	<i>5/21/12 – 6/30/14</i>
3	<i>Robert S. Blount</i>	<i>Jocassee Design – VP & Treasurer</i>	<i>7/14/11 – 6/30/14</i>
4	<i>Charles Ewart</i>	<i>The Ewart Group – President & DCEO</i>	<i>7/19/10 – 6/30/13**</i>
5	<i>Robert Faucett</i>	<i>Chesapeake Bank – Corporate & Business Development</i>	<i>7/19/10 – 6/30/13**</i>
6	<i>Betty Guzzo</i>	<i>LBG Associates - President</i>	<i>7/19/10 – 6/30/13**</i>
7	<i>Craig Jacobs</i>	<i>Spencer Hines Properties - Agent</i>	<i>8/17/09 – 6/30/15</i>
8	<i>Lisa Morris</i>	<i>Provident Community Bank – Treasury Management Officer</i>	<i>7/13/10 – 6/30/13**</i>
9	<i>Michael Perry</i>	<i>Piedmont Natural Gas – District Manager</i>	<i>7/1/11 – 6/30/14</i>
10	<i>Carter Smith</i>	<i>EFG – Executive Vice President</i>	<i>7/14/11 – 6/30/14</i>
11	<i>David Wall</i>	<i>Wells Fargo Bank – Assistant V.P.</i>	<i>7/1/11 – 6/30/14</i>
12	<i>Buddy Waters</i>	<i>Cunningham Waters Construction Company – President</i>	<i>8/17/09 – 6/30/15</i>
13	<i>Martha Young</i>	<i>Dee Traxx, Inc – Vice President</i>	<i>7/14/11 – 6/30/14</i>
14	<i>Janice Kutkis</i>	<i>The Logistics Group – HR Manager</i>	<i>5/21/12 – 6/30/13**</i>

**Pending reappointment or replacement (paperwork is with County Council Chairman). Per WIB bylaws, individuals may serve until reappointed or replaced beyond the June 30 date.

Labor & Community-based Organizations (must be 15% or more)			
No.	Name	Affiliation and Title	Term
1	<i>Wayne Gregory</i>	<i>AFL-CIO - Local Chapter Member</i>	<i>7/14/11 – 6/30/14</i>
2	<i>Liberty Ganzater</i>	<i>The Butterfly Foundation - President</i>	<i>7/14/11 – 6/30/13**</i>
3	<i>Libbie Cheek</i>	<i>United Way of the Piedmont - Relationship Manager</i>	<i>9/20/10 – 6/30/13**</i>
4.	<i>Vacancy due to Death</i>	<i>Pending Recommendation</i>	<i>Pending</i>

**Pending reappointment or replacement (paperwork is with County Council Chairman). Per WIB bylaws, individuals may serve until reappointed or replaced beyond the June 30 date.

Education			
No.	Name	Affiliation and Title	Term
1	<i>Cherie Pressley</i>	<i>Upstate Regional Center for Educational Support - Director</i>	<i>2/4/13 - 6/30/13**</i>
2	<i>Theresa Perry</i>	<i>Swofford Career Center - Teacher</i>	<i>8/17/09 - 6/30/15</i>
3	<i>Bill Brasington</i>	<i>Adult Learning Center - Director</i>	<i>10/31/11 - 6/30/14</i>

**Pending reappointment and paperwork is with County Council Chairman. Per WIB bylaws, individuals may serve until reappointed or replaced beyond the June 30 date.

Vocational Rehabilitation			
No.	Name	Affiliation and Title	Term
1	<i>Jennie Thomas</i>	<i>Voc Rehab - Area Administrator</i>	<i>7/14/11 - 6/30/14</i>

Public Assistance			
No.	Name	Affiliation and Title	Term
1	<i>Kimberly Gist</i>	<i>DSS - Child Protective Services - Program Coordinator</i>	<i>9/30/11 - 6/30/14</i>

Economic Development			
No.	Name	Affiliation and Title	Term
1	<i>Jim Cook</i>	<i>Cherokee County Development Board - Executive Director</i>	<i>7/1/10 - 6/30/13**</i>

**Pending reappointment and paperwork is with County Council Chairman. Per WIB bylaws, individuals may serve until reappointed or replaced beyond the June 30 date.

Employment Service			
No.	Name	Affiliation and Title	Term
1	<i>Johnnie L. Crosby</i>	<i>SC Works - Spartanburg - Regional Business Services Manager</i>	<i>7/1/12 - 6/30/15</i>

Denote multiple representations with an asterisk (*).

Total Number of Seats	25
Number Representing Business	14
Percent Representing Business	56%
Number Representing Labor and Community Based Organizations	4

Percent Representing Labor and Community Based Organizations	16%
Number Representing Education	3
Number Representing Vocational Rehabilitation	1
Number Representing Public Assistance	1
Number Representing Economic Development	1
Number Representing Public Employment	1
Number Representing Other Entities	0

Attachment C

Youth Council Membership Form PY13

Total Seats Up to 30 and no fewer than 15

Seats Occupied 19

Seats Vacant - 1

WIB Members			
No.	Name	Affiliation and Title	Term
1	Liberty Canzater	Butterfly Foundation <i>President</i>	7/14/11- 6/30/14
2	Chuck Ewart	The Ewart Group <i>President and CEO</i>	06/30/12 - 6/30/14
3	Kim Gist	Department of Social Services <i>Program Coordinator</i>	9/30/11 - 6/30/14
4	Theresa Perry (Chair)	Swofford Career Center <i>Student Services Coordinator</i>	06/30/12 - 6/30/14
5	Johnnie-Lynn Crosby	ResCare (SC Works Upstate) <i>Regional Business Services Manager</i>	06/30/12-06/30/14

Youth Service			
No.	Name	Affiliation and Title	Term
1	Patrina Mims	Bethlehem Center <i>Director</i>	7/1/12 - 6/30/14
2	Doug Bryson	Spartanburg County <i>Emergency Management Director</i>	6/30/12 - 6/30/14
3	Dana Becker	SC Campaign to Prevent Teen Pregnancy <i>Spartanburg Community Specialist</i>	1/08/12-06/30/14
4	vacant	DJJ	TBD

Public Housing			
No.	Name	Affiliation and Title	Term
1	Carolyn Harris	Union Housing Authority <i>Coordinator</i>	7/1/12 - 6/30/14

Parents of Eligible Youth			
No.	Name	Affiliation and Title	Term
1	Kelley Reid	Sodfather Landscaping <i>Owner/General Manager</i>	9/06/12 - 6/30/14
2	Patricia Paul	Abner Creek Academy <i>Principal</i>	7/1/12 - 6/30/14

Individuals with experience in youth activities, including former participants, and representatives of organizations.

No.	Name	Affiliation and Title	Term
1	Evander Thomas	Charles Lea Center <i>Living Support Specialist</i> <i>Former WIA Participant (YouthStop)</i>	6/30/12 – 6/30/14
2	Cherie Pressley	Regional Education Center <i>Coordinator</i>	6/30/12 – 6/30/14
3	Susan Rogers	Northwood Middle School <i>Guidance Counselor</i>	7/1/12 – 6/30/14
4	Lisa Hannon	Cherokee County Adult Education <i>Director</i>	3/1/12 – 6/30/14
5	Tammy Cooley	Spartanburg County Adult Education <i>Director</i>	3/1/12 – 6/30/14
6	Richard Butler	LS Technical Institute <i>Outreach Representative</i>	6/30/12 – 6/30/14

Job Corps Representatives¹

No.	Name	Affiliation and Title	Term
1	NO CENTER IN AREA	N/A	N/A

Other

No.	Name	Affiliation and Title	Term
1	Chris Hendrix	Hendrix Heating and Air <i>President and Operations Manager</i>	7/1/12 – 6/30/14
2	Ulrich Schmidt	Erhardt-Leimer, Inc. <i>Chief Financial Officer</i>	12/1/12 – 6/30/14

¹ Two Job Corps representatives are mandatory only if there is a center located in the Local Area.

Attachment D

Local Administrative Entity Roster of Workforce Staff (non-operational staff)

Name	Job Title	Workforce Job Duties/Responsibilities
Ann Angermeier	Executive Director	<p>CEO for the Upstate WIB. Hires and directs staff to carry out workforce development in the three county area. Has responsibility and oversight of the workforce system under the WIB. Represents the WIB in the communities we serve. Informs the WIB of news related to workforce and economic development.</p> <p>Serves as Treasure/Secretary for the 501c3 Upstate Workforce Future's Corporation on non-WIA paid time.</p> <p>Staff to the WIB, Nominating and Executive Committee</p>
Jenni Gregory	Executive Assistant	Performs all secretarial and clerical duties for the CEO. Manages the calendars of the office and schedule appointments for the CEO. Ensures office order. Takes minutes and maintains all key filing systems. Maintains office equipment and van usage.
Dwayne Hatchett (New Position)	Business Solutions Manager	Serve as the liaison to business services team. Conducts WorkKeys profiles in businesses and other organizations. Works closely with WIB and SC Works staff on the Work Ready Communities project. Establish business focus groups to better analyze the workforce issues in the Upstate WIA and regionally. Serves on committees and taskforces in the community related to workforce development.
Brenda Connelly	One Stop Coordinator	Monitors and provides technical assistance to the One Stop System to include 3 counties and 4 sites on programmatic and financial. Assist as staff to the One Stop Committee. Serves as partner to the Library System. Attends one stop partner meetings and will mediate any issues between partners and SC Works. Responsible for one stop certification documentation.
Natalia Valenzuela	Associate Director	Writes all grants for the WIB. In charge of instruction letter and policy issuance. Manages the finances of the WIB. Assist the CEO with special projects and community relations. Serves as liaison with the fiscal agent. Serves as staff to the WIB Funding Oversight Committee. Attends State WIB meetings. Assumes the responsibilities of the Executive Director in her absence.
Elaine Taylor (Part-time)	Finance Admin Asst.	Processes all vouchers to the fiscal entity for payment. Courier for office on delivery of documents. Prepares reports as directed. Also assists as staff to the Funding Oversight Committee. Ensure that all backup documents are included when processing vouchers. Copying, filing, purchases office supplies.
Shannon Wilkins	VOS Coordinator and Youth Contractor Monitor	Manages data system, trains staff and contractors on VOS, issues change notices as needed. Responsible for inventory for all WIA purchased items and for monitoring inventory yearly. Also in charge of storage room. Monitors both youth contractors and provides technical assistance/training to them.
Dana Wood	Process Improvement & Compliance	Supervises three staff. Studies processes and procedures and initiates change as needed. Does this in all programs and WIB office. Responsible for negotiations with SCDEW on MOU/RSA. Responsible for board certification documentation. Is lead for the Work Ready Communities initiative. Serves as staff to the Youth Alliance. Assists in projects as needed. Responsible with assisting in outreach and recruitment of SC Works and ensuring the outreach (marketing) plan is implemented.

Attachment E



Comprehensive SC Works Center

Name:	SC Works Upstate - Spartanburg
Address:	110 Commerce Street Spartanburg, SC 29306
Phone Number:	(864) 562-4168
Fax Number:	(864) 562-4187
Website:	www.scworksupstate.com
Hours of Operation:	8:30 am to 5:00 pm Monday through Friday except holidays
List of all Co-located Partners and available Center Services:	Job Seeker services including use of computers with internet, resume workshops, assisted customer service area, interview workshops, job search workshops, basic computer workshops, Workforce Investment Act enrollment for eligible individuals, ACT WorkKeys testing, referrals to and from community partners, on-site space for partner use (presently includes AARP SCSEP, Upstate Homeless Coalition and Telamon Corporation); Employer services including job posting on scworks.org website, screening and referral of applicants and on-site recruitment events

Satellite SC Works Center

Name:	SC Works Union
Address:	103 West Main St Union, SC 29379
Phone Number:	(864) 427-4119
Fax Number:	(864) 427- 8690
Website:	www.scworksupstate.com
Hours of Operation:	8:30am – 5:00pm
Services Provided Onsite:	WIA, Job Search and associated Workshops, resume assistance, internet access, job search assistance, employer job postings, job referrals, assistance with registration and usage of SCWOS, Job Fairs, Access to phone and fax, partner information, partner referrals as needed, WorkKeys assessments

Satellite SC Works Center

Name:	SC Works Cherokee
Address:	133 Wilmac Road Gaffney SC 29340
Phone Number:	(864) 489-3112
Fax Number:	(864) 488-9280
Website:	scworksupstate.com
Hours of Operation:	8:30 a.m. – 5:00 p.m.

Attachment F

Access Point(s) - SPARTANBURG

Host Name (e.g. Goodwill, Library, etc.)	Address	Phone Number	Fax Number	Hours Workforce Services are Available	Workforce Services Provided at this Site
Spartanburg County Public Library – Headquarters	151 South Church Street Spartanburg, SC 29306	864-596- 3500	864-596- 3518	Mon-Fri 9am to 9pm Sat 9am- 6pm Sun 1:30pm- 6pm	Use of computers with internet
Spartanburg County Public Library – Boiling Springs	871 Double Bridge Road Boiling Springs, SC 29316	864-578- 3665	No fax	Mon-Tues- Thur 10am – 8pm Wed, Fri, Sat 10am- 6pm Sun 1:30- 6pm	Use of computers with internet
Spartanburg County Public Library- Chesnee	100 Pickens Avenue Chesnee, SC	864-461- 2423	No fax	Mon, Tues, Thurs 10am-8pm Wed-Fri 10am-6pm Sat 10am- 4pm	Use of computers with internet
Spartanburg County Public Library – Cowpens	181 School Street, Cowpens, SC 29330	864-463- 0430	No Fax	Mon, Tues, Thurs 10am-8pm Wed, Fri 10am-6pm Sat 10am- 4pm	Use of computers with internet
Spartanburg County Public Library – Cyrill- Westside	525 Oak Grove Rd Spartanburg, SC 29301	864-574- 6815	No Fax	Mon-Thurs 9am-9pm Fri-9am- 6pm Sat-10am-	Use of computers with internet

Branch				6pm Sun 1:30pm- 6pm	
Spartanburg County Public Library – Inman	50 Mill Street Inman, SC 29349	864-472- 8383	No Fax	Mon, Tues, Thurs 10am-8pm Wed, Fri 10am-6pm Sat 10am- 4pm	Use of computers with internet
Spartanburg County Public Library – Landrum	111 Asbury Drive Landrum, SC 29356	864-457- 2218	No Fax	Mon, Tues, Thurs – 9am-8pm Wed, Fri- 9am-6pm Sat 9am- 2pm	Use of computers with internet
Spartanburg County Public Library – Middle Tyger Branch	170 Groce Road Lyman, SC 29365	864-474- 0421	No Fax	Mon-Tues 10am-8pm Wed Thurs 10am-6pm Fri 10am- 6pm Sat 12pm- 4pm	Use of computers with internet
Spartanburg County Public Library – Pacolet	390 W. Main Street Pacolet, SC 29372	864-474- 0421	No Fax	Mon, Tues- 10am-8pm Wed, Thurs 10am-6pm Fri 10am- 6pm Sat – 12pm-4pm	Use of computers with internet
Spartanburg County Public Library- Woodruff	270 E. Hayne Street Woodruff, SC 29388	864-476- 8770	No Fax	Mon, Tues, Thurs – 10am-8pm Wed – 10am-6pm Fri – 12pm-6pm Sat 10am- 4pm	Use of computers with internet
Goodwill Job	219 East	864-699-	864-699-	Mon-Thus	Use of

Connection	Blackstock Road Spartanburg, SC 29301	0151	0512	9am-12pm and 1pm-5pm	computers with internet Job Seeker assistance
Goodwill Job Connection	3585 Boiling Springs Road Boiling Springs, SC	864-578- 5774	864-578- 5997	Mon-Thus 9am-12pm &1pm-5pm	Use of computers with internet Job Seeker assistance
Goodwill Job Connection	301 Dawn Redwood Lane Spartanburg, SC 29304	864-579- 1025	864-579- 1038	Mon-Thus 9am-12pm &1pm-5pm	Use of computers with internet Job Seeker assistance

Access Point(s) - CHEROKEE

Host Name (e.g. Goodwill, Library, etc.)	Address	Phone Number	Fax Number	Hours Workforce Services are Available	Workforce Services Provided at this Site
Cherokee County Public Library	300 East Rutledge Ave., Gaffney SC 29340	864-487- 2711	864-487- 2752	M – Th 9 a.m. – 7 p.m. Fri 9 a.m. – 5 p.m. Sat 9 a.m. – 4 p.m.	Self-service job search and career research; occasional job readiness workshops
Goodwill Job Connection	1305 West Floyd Baker Blvd., Gaffney SC 29340	864-487- 7759	864-487- 7757	M – Th 9 a.m. – 5 p.m. Office closes M – Th from 12 noon until 1 p.m. and closed to the public on Fridays	Self-service and staff assisted job search and career research; onsite job fairs; job readiness workshops

Access Point(s) – UNION

Host Name (e.g. Goodwill, Library, etc.)	Address	Phone Number	Fax Number	Hours Workforce Services are Available	Workforce Services Provided at this Site
Union Adult Education	517 East Main St Union, SC 29379	(864) 427-4119	(864) 472-1771	8:00am - 5:00pm	WorkKeys Assessments GED , Basic Skills Upgrade
SC Vocational Rehabilitation	131 North Main St Jonesville, SC 29353	(864) 475- 4500		8:00am - 5:00pm	Employment assistance and training for those with physical and emotional disabilities
Union Carnegie Library	300 East South St Union, SC 29379	(864) 427-7140	(864) 427-4687	9:00am – 6:00pm	Internet access and job search assistance

Attachment G

WIA 2013 – 2017 LOCAL PLAN SIGNATURE SHEET

LWIA Name Upstate Submission Date 9/13/13

Katherine L. Hubbard

Typed Name of Board Chair

Signatory Official Signature

Date

David E. Wall

Name of Board Chair

Board Chairperson Signature

Date

Jeffrey A. Horton, Spartanburg

Name of Chief Elected Official

Chief Elected Official Signature

Date

Timothy F. Spencer, Cherokee County

Name of Chief Elected Official

Chief Elected Official Signature

Date

Tommy Sinclair, Union County

Name of Chief Elected Official

Chief Elected Official Signature

Date