Upstate WORKFORCE BOARD

Advancing the Future of Business and Community

www.upstateworkforceboard.org

The Upstate Workforce Board

Four Year Local Plan

Program Years 2016 – 2019

Updated May 2019

Section I: **Workforce and Economic Analysis**

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

- **The knowledge and skills necessary to meet the employment needs of the employers in the region, including those in-demand industry sectors and occupations.**

The Upstate Workforce Board (UWB) has developed a four-year plan that will be used to implement continuous improvement, build stronger relationships, develop products and services that positively impact the business climate in Upstate South Carolina, and create opportunities for individuals to enhance skill sets and increase their earning potential. The UWB will ensure businesses have access to real-time viable solutions related to workforce recruitment, training, and retention.

The UWB One-Stop Committee works with One-Stop Business Services staff and Economic Developers (EDs) in the local service area to analyze local Labor Market Information (LMI) and identify in-demand occupations. This is based on a variety of factors including overall growth rates, high growth rates in key subsectors related to regional economic clusters, high quantity of total jobs, family-supporting median wages, and existence of entry- and mid-level jobs connected to career pathways. Business Services staff and EDs work closely with potential and existing industry within the local area. This allows the group to consider feedback from employers regarding their employment needs. The private sector industries that employ a large percentage of individuals living in the Upstate service area (Cherokee, Spartanburg and Union counties), and meet these criteria listed above, are:

Advanced Manufacturing, Healthcare, Logistics, Distribution, Retail, and Construction Trades (*Instruction Number: R- 17-01*). Based on this information, the UWB established the following allocation of training resources for the local WIOA contractors:

- 20% - Advanced Manufacturing
- 15% - Logistics and Distribution
- 15% - Construction Trades
- 50% - Advanced Manufacturing, Healthcare, Logistics, Distribution, Retail, and Construction Trades

According to *O*NET Online* and employer feedback, there is a body of common knowledge necessary to meet the employment needs of employers in the Local Area, including those in in-demand industry sectors and occupations. Examples include:

- English Language – Knowledge of the structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar;
- Customer and Personal Service – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessments, meeting quality standards for services, and evaluation of customer satisfaction;

- Production and Processing – Knowledge of raw materials, production processes, quality control, costs, and other techniques for maximizing the effective manufacture and distribution of goods; and
- Mathematics – Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their application.

According to O*NET Online and employer feedback, there is also industry-specific knowledge necessary to meet the employment needs of employers in the Local Area, including those in in-demand sectors and occupations. Training assistance may be available for WIOA customers who meet eligibility requirements for the identified in-demand industries. Examples include:

- **Advanced Manufacturing and Construction Trades**
    - Design – Knowledge of design techniques, tools, and principles involved in production of precision technical plans, blueprints, drawings, and models;
    - Mechanical – Knowledge of machines and tools, including their designs, uses, repair, and maintenance;
    - Building and Construction – Knowledge of materials, methods, and the tools involved in the construction or repair of houses, buildings, or other structures such as highways and roads; and
    - Engineering and Technology – Knowledge of the practical application of engineering science and technology. This includes applying principles, techniques, and equipment to the design and production of various goods and services.
- **Healthcare**
    - Psychology – Knowledge of human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological methods; and the assessment and treatment of behavioral and affective disorders;
    - Treatment – Knowledge of the information and techniques needed to diagnose and treat human injuries, diseases, and deformities. This includes symptoms, treatment alternatives, drug properties and interactions, and preventive health-care measures; and
    - Therapy and Counseling – Knowledge of principles, methods, and procedures for diagnosis, treatment, and rehabilitation of physical and mental dysfunctions, and for career counseling and guidance.
- **Logistics and Distribution**
    - Clerical – Knowledge of administrative and clerical procedures and systems such as designing forms, and other office procedures and terminology.
    - Production and Processing – Knowledge of raw materials, production processes, quality control, cost and other techniques to maximize the effective manufacture and distribution of goods.
- **Retail**
    - Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.

According to *O*NET Online* and employer feedback, an analysis of LMI shows a pattern of three overarching employability skills deemed necessary for success in the workplace:

1) **Soft skills**, such as: strong work ethic, positive attitude, the ability to communicate effectively, time management abilities, teamwork and collaboration, and the potential to lead or co-manage;
2) **Hard skills**, such as: preventive maintenance, food preparation, accounting, computer skills, material handling, automobile repair, and welding; and
3) **Certifications**, such as: commercial driver's license, certified nursing assistant, certified public accountant, pharmacy technician, tanker and hazmat endorsements, and food safety programs.

- **Below are links to community profile reports, for the Upstate as a whole and also individually for Cherokee, Spartanburg and Union counties, identifying the workforce within the Upstate area, including employment and unemployment data, labor market trends, and the education and skill levels of the workforce, including individuals with barriers to employment. Data source: SC Department of Employment and Workforce.**

The links below provide the most current report available

Upstate
Area: https://lmi.dew.sc.gov/lmi%20site/Documents/CommunityProfiles/15000020.pdf

Cherokee
County: https://lmi.dew.sc.gov/lmi%20site/Documents/CommunityProfiles/04000021.pdf

Spartanburg
County:
https://lmi.dew.sc.gov/lmi%20site/Documents/CommunityProfiles/04000083.pdf

Union
County:
https://lmi.dew.sc.gov/lmi%20site/Documents/CommunityProfiles/04000087.pdf

Employment and Unemployment:

The Unemployment Rate for the Local Area tends to be aligned with the State Unemployment Rate. The Unemployment Rate for Cherokee County recurs at approximately 1 point above the Local Area's Unemployment Rate, and the Unemployment Rate for Union County recurs at approximately 1.5 points above the Local Area's Unemployment Rate.

Labor Market Trends:

The industries identified as being in-demand by the UWB are consistent with Local Area Labor Market Projections for *Total Employment by Industry, Total Employment by Occupation,* and *Growing Occupations.*

Education and Skill Levels of the Workforce:

Among the three counties in the Local Area, the data for each category of Educational Attainment (Less Than 9th Grade, 9th to 12th No Diploma, High School Graduate, Some College, Associate's Degree, Bachelor's Degree, Graduate Degree; presented in percentages of the *Population 25 Years and Older),* are very similar. (For example: Associate's Degree, Cherokee – 7.31%, Spartanburg – 10.02%, Union – 8.06%, Upstate Area – 9.46%) (*Source: U.S. Census Bureau, American Community Survey – 2013 5-Year Estimates*)

Individuals with Barriers to Employment:

Listed below is a summary of the statistics for the Local Area population facing barriers to employment:

- Disability (Data Source: 2013-2017 American Community Survey 5-Year Estimates, Percentage)
  - Cherokee County – 18-64 years: 18.1%
  - Spartanburg County – 18-64 years: 15.3%
  - Union County – 18-64 years: 19.5%

- Releases from Department of Corrections by County of Release, FY18 (Data Source: SC Department of Corrections)
  - Cherokee County – 214
  - Spartanburg County – 909
  - Union County – 126

- Homelessness (Data Source: 2018 Point-in-Time Count by Continuums of Care in South Carolina)

  Upstate Workforce Area actual number of homeless: 580

- Veterans (Data Source: 2013-2017 American Community Survey 5-year Estimate)
  - Cherokee County – 19-64 years: 3,412
  - Spartanburg County – 19-64 years: 18,332
  - Union County – 19-64 years: 1,848

- Poverty Status in the Past 12 Months (Data Source: 2013-2017 American Community Survey 5-Year Estimate)
  - Cherokee – 18-64 years: 12,292
  - Spartanburg – 18-64 years: 45,020
  - Union – 18-64 years: 5,258

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Click here to view Attachment U, Statistics of Residents with Barriers to Employment

All of our program staff and partners are working to serve the above noted priority populations.

For additional information, refer to Section III, Question 3 as well as Section IV, Question 1, Bullet 4 and Section IV, Question 4.

- **An analysis of workforce development activities in the region, including available education and training opportunities. This analysis must indicate the strengths and weaknesses of workforce development activities necessary to address the education and skill needs of job seekers, including individuals with barriers to employment, and the employment needs of employers in the region**.

Education and Training

- The local One-Stop contractor provides training opportunities for local WIOA customers via workshops, such as:
    - *What Employers Want* (soft skills training);
    - *Get LinkedIn* (creating a LinkedIn account);
    - *Intensive Resume* (creating a resume); and
    - *Interviewing with Success* (interviewing skills);
- The local One-Stop also hosts workshops in which system and core partners provide training sessions for local WIOA customers, such as:
    - *APA – Applying for Public Assistance* (offered one-on-one by the South Carolina Department of Social Services); and
    - *Overcoming Barriers to Employment* (South Carolina Vocational Rehabilitation Department).
- The Local One-Stop provides education and training opportunities for its eligible WIOA customers, such as:
    - Welding, Pipefitting, and Inspection Certifications – provided through Eligible Training Provider List (ETPL) approved training providers; and
    - ETPL approved providers offer courses leading to certifications, stackable credentials, and associate's degrees consistent with the in-demand jobs identified by the UWB for training resource allocation;
- The two Local Area youth program contractors provide educational and career opportunities for their WIOA customers, such as:
    - GED completion and high school diploma completion. Training is provided by contractor staff, Adult Education (Core Partner), and other system partners and community agencies;
    - One of the youth contracts provides Driver Education as a component of its program to help address that particular barrier to employment opportunities;
    - *Work Readiness* and *Connect to College Through Community* workshops are presented by contractor staff to customers throughout their participation in the program;
    - Work experience, internships, and job shadowing opportunities are arranged with local employers; and
    - ETPL approved training programs provide education and training opportunities that lead to stackable credentials, certificate programs, and associate's degree programs, such as:

- Certified Nursing Assistant, Phlebotomy Technician and EKG Monitor Technician. (This is an example of stackable credentials now required by many healthcare providers for entry-level jobs.); and

- Certified Logistics Technician, Certified Production Technician and Certified Logistics Associate. (This is another example of stackable credentials. These certifications are *focused on the core skills and knowledge needed by the nation's front-line production and material handling workers* as identified by The Manufacturing Skill Standards Council – Data Source: https://www.sccsc.edu/MSSC/ .

Other education and training activities in the Local Area include:

Poverty Simulation for Business: The SC Works Upstate/Greenville Business Services Team (BST) is hosting a poverty simulation for employers in October 2016. The purpose of the event is to provide an invaluable experience that will undoubtedly impact the employer perspective of our community and the impoverished. The simulation will close with a debrief session and will allow us to obtain employer feedback. Employers within the United States continue to struggle to identify talent, and our local BST is committed to presenting employers with alternative options to recruit from untapped talent sources, such as the impoverished community. The team is also working with City Government to consider potential transportation options within the city's scope and also among employer groups and ride sharing systems.

Operation Educate: Operation Educate is a collaborative effort between the South Carolina Vocational Rehabilitation Department, SC Works Greater Upstate, Spartanburg Community College (SCC), Spartanburg County Adult Education, Spartanburg County Detention Center, Upstate Fatherhood Coalition and the Upstate Workforce Board. Operation Educate brings educational resources to the Spartanburg County Detention Facility to give selected (or sentenced) individuals the job skills and workplace habits necessary to gain and retain employment. The county detention facility houses, on average, 727 inmates per day. Less than 6% of this population is moved on to the prison system annually, while the remaining 94% are released back into our local community.

With very low levels of educational attainment, high levels of unemployment and other critical barriers including substance abuse, homelessness and mental health diagnoses, many of these individuals will not reintegrate into the community, will re-offend and will be incarcerated. In an effort to reduce recidivism, the detention facility is trying to use the time people spend incarcerated to give them necessary job skills and educational services to become self-sufficient upon release. Inmates participating in Operation Educate receive stackable credentials from SCC. The credentials are for training completed in areas such as manufacturing and highway construction. Both programs also incorporate a form of hands-on simulation training (simulators and virtual reality).

They also receive soft skill and job readiness training from multiple partners. Subjects include: conflict resolution, time management, working in an ethical manner, understanding

personality types, communication styles, etc.

The program has had a dramatic effect on the families of those inmates, setting a new pattern of education and employment goals for their children. With a grant from the State Workforce Development Board, $170,490 was used to create the following outcomes: 92.15%- (47 out of 51 participants) completed training, 88% - (45 out of 51 participants) are employed, 70% - (36 out of 51 participants) scored a level of Bronze or higher on WIN, average pay for those working is $14.30 per hour.

The Upstate Workforce Board was awarded an Innovation Grant from the State Workforce Development Board on June 29, 2018 in the amount of $391,590.00 to continue the Operation Educate Program at the Spartanburg County Detention Facility. The grant is 100% WIOA federal funds and will expire June 30, 2020. It is estimated that an additional 138 individuals will be served through this grant opportunity.

The staff member funded through the Re-Entry grant and now the Innovation Grant has really impacted our success. A dedicated staff member with a 100% focus on Re-Entry has proven to be a successful model. The individuals returning to society will face situations with which they need help and having case management services is vital to their success. SC Works has become known as an employment resource for offenders. We are hopeful to be the recipient of another State Workforce Development Board Grant (with the Greenville Workforce Development Board) for a Re-Entry Navigator to implement re-entry services in Cherokee and Union counties.

See Section III, Bullet 1, under Ex-Offenders, for more information.

HSED (High School Equivalency Diploma) Pilot: During PY 16, the BST will lead efforts to duplicate HSED, a successful program already implemented in Anderson and Greenville counties. The HSED program is a partnership with SC Works, Adult Education, HTI Employment Solutions and local employers. The purpose of the program is to offer individuals without HS/GED credentials the opportunity to work for a local employer offering self-sufficient wages while attending GED classes. Once the HS/GED is obtained, participants of the program will transition from HTI temporary employees to full-time employees with the participating employer. Phase II of the program will provide the opportunity to continue training in an effort to promote stackable credentials and life-long learning.

Ten at the Top Workforce Issues Committee: Ten at the Top (TATT) is a regional initiative. The UWB has been involved with TATT since this organization was formed. It encompasses a ten county area and was developed to foster regional collaboration and partnerships on issues that impact economic vitality and quality of life. A Workforce Issues Taskforce (WIT) was established as a sub-taskforce of the Economic and Entrepreneurial Vitality Taskforce. The most recent focus of the WIT was employability and workforce readiness. South Carolina 11th grade students are required to take the WIN skills assessments. The WIT created a Power Point presentation that could be used by workforce development professionals across the region to provide a consistent message to community leaders throughout the Upstate regarding the benefits of having students tested, using the WIN assessments, as part of the screening and hiring process for employers.

Co-location with Spartanburg Community College's downtown campus: The co-location of the Spartanburg SC Works Comprehensive One Stop Center with the downtown campus is consistent with the local UWB'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 provides several advantages in service delivery: increased access to computer resources for work search related tasks; increased capacity for workshops to meet job seekers' needs more effectively; increased capacity for WIN assessment testing; and the ability to host job fairs more frequently on site at a significant cost savings.

Additionally, Spartanburg Community College's (SCC) 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. The city bus system runs until 6pm to the main campus. Clients have the ability to utilize the downtown bus system or other transit methods more conveniently than ever. The proximity of the one- stop to SCC ensures greater communication between SCC and SC Works center personnel, and it reduces the amount of time to resolve participant account issues or develop solutions to better serve those in training. This kind of alignment allows for more seamless service delivery and improved collaboration and shared support.

Know2 Cherokee: United Way of the Piedmont, Cherokee County Community Foundation and UWB formed a partnership in early 2009 to take an in-depth look at our community with an eye toward improvement and positive change. It became the foundation of the Cherokee County Community Indicators Project (CI).

The Cherokee CI Advisory Board narrowed down key community issues into five key areas of focus: **Education, Public Health, Family & Youth, Crime & Safety, and Economic Development.**

In 2010, Oscar Fuller, who realized that education is the underpinning of all progress in Cherokee County, was encouraged by the late Jim Sanders to contact Dr. Garrison Walters of the S.C. Higher Education Foundation. Dr. Walters was about to launch a new program called KNOW(2) that seeks to bring about mind-set change regarding education at the community level. Oscar persuaded Dr. Walters that Cherokee County was the ideal pilot location for the state and eventually the nation.

Simultaneously Cherokee 2020 was organized to house the other four key focus areas. Fuller and others recruited volunteers from across the county to serve on task forces addressing the five focus areas. At the end of 2014, the CI Board voted to retire the CI and Cherokee 2020 brands and simply call the efforts KNOW(2). The Executive Director of UWB serves on the KNOW(2) Board of Directors.

Network for Southern Economic Mobility: The purpose of this Cohort is to facilitate a process and develop a strategy to increase upward economic mobility for youth and young adults 14-24 years, in the lowest income brackets by deepening, accelerating, and aligning strategic investments for systematic change that position these youth and young adults for economic success. MDC out of Durham, NC developed a network of Southern cities that are committed

and equipped to identify long-term, system-changing strategies that can improve upward mobility for youth and young adults in the lowest income brackets. The Spartanburg County Foundation was selected as a Cohort and invested financially initially to the project and developed a Leadership Team. The Upstate Workforce Board Executive Director is now Co-Chair of the Leadership Team. The Upstate Workforce Board is also financially invested in this project. There are three Cohorts this year (Spartanburg, SC, Little Rock, AR and Savannah, GA). Per MDC, the top five factors that keep people in poverty are: residential segregation, income inequality, local school quality, family structure and lack of social capital. In the City of Spartanburg, 45.7% of the children under 18 live in poverty. In the female household, no husband present, 61.2% of children under 18 live in poverty. This project is initially focusing on the City of Spartanburg, but the Upstate Workforce Board would like to establish a similar initiative in Union, Greer and Gaffney. More information on this may be found at https://spcf.org/community-leadership/network-for-southern-economic-mobility/

SAM: Spartanburg Academic Movement (SAM) is a commitment shared by educators, leaders and communities across Spartanburg County, SC that local children will grow into well-educated, independent adults. **SA**M is also a commitment to increase the importance placed on academic achievement for every child, from cradle to career, and it is also a commitment to assure that young people gain the education required for life and work in an economy that requires specialized knowledge to be productive. SAM is a sustaining commitment across the urban and rural county of 288,000 people to link the numerous resources already in place: schools, colleges, and non-profit educational support partners. This is a commitment to focus their unique missions on persistent and targeted gains in academic achievement at every stage of learning. This commitment will do the most to advance indicators of community well-being: civic and public health, social and natural environments, and economic development.

SC Work Ready Communities: The state selected a new vendor and no longer works with ACT; therefore, Work Ready Communities is no longer a formal initiative supported by the State Workforce Board. Because of this, the Upstate Workforce Board is not using this branding. As we were before the formalized state initiative, we are still very much committed to and involved in helping individuals become work ready.

Strengths of serving employers:

The UWB has a written employer services strategy and an integrated Business Services Team (BST). The BST is led by the UWB delegated Regional Director of Business Solutions (RDBS). The team includes multiple workforce partners. It also develops, implements, and coordinates economic development and employer solution initiatives based on business driven factors. BST members are cross trained to represent the workforce system holistically, and deliver services through an account executive approach which eliminates program focus and decreases duplication of services. The regional BST meets at least quarterly to discuss challenges within the business community and to brainstorm about creative approaches to provide quality solutions. The Upstate BST, comprised of core partners: Adult Education, Title I Adult and Dislocated worker services, SCDEW, and SCVR meet monthly to discuss partnership opportunities and recruitment strategies to support business partners. The BST collaborates frequently with Regional Education Centers, economic development, technical colleges, career and technical

centers, and higher education.

The BST consults employers for input on critical success factors through focus groups, sector partnerships, written and on-line surveys, participation in chamber led group discussions, local HR chapters, social media outlets, and targeted interviews. The quality of business services delivery is critical to building strong relationships with business leaders. The RDBS works diligently to monitor quality and focus on outcomes of projects with existing customers, not the quantity of businesses engaged.

Business services strategies are continuously updated and improved. A list of available business services is readily available in all SC Works centers and is distributed via BST presentations.

Recruiting and pre-screening for employers is a primary business service of SC Works Greater Upstate. The BST is responsible for fully and accurately informing all SC Works management and staff of job requirements about all job openings to ensure only quality referrals are delivered. The BST is required to develop recruitment and pre- screening strategies for recruitment events and coordinate such activities with the rest of the SC Works staff to ensure employers receive quality referrals in a timely manner.

The BST coordinates job fair events in each county annually and hosts recruitment events monthly. In addition to recruitment activity, the RDBS arranges opportunities for the team to tour local companies to increase knowledge of company-specific screening requirements.

The RDBS coordinates BST meetings at least once a month. Typical topics covered during meetings are as follows:

1) Upcoming events to attend or support;
2) Strategies for serving companies with hard-to-fill openings (group case management);
3) Potential grant opportunities;
4) Educational topics within workforce development;
5) Statewide metrics and goals; and
6) Local planning and goal setting.

Challenges of serving employers:

Communication is critical to the success of any team. Although BST meetings may not occur daily, email communication is provided to the full team in an effort to promote real time response to businesses. As WIOA implementation unfolds, our success is dependent upon the strength of our partnerships and communication delivered from each agency head at the state level. In order for the workforce system to respond to the needs of the business community effectively, our mission must be aligned with common goals and expectations. We must respond to business and industry and encourage them to inform us of the information and services they need, not to just accept the programs we push.

Strengths and weaknesses of serving job seekers:

WIOA focuses on serving individuals who meet low-income level guidelines or low educational guidelines. Based on the workforce data provided for our local area, Adult and Dislocated funded On-the-Job Training (OJT) is the preferred option for the demographic being served. OJT provides financial assistance for employers to conduct hands-on real-time training as employees perform the job tasks. OJT is a training option to be conducted in the highest skilled occupation appropriate for the eligible customer. It is not intended as subsidized employment for low-skilled occupations which require very little training time. Adult and Dislocated worker funded OJT contracts must be written with an outcome requirement of $12 per hour. In addition to Adult and Dislocated worker funded OJT agreements, SCVR and DSS offer OJT options that allow lower wages at completion. Based upon the population of individuals served through WIOA, the number of OJT contracts should increase, regardless of the funding entity.

The BST will work with employers to determine the most effective OJT route for the business and the participant and make referrals based on feedback from the employer. When selecting jobs for which OJT training will be offered, staff must consider opportunities that provide experience otherwise not available to the participant, lead to economic self-sufficiency, and provide upward mobility.

The UWB area has an extensive suite of services to offer job seekers. In addition to a Comprehensive Center in Spartanburg, there are affiliate centers in Union and Cherokee counties. In April 2019, we joined with Greenville County Workforce Development Board in opening a one-person WIOA office in Greer, SC. This position is for a Talent Development Specialist- Bilingual. Everything hinges on having dedicated staff and professionals truly engaged in providing customer service with humility, care, and a desire to help others live their best lives. The Comprehensive Center provides job seeker career and basic assistance in the Resource Room for related activities including Unemployment Insurance (UI) and assessment options. WIOA Talent Development Specialists stand ready to assist in further assessments and counseling on training opportunities. Our core partners, Vocational Rehabilitation (VR), Adult Education, Department of Employment and Workforce (DEW), Academic Challenges Helping Individuals Expand Values and Education (ACHIEVE), and more required partners such as Goodwill's Senior Community Service Employment Program (SCSEP), Job Corps, Spartanburg Community College (SCC), Department of Social Services (DSS) {with SNAP E&T and Striving to Achieve Rapid Success (STARS) programs}, have either full-time or part-time presence, making sure the job seekers are properly evaluated as to their most pressing barriers and are then referred to the partner that can best aide the individual or family in receiving workforce services. Within the center, the Regional Business Solutions Manager (RBSM) leads a Business Solutions Team (BST) dedicated to serving employers, and providing guidance and assistance to job seekers interested in specific employment opportunities, either directly with a company or possibly through an OJT or Work Experience elected assignment. Other strengths of the One-Stop are assisting customers with career exploration, career pathways development, career interest assessments through *O*NET Online*, interest inventory through *Career Pathways Explorer*, bi-lingual assistance, ADA accessibility, and networking opportunities via recruitment events/job fairs.

While services at affiliate centers and other access points are more restricted in services provided, dedicated staff members at these sites provide services of the highest quality. The Operator of the One-Stop system is a national company, experienced in workforce services, and it brings a wealth of best practices and experienced, professional expertise to the table. The UWB is a caring, concerned, active, and vigorous advocate for local job seekers and employers. While the staff are very experienced, the UWB annually secret shops and identifies areas to improve training.

Challenges of serving job seekers:

There are factors that can negatively impact our job seekers' progression through the workforce pathway. We provide Adult services to at least 70% Priority of Service (basic skills deficient, receiving public assistance, low income, veterans and their spouses) customers. The lack of transportation and limited and expensive childcare, especially for the 2nd and 3rd shifts, make it difficult for job seekers to accept lower paying job offers. This, in effect, can keep many on the government assistance track. Lack of all partners making full use of the One-Stop delivery system and remaining in the old 'silo' mentality regarding sharing of resources creates a system that does not provide comprehensive services to customers. The lack of cohesion within policies from DOL to State to Local Areas, can cause disruptions in programs being enacted and/or totally understood by the required partners. Though there have been efforts by the UWB and the RDBS, there is still duplication of business service representatives and similar support services being offered by DEW and other system partners which is confusing and not in the best interests of employers or customers. The local unemployment rate has been steadily dropping for years now. Near 3%, job seekers do have a better chance of success in finding a self-sufficient job than in years past, but the above barriers still persist and do have an impact.

Another challenge is that we have a lot of people not employed, not in school and idle. They are not in the participation rate. These individuals do not come to seek services in a SC Works center. They live in poverty and have no trust for the systems in place. If we want to succeed in serving this population, we must move into their communities with services, and build trust and relationships. We will not be able to serve them until we understand the culture within their community. We need to know what services are being offered to them already and what gaps exist. This is a long process. Systems have been put in place for many years that keep them in poverty. Many of these communities predominately consist of African American residents. Race matters when you look at poverty. It is something that must be discussed if we are to make strides in improving lives.

Strengths of Youth Programs:

The contractors serving WIOA customers have strong relationships with Core, System, and Community Partners. There are approximately 11 post-secondary education options located within the Local Area. The staff is dedicated, competent, and diverse. Economic Development for new and existing industry in the Local Area is strong.

Challenges for Youth Programs:

Limited public transportation – Most of the Local Area is rural and not served by public transportation. There is limited access to for-profit taxi services outside of the city of

Spartanburg. There is very limited taxi service in Cherokee and Union counties. WIOA customers often have no support system for encouragement to pursue post-secondary educational attainment, child care givers, transportation, financial assistance and housing. Future educational and training opportunities that lead to employment at self-sustaining wages is often hindered by current social situations such as: teen pregnancy, lack of affordable child care, substance abuse, incarceration, criminal backgrounds, lack of motivation to complete long-term training, undiagnosed or untreated disabilities, such as Attention Deficit Disorder (ADD), Attention-Deficit/Hyperactivity Disorder (ADHD), and learning disabilities, and homelessness.

The ACHIEVE program provides home-to-program site transportation in all three counties. Going out into the rural areas to pick up students and bring them to instruction sites makes this program successful.

The YouthStop™ provides assistance with transportation costs for participants, including gas cards and bus passes. In addition, staff travel to sites in all three counties on a weekly basis to ensure that participants receive services in their home county. Staff also do regular home visits to meet with participants and understand the home environment.

The school systems have provided many options for student success, such as afterschool programs, online programs and other options for completing the high school diploma as an in-school student. The individuals that are referred or come for WIOA services are those with multiple barriers that the school system has not been able to address; therefore, even though unemployment is down and the job market wide-open, they are still considered the hardest-to-serve youth. Additionally, there are challenges on the swing side that since jobs are available with higher wages, participants may begin the program without a job, but find one paying $18 per hour, and while the goal to acquire gainful employment has been attained, the participant who works 70 hours per week has no time or sees little need to work toward their educational goals.

Youth programs are required to expend 20% of all program funds on work-based learning (work experience in our area). Since the students are all low-income, many have to work part time already to help out the family. This requirement was not well thought out by DOL. The programs struggle to meet the 20% rate and we don't want to discriminate on those with jobs when it comes to enrollment.

Section II: **Strategic Vision and Goals**

1. **A description of the Local Board's strategic vision to support regional economic growth and self-sufficiency.**

The Upstate Workforce Board (UWB) established an overall Mission and Vision several years ago. That Mission and Vision is still active. (For details, refer to Section III, Question 2.) The UWB plans to hold discussion on its current Mission and Vision, given the changes with WIOA and the current economic conditions in the area.

UWB established a separate vision as it relates to the regional economic and workforce growth in the area as follows:

Regional Vision Statement: The Upstate Workforce Board is the champion for regional workforce development and economic growth. We fully support economic development regionally through our involvement with regional organizations.

We will continue to attend meetings related to regional transportation solutions. County boundaries are not a barrier, as proven by commuting patterns of the workforce for jobs yielding salaries that allow for self-sufficiency.

- **Goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment:**

Barriers to employment exist for residents who are low-income, disabled, veterans, ex- offenders, and/or have a drug abuse history, lack of basic and occupational skills, and lack of transportation.

The goals to address these barriers include the following:

1. Funding quality WIOA youth programs with staff experienced in serving youth with barriers;
2. Identifying current programs in place that are addressing employment barriers;
3. Identifying gaps in these programs and working on solutions to address the gaps;
4. Assessing local soft skills programs offered by schools, non-profits, and Community Based Organizations (CBOs);
5. Encouraging individuals to use 211 for services. 211 is a free and confidential service that helps citizens identify local resources. They are available by phone and computer 24 hours per day, 7 days per week;
6. Promoting career pathways as a route to self-sufficiency;
7. Conducting information sessions and enrollments within low-income neighborhoods and conducting targeted outreach in partnership with the local housing authority; and
8. Exploring requesting that the state apply for a waiver for us to DOL to try a model that doesn't require a physical comprehensive location. The idea is to meet people where they are by focusing on those most in need, knowing they will not come to the SC Works sites. We'd like to utilize funds to break down barriers of trust, transportation, etc. by placing staff out in the community (neighborhoods, etc.) and cannot do this when the funds are used for rent, etc. Most people have access to the internet and can search for jobs. With the economy we now have, a different model is needed.

- **A description of the Local Board's strategy to work with entities that carry out the core programs and required partners to align local resources available to the area to achieve the strategic vision and goals referenced above:**

1. Hold regular partnership meetings with all partner programs on a monthly basis;
2. Initiate case reviews with case managers from partner programs to address difficult cases to solve barriers;
3. Investigate and possibly implement Community 101 Orientations for new hires from partner and other service programs;
4. Include faith-based organizations for discussion and recruiting of individuals for programs. Also utilize case referrals to the *Safety Net Council* (see Section III, Question 3 under Homeless Individuals), to help remove employment barriers;
5. Educate employers regarding individuals with barriers;
6. Provide information about employer challenges and needs to partner program staff; and
7. Increase access points in rural areas so that individuals may obtain information on partner programs (for example, utilize community centers and libraries).

By improving services of current partners, while building new partnerships with faith-based organizations, UWB will be able to help more residents with barriers to employment. Communication with and education of employers who need to hire these residents will also provide a two-way street for offering more employment opportunities, leading to self- sufficiency for residents with employment barriers, while also preparing better educated and skilled workers needed to support regional economic growth.

Service alignment is primarily addressed though partnership meetings. Partnership meetings occur monthly in Spartanburg, Cherokee and Union. Average attendance is 10-15 partners per meeting. Goals for the meetings in each county are very similar. Conversations often revolve around job search assistance, training programs, social services available in each community, transportation barriers, and the referral process. The forums allow partners the opportunity to network and gain a further understanding of services to help reduce duplication and enhance quality referrals.

Section III: **Local Area Partnerships and Investment Strategies**

1. **A description of the planning process undertaken to produce the local plan. The description must include how the chief elected official and the local board were involved in the development of the plan.**

The Upstate Workforce Board (UWB) Chair and Executive Director outlined the process to complete the Upstate local plan. Committees were formed per the criteria below. Each committee, at a minimum, consisted of five (5) individuals and included the following: a local workforce board member, system partner, one member of a County Council (if they expressed an interest), one business representative, and one educational representative. It was recommended that the committee be larger than five (5), but no more than fifteen (15). It was also recommended that each committee include one individual from each county in our service area (Cherokee, Spartanburg and Union). Cherokee County selected Councilman Mike Fowlkes to participate. He was highly engaged in the process of completing the plan.

The local board member participation was solicited by the UWB Chair, Mr. Curtis Anderson through a memo sent in mid-July 2016. A similar memo was sent the same week to County Council members of Cherokee, Spartanburg and Union. In addition to council members, the memo was also addressed to Mr. Frank Hart, Union County Supervisor and Chair of Union County Council, Ms. Katherine O'Neill, Spartanburg County Administrator, Ms. Doris Pearson, Clerk of Cherokee County Council and Mr. Holland Belue, Interim Cherokee County Administrator. The memo solicited involvement from council members on the development of the UWB Local Plan by asking them to serve on a committee.

One UWB staff member on each committee was asked to serve as the chairperson. Staff members were responsible for securing additional committee members to meet the desired representation listed above.

The committees were formed as follows:

Workforce and Economic Analysis		
Committee Members	**County Represented**	**Area of Service**
*Dwayne Hatchett	3 county service area	Upstate Workforce Board Staff
Randy Stewart	Spartanburg	Griffin Gear (Business)
Craig Jacobs	Spartanburg	Board Member
Jenni Thomas	Spartanburg	Board Member, SCVRD (System Partner)
Mary Ferguson Glenn	Union	Elected Official
Kathy Bell	3 county service area	Workforce Board Contractor
Ken Moon	Cherokee	Economic Development

** Committee Chairperson*

Strategic Vision and Goals		
Committee Members	**County**	**Area of Service**
*Ann Angermeier	3 county service area	Upstate Workforce Board Staff
Helen Merriweather	3 county service area	Youth Staff
Doug Stephenson	3 county service area	SC Works Comprehensive Center
Jeff Gossett	Spartanburg	Tailwind Consulting (Business)
Bill Brasington	Spartanburg	Adult Learning Center (Board Member and Education)
Carolyn Rutherford	Union	Union Housing (System Partner)
Jerri Davison	Spartanburg	Able SC (System Partner)

** Committee Chairperson*

Local Area Partnership and Investment Strategies		
Committee Members	**County**	**Area of Service**
*Dana Wood	3 county service area	Upstate Workforce Board Staff
Michelle Hawkins	3 county service area	Youth Staff
Lajuana Denesha	3 county service area	SC Works Comprehensive Center
Kathy Dickson	3 county service area	SCDEW (System Partner)
Antonio Johnson	3 county service area	SCDEW (System Partner)
Jim Cook	Cherokee	Cherokee Economic Development Board (Board Member and Business)
Kathy Jo Lancaster	Union	Spartanburg Community College (Board Member and Education)
Mike Fowlkes	Cherokee	County Council

** Committee Chairperson*

Program Design and Evaluation		
Committee Members	**County**	**Area of Service**
*Brent Bishop	3 county service area	Upstate Workforce Board Staff
Katherine Pendergrass	3 county service area	SC Works Union
Nancy Wilson	Spartanburg	SC Works Comprehensive Center
Gale Jackson	Spartanburg	Youth Staff
Betty Guzzo	Spartanburg	LGB Associates, Inc. (Board Member and Business)
Jennifer Adams	Spartanburg	SC School for the Deaf/Blind (Disabilities Committee)
Toney Farr	Union	Education
Sharon Emory	Cherokee	Goodwill (System Partner)

** Committee Chairperson*

Compliance		
Committee Members	**County**	**Area of Service**
*Kara Tanenbaum	3 county service area	Upstate Workforce Board Staff
Pam Morris	Spartanburg	SC Works Comprehensive Center

Helen Merriweather	3 county service area	Youth Staff
Kathy Bell	3 county service area	Youth Staff
Tammy Cooley	Spartanburg	Adult Education (Board Member and Education)
Shawn Waggoner	Spartanburg	Michelin (Business)
Ryan Skinner	3 county service area	SC Vocational Rehabilitation (System Partner)
Patrick Wentz	Union	SC Vocational Rehabilitation (System Partner)

**Committee Chairperson*

The Regional Plan was in the process of being finalized during the same time frame. The plan was written by the four (4) Workforce Board Directors in our region. The UWB's portion was sent to the local committees listed above. The regional plan will be sent to county councils and put out for public comment. Any comments received will be reviewed and submitted with the Local Plan. The Local Plan will be amended if necessary. Ms. Ann Angermeier, UWB Executive Director and/or Ms. Dana Wood, Associate Director attended each committee meeting and provided support and feedback during the content development process. The information in the Regional Plan was also included for approval with submittal to County Councils and the Upstate Board.

The following timeline was followed:

Week of 7/18 – Memo to the UWB regarding participation in the development of the Plans.

Week of 7/18 - Memo to county councils (and county administrators) of Cherokee, Spartanburg and Union soliciting involvement from Council members on a Local Plan committee.

7/18-8/25- Local committee meetings.

8/26- Final responses due from each committee.

9/7- Consultant is to have final version complete.

9/13- Union County Council Meeting.

9/19 – Regional and Local Plan must be approved by the Workforce Board at September 19 meeting.

9/19- Cherokee County Council Meeting

9/19- Spartanburg County Council Meeting

9/20 - Regional and Local Plans released for public comment.

(Placed the regional and local plans on the UWB website and sent to local libraries, local chambers of commerce, labor organization(s), several small, medium and large businesses in the 3 county area, and nine (9) school district superintendents and all college presidents in the three county service area).

10/28 - Add any comments to the documents and send by Fed Ex to the State Workforce Board no later than October 28th.

11/1- SCDEW deadline to receive regional and local plans.

This plan modification was updated by board staff and approved by the Executive Committee and full Upstate Workforce Board. After approval, the proper signatures were obtained. A public comment period was also held.

2. **A description of the workforce development system in the local area, including:**

   - **Identification of the programs that are included in the system;**

The Upstate Workforce Development System, which serves Cherokee, Spartanburg and Union counties, is comprised of the Upstate Workforce Board (UWB), the SC Works Center, The University of South Carolina Upstate ACHIEVE program, and The YouthStop™ Educational Services Center.

The mission, vision, and core values of the Upstate Workforce Board focus and guide all programming and services.

MISSION: To build and maintain a workforce system that meets the needs of employers

VISION: To create and oversee a continuously improving workforce development system that:

- Encompasses all necessary resources for the citizens of our region 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
- Promote youth development in education, training and employment

CORE VALUES:

- Uncompromising integrity in all situations
- Honestly and justly holding each other accountable in ethical challenges
- Embracing different perspectives, experiences, cultures, backgrounds, talents, and contributions of others
- Striving for excellence in workforce and community development

SC Works Upstate is the publicly funded workforce system that encompasses the three upstate counties of Spartanburg, Cherokee, and Union. The 'master link' between the public workforce system and the local communities is the Upstate Workforce Board (UWB). The fiscal agent for the UWB is Spartanburg County.

The UWB, through a *Request for Proposal (RFP)* process, contracts with three separate entities to develop, administer, and provide services directly to participants, establish and maintain relationships with core and required partners in the delivery system, and work directly with employers to meet their needs in sustaining business growth and prosperity.

The SC Works Upstate One-Stop Operator is presently Arbor E&T, LLC d/b/a ResCare Workforce Services (RWS). It primarily administers and manages the comprehensive center in Spartanburg and affiliate centers in Cherokee and Union counties. In cooperation with community partners, including designated core partners in the WIOA system, the mission of SC Works Upstate is to provide a level of service to facilitate the attainment of meaningful employment consistent with customer interests and abilities. This is accomplished by providing employers and job seekers with a wide range of employment services. For the employer, these include: job listings, screening of potential applicants, on-the-job training, local labor market data and WIN assessments. For the job seeker, services include: telephones and computers with which to apply for jobs, unemployment insurance, resume assistance, job readiness workshops, career planning services, and training opportunities.

The University of South Carolina Upstate ACHIEVE program is an educational and employment program that serves high school dropouts (ages 16 - 24) from Cherokee, Spartanburg and Union counties. The program is also open to high school graduates who are unemployed, underemployed, and/or need basic skills improvement. ACHIEVE works with out-of-school youth by helping them work towards completing their education, finding employment and enhancing their self-esteem in order that they might become productive citizens. Services provided include: GED Program, counseling, work readiness and life skills training, job search assistance, paid work experience, and transportation.

The YouthStop™ Educational Services Center's programming is designed to assist students in Cherokee, Spartanburg, and Union counties in obtaining a high school diploma and in making a successful transition to postsecondary education or to the workplace. The program, administered by Spartanburg School District Six, is also open to high school graduates who are low income and need basic skills improvement and career planning services. Provided services include: academic credit recovery, new course attainment and dual credit; paid work experience; employability and life skills training; counseling conducted by an on-staff social worker; supportive services such as work clothing and/or transportation; expanded field trip options; assistance in postsecondary, military and/or workforce placement, and college planning.

SC Works Upstate accomplishes the provision of all services through partnerships with mandated core programs as defined and required by WIOA. The UWB monitors the program for fiscal and

programmatic compliance and provides technical assistance when necessary. It is the goal of the UWB to have a seamless system. There are many partner programs in the workforce system, so a strong and sustained relationship is necessary and given the utmost in effort to succeed. As deemed necessary in the South Carolina WIOA Unified State Plan, the Upstate does and will continue to be the leader in local workforce development, but will utilize guidance and assistance from local and state required partners to accomplish this. The Upstate is only as strong as the partnership!

Specific full-time programs which are managed by direct services within a number of different centers in the Upstate are as follows:

- WIOA Adult and Dislocated Worker (ResCare)
- Youth (USC Upstate ACHIEVE and YouthStop)
- Wagner-Peyser - Labor Exchange Services (LES), Migrant Seasonal Farm worker (MSFW), Trade Adjustment Assistance (TAA), Reemployment Services (RES), Unemployment Compensation (UC), Veterans Employment--Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representative (LVER). SCDEW also provides, operates, and maintains the SC Works Online Services (SCWOS) electronic data system presently accessed and used by many workforce partners.
- Senior Community Service Employment Program (SCSEP) (Goodwill)

Mandated programs managed and/or provided by partners under a Memorandum of Understanding (MOU), with scheduled partial on-site time in the center(s) and/or referrals are:

- SC Department of Vocational Rehabilitation (VR)
- SC Department of Social Services (DSS)
- Spartanburg County Adult Education (AE)
- SC Commission for the Blind (SCCB)
- Job Corps
- Supplemental Nutrition and Assistance Program (SNAP)

Mandated programs managed by referrals directly or electronically, not on-site, also under a MOU are:

- Indian and Native American Program (Indian Development Council)
- Perkins Career and Technical Education Program (Spartanburg Community College)
- Community Service Block Grant (Piedmont Community Actions)

- **How the Local Board will support the strategies outlined in the State Plan to support alignment among the entities carrying out core programs and other workforce development programs.**

  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, UWB is 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 to 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. 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 is working with partners to identify those agencies that offer support to businesses and may be appropriate additions to our business services team. UWB is 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 includes widening employer assignments across the agencies and offering increased support for applicant screening and referral.

The main goal is to provide each customer with as many helpful services as possible within the one-stop setting and up-to-date and appropriate referrals to other partners and services not housed in the centers.

Memorandums of Understanding (MOUs) and Infrastructure Funding Agreements (IFAs) are utilized with partners to detail relationships and to agree upon cost sharing so that services can be delivered fairly and as cost efficiently as possible. With these documents in place, all partners involved can place more focus on serving customers and less on administrative issues.

The State Plan established the following strategic goals and corresponding actions for South Carolina.

Strategic Goal #1. Strengthen the Workforce Pipeline

- Facilitation of middle skill and middle wage attainment,
- Creation of education and career pathways,
- Development of one, consistently delivered soft skills competency-based curricula, and
- Enhancement of school-to-work transition and youth-focused programs.

Strategic Goal #2. Align the State's Current Public Workforce Development Resources to Ensure a Customer-Centered Delivery System

- Coordinate agency business engagement activity,
- Build and use data-driven decision making and evaluation methods, and
- Expand specific partnerships and collaboration.

In order to support these strategies and actions, the UWB has taken up the challenge to align Upstate initiatives to the state's vision for a strengthened and expanded workforce pipeline and a streamlined, customer-focused service delivery system. Middle skills jobs, which require education beyond high school, but not a four-year degree, make up a large part of the Upstate' s

labor market. Growth in these jobs often requires continuing education/training and places a high premium on stackable credentials for career advancement. In order to manage these requirements, participants need a well-defined career pathway. For the successful candidate who possesses the right blend of technical and soft skills, these jobs lead to middle wage attainment and provide a path to self-sufficiency and increased job security. One of the continuing challenges throughout the Upstate has been a shortage of technically skilled individuals who demonstrate the right combination of hard and soft skills for these jobs. The Local Board has identified this shortage as a key issue for Cherokee, Spartanburg, and Union counties. A lot of our work has been focused on researching ways to address this issue through improved programming, collaboration, and business engagement. We previously established goals in these areas and have seen substantive progress over the last three years (LWIB Plan 2013-2017):

- **Goal:** Researching existing and new workforce development programs, like sector strategies, and funding models to satisfy unmet needs

- **Progress:** Many of our local job seekers hold degrees and/or credentials in areas where there is little demand for new employees. Part of our focus has been to increase participant's marketability by focusing degree and credential attainment on targeted in-demand advanced manufacturing, healthcare, logistics, distribution, IT and construction trades. Many occupations in these fields demand middle skill attainment and provide middle wage salary ranges.

Many of our local job seekers hold Bachelor's or Master's Degrees. They are struggling to find full-time employment providing benefits. They are also concerned about the future affordability of the AHA insurance. Many are under the age of 30. We also have many over 50 years of age. After meeting with the individuals and if it appears that they have made strong efforts to find employment in their area of interest, we discuss relocation with them. If they are not willing to relocate, we continue working with them.

There has not been adequate guidance by many parents for those under the age of 30 about the job availability in our local labor market during the time they were considering their college majors. Perhaps the parents are not armed with that information. Many of them still live with a parent(s). There has not been a place for them to go for help. SC Works does not provide much for them. The individuals have laptops and do not need to go to SC Works to use a computer and the workshops are not specific to their needs. The 30 Under 30 Futures Group will continue to try to help these individuals and network them to the business community. This project will also continue to provide education in the areas deemed appropriate so they are armed with the knowledge they need for a job search, networking and interviewing. The UWB recognizes that this is a problem in the SC Works centers and a separate area might be needed within the centers for degreed individuals. We plan on researching this in the U.S. to find a center that is serving this population well. We do need more companies like the Denny's headquarters or J.M. Smith Corporation that provide a large number of white collar, well paying positions with benefits. To have a lot of these individuals relocate is a brain-drain for our state and our area. We also need to do a better job at educating parents and the community about the local job market. It is great to have so many colleges in our area and it is wonderful that people want to live here, but they do need to get their career started before the age of 30.

In addition, in response to the S.C. Talent Pipeline Project, the Local Board has placed emphasis

on the development of education and career pathways in the identified in-demand sectors by promoting stackable credentials and work as a central context for learning.

Our youth programs have developed an expanded focus that includes more emphasis on training and credential attainment beyond the GED or high school diploma, particularly for in-demand industries. For example, a youth participant interested in healthcare is encouraged to consider credentials such as certified phlebotomy, EKG technician and patient care technician as entry-level training, with an associate's degree as a mid-level credential. The ultimate goal may be a bachelor's degree in nursing, but throughout the process emphasis is placed on the individual steps to increase employability and maintain upward movement into the middle skill attainment and middle wage range. As directed in the WIOA legislation, our youth programs have moved to serve primarily out-of-school youth and have increased the emphasis on work-based learning opportunities. Funds and staffing resources have been redirected to ensure that work-based learning is at the forefront. This has allowed for an increased focus on aligning work experience and job shadowing opportunities with education and career pathways. In this way education, postsecondary credentials and work-based learning opportunities work together to ensure that participants have a clear, well-designed pathway to jobs that are in-demand in the local area. This allows for optimum flexibility and the prudent management of funds.

- **Goal:** Substantially increase WIN assessments in the Upstate and strongly encourage job seekers and students to use the soft skills training available through WIN.

- **Progress:** WIN is offered for free in each of our centers through a partnership between the state of South Carolina and WIN.

  Several years back, the state selected a soft skills curriculum, but our local area has not received the curriculum and/or training. We understand that a 12-module program is being piloted in the WorkLink workforce area and by 2 Adult Education programs: one in the Trident area and one in the Midlands. It is anticipated that we will have access to the program in late fall of 2016, and our goal is to adopt that curriculum if and when the state approves. Jobs Ready U is available to all workforce areas now. We have not used it heavily in our area. The plan modification made us realize this is an opportunity for staff training to ensure we are connecting our clients with this much needed resource.

- **Goal:** Co-locate our comprehensive SC Works One Stop center with the local technical college (Spartanburg Community College Downtown Campus) and increase training interest.

- **Goal:** Co-locate our USC Upstate ACHIEVE GED program with our comprehensive SC Works One Stop at Spartanburg Community College in hopes that more students will transition to college.

- **Progress:** In late 2013, the SC Works Spartanburg Comprehensive Center moved into the present location of the Evans Building, Spartanburg Community College (SCC) Downtown Campus. During 2014, the USC Upstate ACHIEVE Youth Program also co-located into the

Evans Building. With SCC being our 'Perkins Career and Technical Education program' core partner, this location change for the center/ACHIEVE has truly blossomed into a relationship that produces results for all programs' customer bases. Particular benefits experienced have been an increase in exposure to the college environment for individuals that have not previously even given a college education- be it a degree program or a Continuing Education course- any consideration as part of a career path that will take them from being unemployed or underemployed to earning that sustainable wage which will allow them to properly- and with satisfaction- support themselves and/or their families. This closeness also ensures greater communication between SCC and SC Works center personnel, and reduces the amount of time needed to resolve participant account issues or develop solutions to better serve those in training. Utilizing the resources of the One-Stop, such as workshops on resume writing, job preparation, or interview skills (to name a few); participating in WIN tests; the many partners onsite (SCDEW, SCVRD, SC Works WIOA, Youth, DSS/SNAP, Job Corps, etc.) also provides immediate access for those students engaged in SCC educational activities to explore job opportunities or seeking to 'pad the resume' with workshops and/or online courses provided in the One-Stop.

Transportation continues to be a challenge for many participants, and this location provides clients with the ability to utilize the downtown bus system or other transit methods more conveniently. It is this kind of alignment that produces more seamless service delivery and improved collaboration and shared support.

- **Goal:** To place a renewed emphasis on finding solutions for the many older workers who continue to struggle to find employment.

- **Progress:** In April 2015, a part-time, temporary Workforce Talent and Project Coordinator was hired by the UWB to create and run a pilot program called Seasoned Professionals Network (SPN). SPN was structured to provide a free job re-entry training program for white-collar workers, age 45 and older, who were facing considerable barriers to finding full-time employment in the Upstate. The coordinator organized a month-long series of fourteen events, including workshops and networking opportunities, concluding with a job fair panel at which the program participants presented their credentials to human resources staff from Upstate companies. The coordinator worked on a very small budget and found organizations and individuals who donated their time and resources to present the workshops. A second group of participants completed a sequential training program and then the SPN pilot project was prematurely terminated because the UWB had been given a 22% budget reduction for the new fiscal year. As a result, eight employees (two from UWB and six from SC Works Upstate) were laid off, and the SPN program was eliminated as well.

- There is still a critical need for job re-entry training services for older white-collar workers in the Upstate, but currently the budget of UWB does not provide money for this need. In the past, this group of workers, possessing a high level of education and skills, did not need the assistance of SC Works to find employment. However, since the Great Recession, many of these well-educated workers have been shut out of the workforce, their talents

are being wasted, and they are facing dire financial hardship due to long-term unemployment.

- Under Section I, Economic and Workforce Analysis, in the South Carolina WIOA Unified Plan Executive Summary, the following observation is made: "Other findings generally show an oversupply of labor force compared to job demand on the upper half of the education spectrum." This is a passive way of saying that there are not enough white-collar jobs for South Carolina residents with college degrees, which includes many of the long-term unemployed older workers.

- The Strengths Weaknesses Opportunities and Threats (SWOT) Analysis of Upstate Region, produced by Consultant Maher and Maher, notes the following weakness: "Credentials offered vs. Needs of the employer/available jobs." Again, this is a roundabout way of saying that there is a shortage of white-collar jobs available to Upstate residents with high levels of education.

- It is important to note that new college graduates are experiencing significant difficulties in finding full-time, professional jobs with benefits in the Upstate, also due to the small number of job openings in their career fields. Relocation for these individuals is being encouraged, but it will result in a brain-drain for the area.

- The Executive Director of the UWB and her husband have volunteered their after- work time to create and run a program called *30 under 30 Futures Group* to help local college graduates under the age of 30 find full-time professional jobs. See the link below to an article in *The Spartanburg Herald-Journal*.

  www.goupstate.com/business/20160827/alice-lang-couple-starts-30-under-30-to-help-millennials

- Until this critical economic reality is recognized and understood at the state level, and funding for white-collar job re-entry training programs and apprenticeships is provided, UWB will not be able to meet the needs of the well-educated long-term unemployed older and younger workers in the Upstate.

  - **Goal:** Continue to focus regionally to build partnerships to solve our labor market problems.

  - **Progress:** Several years ago, the Greenville and Upstate Workforce Local Boards developed a partnership to provide services to Greer, South Carolina, a town that is located in both Spartanburg and Greenville counties. We have most recently collaborated to secure an individual office in Greer Relief for a bi-lingual case manager. The Greater Greer Area is large and has continued to see population and industry growth. The development of the Inland Port is considered a strong economic development attraction that will surely stimulate future growth. The success of this

partnership and the increased emphasis on regional partners, led the Local Board to investigate areas in which the Upstate might broaden the partnership with Greenville.

As a result, the areas developed plans to cost share multiple positions including the SCWOS Coordinator, Upstate Regional Director of Business Solutions, Project Director, Lead Talent Development Specialist, etc. The SCWOS Coordinator manages data systems, trains staff and contractors on SCWOS, and issues change notices as needed. The Upstate Regional Director of Business Solutions manages all aspects of marketing workforce development programs to employers. An SC Works Upstate Business Services Team (BST) has been established and is engaged in planning and reviewing local initiatives/policies to ensure the smooth delivery of services to clients, to reduce duplication of efforts among partners and to streamline and conserve the use of limited resources throughout the Upstate region. The BST is comprised of the UWB Workforce Solutions Manager, Wagner-Peyser Recruitment Specialists, and Business Services Representatives from SC Works Upstate partners such as State SC Works BST, Vocational Rehabilitation, Department of Social Services, SC STARS program, and Goodwill Job Connection. Members represent the tri-county area of the UWB and the state at large. As part of a continuing effort to broaden input, new representatives are added regularly.

A complete list of the committee membership is attached. Click here to view. (See Attachment Y, Regional Business Team Members) The team has developed and published a plan for PY16. Click here to view. (See Attachment W, Business Services Plan Upstate PY 2016)

The local board uses Labor Market Information (LMI) to adjust policies for training and to ensure the efficient use of funds. However, because LMI may lag behind real- time trends, we also rely heavily on local employer input and data. This allows for a quicker and more agile response to Upstate employer needs. The Economic Developers in all three areas are involved in decision making regarding the allocation of funds for training.

3. A description of how the Local Board works with the entities carrying out core programs to:

- **Expand access to employment, training, education, and supportive services for eligible individuals, including individuals with barriers to employment;**

The Local Board will work with core WIOA partners to facilitate and encourage a strengthening of referrals, partnerships, and outreach. While each agency already provides some level of collaboration and outreach, it will become imperative over the next four years, to utilize partners in new ways and to reach out to organizations we have not used before.

The Upstate continues to work toward improvement in reaching targeted populations, despite the limits imposed by reductions in staffing and resource levels. Service delivery is being adapted and implemented to be in line with WIOA standards, Wagner-Peyser, and local WB expectations.

Public assistance continues to represent stiff competition to workforce development. Often, individuals are not willing to lose benefits to take a job that matches their skill level. They also may not be able to see the benefit of attending training/education to upgrade their basic skills and/or occupational skills. The programs funded by UWB continue to refine messaging in our outreach efforts. Recently, South Carolina finally passed a work requirement for a small population of those receiving food stamps. This may help our outreach efforts.

The UWB has already met, as a group, with all core and required WIOA partners. This was a first step for frontline staff to begin to understand fully how each program serves our priority population and removes barriers for those they assist. Everyone was provided with a one-page program summary, and they heard a presentation from a representative of each agency. This form of cooperation and communication will enhance the direct knowledge of staff, allowing them to make better and stronger referrals. Word-of-mouth advertising has always been the best referral across the region and across programs. The more people know and understand our programs, the better the access will be.

The UWB is expanding access for those with barriers by working closer with our partners. SCSEP Goodwill, ACHIEVE, and Adult and Dislocated Worker programs are already co-located at the SC Works Upstate Comprehensive Center, located on the Spartanburg Community College Downtown Campus. In 2016, South Carolina Vocational Rehabilitation Department (SCVRD), Department of Social Services (DSS), Job Corps, SC Department of Employment & Workforce (SCDEW), and Upstate Fatherhood Coalition conducted one-on-one consultations or workshops at SC Works. In September, Adult Education and YouthStop will join the ranks of those providing services at the Comprehensive Center.

SCDEW staff co-located on site at the comprehensive center in Spartanburg during late 2016. The co-location has removed job seeker confusion and enhanced access to services. A SCDEW representative is located in the Union site on a part-time basis; however, the traffic in the center warrants a full-time SCDEW representative. *In this Section III, see the Entrepreneurial section of Question Six for more information regarding* our relationship with the Small Business Development Center.

Our partnerships are not limited to those required by WIOA. 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. 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. The Local Board is leveraging specific partnerships for the

following specific priority populations:

Veterans: We have a close partnership with local and state veterans' agencies. These organizations identify and assist vets in a priority setting at SC Works. Soon, an SCDEW Local Veterans Employment Representative (LVER) and a Disabled Veterans Outreach Program Specialist (DVOP) will be part of co-location. There are other programs locally serving this population and we tap into those as well for our customers.

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

Migrant Seasonal Farm Workers: The Employment and Training Administration (ETA) provides a variety of services to farm workers and agricultural employers. This national program is designed to assist Migrant Seasonal Farm Workers (MSFWs) and their dependents attain greater economic stability. Farm workers receive training and employment services through the One- Stop system. Current outreach and service delivery is provided by the SCDEW Migrant Seasonal Farm Workforce Specialist. The Migrant Seasonal Farm Workforce Specialist is bi-lingual (English/Spanish). For many of the farm workers in the state and region, Spanish is their first and sometimes only language. The Workforce Specialist, along with a bi-lingual (English/Spanish) Talent Development Specialist, provides program accessibility to individuals who may not otherwise have it.

Homeless Individuals: The City of Spartanburg and area faith-based organizations have focused on the homeless over the past year in a more intentional manner. At the Northwest Community Center, a section has been designated for the homeless and several services are offered. This center opened in May 2019. SC Works will partner with the center and periodically send staff to help individuals along with conducting workshops. We also receive referrals from other entities like the Safety Net Council. The Safety Net Council is a group of service, government, and health organizations facilitated by United Way to provide emergency services for individuals. The cases that come before the council, in person and via email, are the cases that have already gone to individual agencies and the need is still unmet. It may be aiding a family to replace belongings destroyed in a fire or trying to help someone find shelter. This is a very difficult population to serve due to all of the barriers. UWB relies heavily on partners to work on these barriers.

Ex-*Offenders*: UWB has formed a partnership with local and state Probation, Parole and Pardon Services to identify these potential clients and offer services to meet their needs. UWB has conducted a Resource Rally, with eight other community partners, for recently released inmates, so they learn about services upon their release. The Business Solutions staff has also worked to identify employers who are willing to give ex-offenders a second chance. UWB continues to educate businesses and job seekers on the benefits of the

Federal Bonding program. UWB has hosted expungement workshops and they are usually well attended. The grant from the State Workforce Board has been such a benefit in helping offenders. They are employed when they leave the jail. The case management services that we have because of this grant are making the difference in keeping individuals from returning to jail.

See section I, page 7 for information on Operation Educate.

However, WIOA like WIA, has high performance requirements which make it increasingly difficult to meet the performance numbers in serving individuals with barriers like those with a criminal record.

Due to the success of this project, it now involves many other partners including Mental Health, Access Health, and the Forrester Center. In 2016, Operation Educate won the Barrett Lawrimore Award at the SC Association of Counties Conference!

Individuals with Multiple Challenges to Employment: Often these clients are identified by referral and/or individual staff contact. UWB works with them to assess needs and develop an Individual Employment Plan (IEP) as appropriate. UWB will also continue to work with partner agencies and groups throughout Cherokee, Union, and Spartanburg counties. This connection will allow us to stay abreast of individual prospective client needs and increase our ability to support client needs by addressing 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. Websites and social media tools are also being refined to better support outreach efforts.

We received a grant from the Spartanburg County Foundation in October of 2018 for $7,500 that was used to utilize GEO Fencing in high poverty areas for recruitment. Geo Fencing is a social media blitz sent directly to cell phones and tablets in a certain geographical area. It allows us to tailor our messaging to neighborhoods.

Currently, the faith-based community is rallying behind childhood poverty. Churches in low income areas have gained the trust of the people in those communities. By working with the churches, we can better understand the communities and partner to help those most in need. In the past, jobseekers came to us. Now, with the low unemployment rate, we need to go to the individuals who are not in the participation rate. We know the individuals will not come to SC Works. They do not trust systems.

SC Works has WebX now for interactive communication online. Facebook and Instagram are also used.

Several individuals partnering in the Local Plan development are on the Financial Stability Task Force which covers all three counties. This task force is a collaboration of 53+ community, workforce, support services, and financial experts, gathered together to move 2,000 families on the path to self-sufficiency in 2,000 days. We have a WB staff person and

a SC Works staffer in this group. Transportation is one of the barriers that the task force is addressing.

It should be noted that the State Workforce Development Board has developed a Priority Population Committee to address special populations. The purpose of this committee is to strengthen South Carolina's workforce system through the development of strategies and policies that ensure priority populations are served.

The functions of this state committee are as follows:

- Promote outreach efforts to all WIOA priority populations with a focus on youth, ex-offenders, veterans, low-income, and individuals with disabilities;
- Work with the Local Youth Coordinator to establish a written strategic plan and subsequent policies to support WIOA Youth program services;
- Serve as, or provide a working group structure for, the Jobs for America's Graduates (JAG) Advisory Board;
- Develop benchmarks and baseline standards to measure and evaluate the effectiveness of programs and services for individuals with barriers to employment;
- Initiate statewide operational practices to improve service delivery to priority populations;
- Improve communication with appropriate agencies and community based organizations that already serve priority groups; and
- Other responsibilities as assigned by the SWDB.

All One-Stop program staff and partners are working to serve the above noted priority populations. It is increasingly difficult to compete with public assistance in our recruitment efforts.

For additional information, refer to Section IV, Question 1, Bullet 4 and also Section IV, Question 4.

- **Facilitate the development of career pathways and co-enrollment in core programs, as appropriate**

Career pathways help workers acquire marketable skills and industry recognized credentials by encouraging greater collaboration across adult education, post-secondary education, workforce specialists, and community partners. The strategies are similar for adults as those laid out for youth in this Section III, Question Two. WIOA participants are guided through the process below:

1. Front desk sign-in
2. Resource room assistance to include WIOA Orientation sign-up by DEW and SCSEP, through Goodwill, staff
3. Orientation
4. Enrollment
5. Career counseling with a Talent Development Specialist

This is individualized case management-including an Individual Employment Plan (IEP) and service referrals for barrier removal

6. Career Pathway Explorer (Woofound)
   Woofound is a visual assessment that gives customers an individualized personality profile including career recommendations, showing a blend of strengths, and the types of people with whom customers work best. SC Works will add the link to social media pages and share with the extended partner groups.
7. WIN testing
8. ResCare Academy
   ResCare Academy is a web-based learning tool, developed in partnership with CareerBuilder, which offers nearly 4,000 vocational skills, job readiness, motivational and remedial courses in various industry sectors. Participants are able to print out certificates of completion to use as credentials.
9. Workshops (Work ready preparation, resumes, interviews, and soft skills)
10. Explore and choose interests to study
11. Labor Market Research
12. Training/volunteering
13. On-the-Job Training, Pre Registered & Registered Apprenticeships, and Work Experiences
14. Job matching and placement
15. Follow up

Many of these steps happen simultaneously and are customer driven. If jobseekers are motivated, they can complete steps 1-12 in a couple of weeks.

The Upstate Workforce Board will be utilizing the Department of Labor revised Career Pathways Toolkit: A Guide for System Development to help implement and enhance the continued use of career pathways. The toolkit contains a framework, resources, and best practices to aid us in working with jobseekers who want to acquire or improve their marketable skills. The guide focuses on 6 key elements that aid in cross system alignment:

1. Build cross agency partnerships and clarify roles
   a. Throughout this document, there are examples of exciting cross-agency partnerships. Currently, UWB is in the process of completing Memorandums of Understanding (MOUs) with Infrastructure Funding Agreements (IFAs) with all core and required partners.

      As of April 2019, PY19 documents are pending signatures by all required partners.

   b. ResCare holds quarterly training sessions for all partners. Our centers are given permission to close for this in-service training opportunity. These sessions are normally half-day sessions. The sessions include cross-agency training and networking opportunities to increase staff's awareness of services to ensure that quality referrals are made.

2. Identify industry sectors and engage employers

a. Question Two of this section addresses the sectors that UWB is targeting, based on labor exchange information.
b. The Board will engage employers to provide more specific guidelines on certain skill competencies and associated training needs. UWB will ask employers to become co-investors in the workforce by giving more tours, speaking to jobseekers about what they are looking for, conducting mock interviews, and providing mentor/mentee opportunities.

3. Design education and training programs

a. UWB is working with employers to design specific curriculum to target specific employer needs. SCC is willing and open to creating programs through the Continuing Education Department as needed. Customer program examples include programs developed for Operation Educate (highway construction and manufacturing). They are targeted to meet employer entry level needs. They also include soft skills to help address employers ongoing requests for these skills to be refined.

4. Funding

a. Along with the MOUs, there are Infrastructure Funding Agreements (IFAs) that are currently pending signatures. This process has become easier over the years and freed up operational dollars that WIOA can now utilize in training and supportive services.

5. Align policy and programs

a. The UWB has been steadily issuing new policies since WIOA was implemented. We were recently commended for having a transitional jobs policy by SCDEW monitors.

6. Measure system change and performance.

a. Much of the measuring for performance will take time as all the data will be new. UWB will be able to measure if there is more traffic in the centers, more activity on social media, and/or how many community events were attended. One of the biggest challenges is, with more participants being required to be in a deeper level of poverty, being able to bridge directly the gap in some of the pathways and still attain the $12 an hour performance measure. While getting a Certified Nursing Assistant (CNA) certificate is an accomplishment that should be celebrated, and is a stepping stone to becoming a Registered Nurse (RN), a CNA in the UWB region typically only makes $9 an hour. With the wage factor removed, communities may truly grow because the fear of failing a performance measure is removed and the true intent of WIOA can be embraced. There would not be a penalty if a customer took a temporary job at $10 an hour while they were going to school. Most customers in the targeted population cannot afford to be in school and out of work. They have bills that our programs don't subsidize.

Co-enrollment has been a work in-progress. Partners have been meeting to discuss co-enrollment processes and how to facilitate the best services we can provide in a seamless manner to jobseekers. A referral form was developed by partners and standard operating procedures have been developed to ensure that the tool is used in the most effective manner. Further processes will be mapped up for co-enrollment along the Career Pathways as they become available to Adult jobseekers. Under the WIA regulations, there were challenges and penalties to co-enrollment. If an ACHIEVE student came to SC Works or Vocational Rehabilitation, ACHIEVE would not be able to count the GED attainment for that program year. While that has changed under WIOA, UWB still needs a system that works across programs to handle follow up related to co-enrollment, without an entity being penalized. UWB partners enjoy the collaboration and rapport they have built and are building to improve local communities.

During PY18, there was an increase in co-enrollment. This will continue to be an area of focus as we need to leverage resources to combat funding cuts.

The UWB continually works with employers, Talent Development Specialists, system partners, and customers to produce quality programming and strong partnerships.

- **Improve access to activities leading to a recognized post-secondary credential, including an industry-recognized certificate or certification that is portable and stackable**

Improving access to activities that lead to a recognized post-secondary credential, including an industry-recognized certificate or certification that is portable and stackable goes hand in hand with improving access to all services. Individuals are obtaining jobs even without a high school diploma or GED because the labor demand is so high. In a good economy, college enrollments tend to drop. We continue to find it difficult to recruit people for school. We focused more heavily on OJTs, but companies are hiring individuals without experience. Our primary source of recruitment now needs to be in the highest poverty areas targeting those not in the labor force. The individuals tend to have several barriers to employment and often have low basic skills. A person might be in the program for a long time before they can upskill and retain employment.

Cherokee and Union Counties have scholarship programs to help students, in technical fields of study, meet their tuition needs. The goal is to remove the barrier of affordability for students attending college. The hope is that it will increase the college attendance rate and lead to a more work-ready community.

All individuals without a high school diploma or GED are referred to Adult Education, Adult Learning Center, ACHIEVE, or YouthStop, depending on circumstances. UWB programs encourage customers to attend these organizations. Although we strongly suggest customers go back to school, there is still reluctance among many of them, especially those over 50 years of age. Lack of transportation in the rural areas prohibits many from earning a GED or High School Diploma after they drop out of school.

UWB staff members participate in career fairs in the middle and high schools. UWB constantly stresses the need for a high school diploma and some college in order to earn enough money to make a living and build a career. UWB presentations include the amount of money made in a lifetime for dropouts versus for those who earn their diploma/GED. The presentation also shows potential lifetime earnings after obtaining an Associate's, Bachelor's or Master's degree. Speaking requests to the K-12 school system students has increased, but we must find a better way to reach the parents who influence the students.

In October 2015, UWB was a partner in hosting the first Upstate College and Career Readiness Showcase. This event continues each year. During the two-day event, approximately 4,500 ninth-grade students from public schools in Spartanburg, Union and Cherokee counties explored different opportunities for their future as they gathered information about local colleges and upstate businesses. This is a wonderful, informative event that enlightens students about the importance of academic achievement and how it may impact their future careers. The showcase was a partnership between the South Carolina Department of Commerce, USC Upstate, Spartanburg Community College, the Upstate Regional Education Center Board, the Upstate Workforce Board and the Cherokee, Spartanburg and Union school districts. More than 35 vendors and 25 sponsors helped to make this event a success by investing in their community and future members of their workforce.

The Upstate Workforce Board will be partnering with the Spartanburg Area Chamber of Commerce to host a Technology Event for youth in the local area.

4. A description of the strategies and services that will be used in the local area to:

- **Facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations;**

SC Works is South Carolina's largest and most comprehensive labor exchange system. SC Works offers a suite of services to employers, regardless of their size or type. These services are designed to address the comprehensive needs of businesses and employers alike. Business services made available to employers through SC Works include recruitment, retention and training assistance, transitional assistance and business tax credits.

For employers, there are many benefits to using the services offered by SC Works. These benefits include, but are not limited to,

- Personalized assistance from our Business Services Team
- Job postings, job fairs, candidate recruitment, pre-screening and interviewing assistance
- A variety of skills assessments and on-site training programs
- Reimbursements for training eligible new hires
- Quick access to valuable labor market information

In knowing that employers are faced with different needs and challenges, SC Works seeks

to provide constructive business solutions that can help employers to overcome such obstacles. A description of these service offerings are indicated below:

SC Works Online Services (SCWOS) is an Internet-based, virtual recruiting tool designed to assist employers search for and identify candidates for their job openings. This free service is available to employers 24 hours a day. Employers can also utilize this service to manage jobs (post new positions or revise existing job postings), conduct candidate and resume searches, manage job applicants that have applied to their job postings, as well as, review labor market trends and statistics. SC Works Online Services can be accessed at www.scworks.org.

To aid employers in educating and training their workforce, SC Works offers employers a suite of training services and programs. These offerings help to add value to both employers and customers. Training services offered through SC Works include On-the-Job-Training (OJT), Incumbent Worker Training (IWT), and Registered Apprenticeship and Work Opportunity Tax Credit (WOTC).

· **On-the-Job Training (OJT)** offers a solution for businesses that are challenged with hiring, promoting or retaining employees who lack the specialized knowledge to perform their jobs effectively. This business solutions strategy provides wage reimbursements to employers to compensate for costs associated with training new employees who are eligible through various programs.

· **Incumbent Worker Training (IWT)** is a training resource to help businesses respond to changing skills requirements caused by new technology, retooling, new product lines, or organizational restructuring.

· **Registered Apprenticeship** is an employee development strategy that combines supervised on-the-job learning with job-related classroom education. More information about this training opportunity can be found at www.apprenticeshipcarolina.com.

· **Work Opportunity Tax Credit (WOTC)** is a federal tax credit program that provides an incentive to businesses that hire new employees from certain populations such as unemployed veterans, ex-offenders, and individuals receiving Supplemental Security Income (SSI), vocational rehabilitation services, or other qualifying social services.

The **SC Works Upstate Business Services Team (BST)** further facilitates engagement with a range of employers to deliver and promote employment and workforce assistance. This team is comprised of members representing SC Works and its partnering groups and agencies.

- **Support a local workforce development system that meets the needs of businesses in the local area;**

SC Works Upstate offers an array of services to local businesses in an effort to help maintain and grow business in Upstate South Carolina. Business services are a key element of the UWB's

operational plan. WIOA and Wagner-Peyser (WP) staff share an integrated job matching system named South Carolina Works Online System (SCWOS). One-Stop partners utilize job listings and encourage their customers to register for work in SCWOS. Efforts to contact businesses and promote workforce development programs to employers are coordinated with the SC Works Upstate Regional Director of Business Solutions (RDBS), identified by the UWB. See Section III, Question 5 for detailed information.

- **Improve coordination between workforce development programs and economic development;**

The UWB has an excellent relationship with our four local Economic Development (ED) Directors in Cherokee, Greer, Spartanburg and Union. UWB staff and SC Works staff have a proven rapport with local EDs. They are often consulted with or at the table with prospects. They are viewed as valuable members of the team necessary for attracting new businesses to the area.

All three counties served by the UWB are also contributing counties to the Upstate Alliance. Formed in 2000. The Upstate South Carolina Alliance is a public/private regional economic development organization designed to market the dynamic, commerce-rich, northwestern corner of South Carolina.

The Upstate SC Alliance's vision is to "Position and market the Upstate SC region to successfully compete for business investment globally." The Alliance's goal is to spearhead an aggressive, innovative and comprehensive global marketing strategy to attract new investment to the Upstate region. By creating a powerful brand and image for the region, increased opportunities will ultimately lead to greater investment, enhancing the prosperity and quality of life for the entire Upstate. UWB often uses data from the Upstate SC Alliance in decision-making and workforce planning. The Upstate SC Alliance recently developed a Talent Attraction tool. The Upstate Workforce Board will require SC Works to list this talent bank on the resource room computers so customers have more options in securing high wage jobs.

SC Works also currently makes applicant referrals for new companies and for expansions with readySC™ as a partner. As an integral part of the SC Technical College System, readySC™ works with the 16 technical colleges to prepare South Carolina's workforce to meet the needs of local companies.

Established in 1961, readySC™ is one of the oldest and most comprehensive workforce training programs in the United States. Its mission is to promote the economic and workforce development of the state of South Carolina. It provides customized training for new and expanding businesses and industries across the state. This training is provided at little or no cost to qualifying companies. readySC™ works very closely with the SC Technical College System to prepare South Carolina's workforce to meet the needs of businesses. The training and education provided through readySC™ helps to build a competitive workforce ready for today's demands and tomorrow's challenges.

readySC™ is reflective of the marketplace and has served industries such as, aerospace,

automotive, biotech, call centers, chemicals, distribution, food and food processing, metal, plastics, textiles and more. They utilize a separate job bank from the SC Works system.

The Upstate has experience growth exponentially in the last two years and the growth is projected to continue. Attracting outside talent also needs to be a focus of the Upstate Workforce Board.

- **Strengthen linkages between the SC Works delivery system and unemployment insurance (UI) programs.**

SC utilizes call centers for UI. Individuals wanting to apply for UI, have to create a profile and apply on-line. If they have questions, claimants have to call the claims line and then go back to the computer. Claims are not taken via telephone.

Fortunately, we do not have many layoffs in our area. There really isn't a way to strengthen the linkage since there are no staff on site.

The UI system communicates with the SC Works Online System, so after completing the UI application, the customers are able to retrieve their SC Works User ID, along with the confirmation number on the final page.

After completing the UI program application, the customers can communicate with a SC Works staff member in reference to the next step of searching and applying for jobs. The SC Works staff will also update the customers' current SCWOS accounts and provide assistance with passwords.

Suggestion to strengthen the linkages:

The below was implemented and we are notified most of the time.

An easy way to strengthen the linkages between SC Works and UI is to include Local Area Administrators and/or SC Works Operators on notifications of UI process changes.

Per below written in 2016, now videos are available, but not easy to find.

One way to serve customers more efficiently would be to have SCDEW and the UI Department produce an orientation video, about UI and SC Works processes, that appears after the customers click the "submit my claim" button on the UI website. There should be an instruction which states that a confirmation of application will not be given until the customers have viewed the entire orientation video. This orientation should be a video that explains to the customer the following points:

- The concept of how UI and SC Works operate separately;
- UI is the component that is operated via telephone, mail, email, and internet. SC Works staff members represent the component that assists with re-employment;
- The customer should take the time to update their SCWOS account information;
- If customers are having a hard time updating their information, then they need to talk to SC Works staff, schedule a meeting, or schedule an orientation workshop with staff before leaving the local center; and

- If they are completing the UI application process from home, they should visit the local SC Works office for assistance in re-employment.

5. **A description of the strategies and services for employers that may include the implementation of initiatives such as Incumbent Worker Training (IWT) programs On-the- Job Training (OJT) programs, customized training programs, industry and sector partnerships, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers and support the Local Board's strategic vision and goals.**

SC Works Upstate offers an array of services to local businesses in an effort to help maintain and grow business in Upstate South Carolina. Business services are a key element of the UWB's operational plan. WIOA and Wagner-Peyser (WP) staff share an integrated job matching system named South Carolina Works Online System (SCWOS). One-Stop partners utilize job listings and encourage their customers to register for work in SCWOS. Efforts to contact businesses and promote workforce development programs to employers are coordinated with the SC Works Upstate Regional Director of Business Solutions (RDBS), identified by the UWB.

In addition to WIOA and WP, the Regional Business Services Team is comprised of representatives from multiple workforce agencies such as the Department of Social Services (DSS), SC STARS, South Carolina Vocational Rehabilitation (SCVRD), and Adult Education. In addition, local community colleges, vocational schools and industry specific associations such as the South Carolina Manufacturing Extension Partnership (SCMEP) participate on the Business Services Team (BST). During PY 19, the RDBS will continue to enhance efforts to increase partner participation within the team. SC Works Upstate and Greenville BST provide business services using an account executive approach including workforce partners which limits duplication and leads to more collaboration and shared responsibility and success. During PY 19, Upstate BST members (Title I, WP, SCVR and Adult Education) will be trained to use SCWOS and the system will be offered as the preferred customer relationship management system. In order for BST members to receive access, training must be completed and a partner agreement must be signed. The system should be used to track services provided to mutual business customers, and not to gather contacts for personal or program gain. BST members should provide services to businesses as a workforce representative who represents a program agnostic view, to connect business partners to solutions, not programs.

To ensure that all BST members are knowledgeable about business services available in the Upstate and Greenville areas, each member receives information of services provided via participating partnering agencies. During PY 19, all members of the BST will continue to receive information related to SCWOS, recruitment events, jobs fairs, OJT, IWT, registered apprenticeships, regional education centers, readySC, SCMEP services, work experience, transitional jobs, WIN assessments, Work Opportunity Tax Credit (WOTC), E-zone, federal bonding, workforce board plan and goals, and economic development. Content will be delivered via email and in person at Upstate and regional BST meetings. Regional team members will receive information as well, but currently there are no accountability measures

in place with the full list of partners, in order to set expectations.

BST members operate under the direction of the SC Works Regional Director of Business Solutions. Businesses are the number one priority for the UWB. The SC Works Upstate RDBS coordinates all business services for the SC Works Upstate and Greenville systems.

The BST promotes workforce services to the business community, and includes public speaking events. Partner business services are included in outreach and informational materials.

The BST arranges business workshops in all SC Works sites, as needed. There are currently HR Café sessions running in Greenville, Spartanburg and Union counties. During PY 19, Employer Orientations will be available, as needed or requested.

See Section I, Question 1, and Bullet 3, under Strengths of serving employers, Challenges of serving employers, and Strengths and weaknesses of serving job seekers, for more details.

The SC Works Upstate/Greenville BST is working with community partners to develop career pathways for individuals with high barriers, such as transportation, disabilities, educational status and criminal history. Multiple pilot programs have been slated for PY 19.

- United Way Community Resource Coordinators – Spartanburg
- United Way Transportation Project with the Mission – Spartanburg
- Construction Blitz/Work Based Learning opportunities – Spartanburg
- MAU Training opportunities – Greenville and Spartanburg
- HSED Program for individuals in GED training – Cherokee
  During PY 19, the BST will lead efforts to duplicate High School Equivalency Diploma (HSED), a successful program already implemented in Anderson and Greenville counties. The HSED program is a partnership with SC Works, Adult Education, HTI Employment Solutions and local employers. The purpose of the program is to offer individuals without HS/GED credentials the opportunity to work for a local employer offering self-sufficient wages while attending GED classes. Once the HS/GED is obtained, participants of the program will transition from HTI temporary payroll to FTEs with the participating employer. Phase II of the program will provide the opportunity to continue training in an effort to promote stackable credentials and life-long learning.
- Operation Workforce Training – MFG – Cherokee and Union
- Spartanburg Housing Authority Project – Boots on the ground info shares
- Operation Educate – Work based learning opportunities for graduates, upon release
- Virtual Reality Career Exploration – Cherokee, Greenville, Spartanburg and Union

SC Works Upstate, in partnership with multiple workforce agencies, annually hosts an Upstate job fair in the spring.

<u>PY 18 Annual Job Fair Event Outcomes:</u>

Cherokee: The job fair was held on October 4th from 3:30PM – 6:30PM at Broad River Electric

Cooperative in Gaffney. The job fair was sponsored by Cherokee County Economic Development Board, Cooper Standard and Defender Services. Employers from Cherokee County along with the surrounding counties were invited to attend in search of local talent. 42 employers attended the job fair and 246 job seekers attended, in search of employment. 52 interviews were scheduled on site and 26 on-site job offers were made.

Spartanburg: A Spartanburg County job fair was hosted on May 1,2019 from 2PM-6PM at USC Upstate Career Readiness Center. Daniel Morgan Technology Center, RD Anderson Applied Technology Center, SC Works Upstate, SC Department of Commerce, Spartanburg Community College and Swofford Career Center partnered together to host one event for Spartanburg County businesses. More than 400 job seekers attended the event. 72 interviews were scheduled during the event and 12 interviews were conducted on site. 33 job offers were made on site at the job fair. More than 60% of those who participated in the event were employed and more than 20% traveled 15-25 miles to participate.

Union: The job fair took place on Friday, March 29, 2019 at Union County High School from 10AM-2PM. The event was coordinated by SC Works Greater Upstate, Union County Community Development, Union County Career and Technology Center and Union County Development Board and sponsored by Dollar General Distribution, Gestamp, Haemonetics, and Roper Staffing. Union County High School Seniors and 235 job seekers attended, 31 interviews were scheduled and 6 job offers were made on site. High school seniors, college students, and adults seeking employment attended.

The Regional Business Services Manager secures private funds to support the costs of the job fairs.

The Incumbent Worker Training (IWT) Program provides funding for training needed in current businesses due to: expansion, new technology, retooling, new services/product lines and new organizational structuring or a layoff aversion strategy. IWT may also fund training in new businesses if those jobs are ineligible for assistance through readySC™. However, there will be a waiting period of 120 days for new or expanding businesses that displaced workers elsewhere in the United States. IWT is funded by the Federal Workforce Innovation and Opportunity Act (WIOA). Applications are open to all South Carolina businesses meeting the guidelines listed on the UWB website (upstateworkforceboard.org) under the heading *Programs and Services* and the subheading *Incumbent Worker Training (IWT)*, as *IWT Attachment B - Guidelines*. The BST will promote IWT opportunities to businesses as a potential solution to address training and retention challenges and will promote potential rapid response funded IWT opportunities to businesses which may be eligible.

PY 18 UPSTATE IWT AWARD RECIPIENTS – ($334,324.58): *Not including RR, for confidentiality*

Custom Forest Products
International Textile Group
Synthomer
Duer Carolina

Menzel
Aerospace Energy Solutions
AMAMCO
Siemens
Davis Heating and Air
E - Vision Project
Johns Manville
Spartan Felt
Sun Surveillance
GTI Chemical Solutions

Section IV: <u>Program Design and Evaluation</u>

1. **A description of the SC Works delivery system in the local area:**

The Workforce Innovation and Opportunity Act (WIOA) of 2014 encourages local areas to pursue opportunities for regional collaboration and regional service delivery strategies. The GCWDB and UWB intend to continue collaborating regionally to provide WIOA Adult, Dislocated Worker, and One Stop Operator services for both local boards in order to share costs and to better serve the employers and job seekers in both workforce development areas.

Career Services are available to everyone in Cherokee, Spartanburg and Union Counties as well as Greer. These services include workshops, job fairs, recruitment events, interviewing skills training, resume development, ResCare Academy (web-based skills training) and basic computer skills training. Customers are introduced to all that is available to them through the Workforce Innovation and Opportunity Act (WIOA). SC Works is able to provide funds for training/education for those who qualify. Every effort is then made to provide very specific assistance to each customer by identifying their needs and interests and assessing steps to meaningful employment. Many local partners are available to further these services and appropriate referrals are made.

- **How the Local Board will ensure the continuous improvement of eligible providers of services through the system and that the providers will meet the employment needs of local employers, workers and job seekers;**

The Upstate Workforce Board (UWB) Associate Director is the primary liaison for the WIOA service providers. This staff member meets with providers consistently to ensure WIOA compliance at the federal, state and local level. Survey results are received monthly from WIOA clients. We are not receiving surveys from business customers so we plan to begin randomly phoning business customers periodically from the Workforce Board office. The Associate Director reviews the results and provides feedback to the service providers and they work together to address suggestions and make program enhancements. Each WIOA service provider submits monthly dashboards that reflect relevant program information. The dashboards give UWB 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 One Stop and Youth Committees and to the full Upstate Workforce Board for informational purposes.

UWB continues to seek out new partners beyond those that are required. These include groups like SCSEP, through Goodwill, and the local Housing Authorities. These groups serve as access points for customers to learn about available programs and services. Every new partnership is an opportunity to improve service to customers by making them more aware of services available across our communities.

The UWB Executive Director hosts service provider meetings on a bi-monthly basis. These meetings allow the UWB staff and WIOA service provider staff the ability to have dialogue regarding current operations. It is also an opportunity to relay any important information that may be relevant to providers. Ongoing training is provided for all staff so they are made aware of changes in the law. This allows them to increase their knowledge and skills so they stay well prepared to serve local customers with all the tools that are available. SC Works staff members are required to have eight hours of training every month. Staff members utilize the SC Works Online Services (SCWOS) system for ad-hoc reports to better manage service delivery and provide for continuous improvement. Talent Development Specialists in the centers also use SCWOS to set up alerts to better manage their caseloads.

The Upstate and Greenville Workforce Boards meet quarterly to discuss the partnership and identify any areas that need adjustment. Potential discussion topics may include Requests for Proposals, existing projects/grants, and future collaboration ideas. During the latter part of the meetings, ResCare staff join to cover program specific updates that include challenges and successes.

Our local area staff attends state meetings and shares information with other areas around the state to determine best practices. Local program partners are also engaged to make sure that all is being done to serve our employers, workers and our customers seeking jobs.

The UWB provides written local and regional instruction to WIOA service providers. The most recent instruction letters can be found at http://www.upstateworkforceboard.org/local- instruction-letters.

- **How the Local Board will facilitate access to services provided through the SC Works delivery system, including in remote areas, through the use of technology and other means;**

Community centers provide assistance in reaching customers in remote areas (including those in housing projects) and area churches. In the past, SC Works wanted to install computers in the library system, but the libraries did not want them installed. Brochures are placed in the Landrum and Inman libraries. Inman has a dedicated computer that they own to be used by job seekers and for those applying for unemployment. In Union County, SC Works is co-located in the library.

SC Works has a staff member who travels to all three counties to communicate with partners and to provide fliers and brochures about services and upcoming events. Information is updated daily on Facebook and Twitter for customers who use social media, and scworks.org has a mobile app that allows customers to access information and services.

- **How entities within the SC Works delivery system, including center operators and partners, will comply with the nondiscrimination provisions of WIOA, if applicable,**

and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and

The Upstate WIOA programs provide services to all customers without regard to race, color, religion, creed, gender, national origin, disability, marital or veteran status, or any other legally protected status. Quality service and effective communication to all customers is UWB's goal. To assure all accessibility requirements of Section 188 of the WIOA law are met, UWB schedules visits to service provider locations and makes every effort to accommodate customers facing various challenges. A local policy is in place that addresses the needs of customers who do not have English as their primary language so that UWB meets the requirements of Limited English Proficiency customers. All enrolled customers receive a grievance handout that details their rights to service and how to file complaints as necessary against any organization not serving them according to those rights.

The comprehensive SC Works Center in Spartanburg has an ADA station in their Resource Room. It contains a table that provides height adjustments, headphones, magnifying equipment, a large computer keyboard and other items to aid those in need. ADA stations are also available to customers in the centers located in Cherokee and Union Counties. Upon assignment, new staff, both operator and on- site partners, including volunteers, receive training on the operations of the center and its many parts. The Resource Room equipment, along with its ADA assistive technology, are highlighted in this training, and refresher training is conducted as deemed necessary by the Comprehensive Center Manager and other center leaders. Red Carpet customer service is a mandatory requirement of all, so instruction is provided to ensure it is prevalent in day-to-day operations. Able SC is providing a comprehensive review of SC Works offices to ensure that they are up-to-date with all applicable requirements.

The Upstate Workforce Board (UWB) Disabilities Committee will provide information to assist with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding providing programmatic and physical access to the services, programs, and activities of the one stop delivery system, as well as appropriate training for staff on providing support for or accommodations to, and finding employment opportunities for, individuals with disabilities.

The mission of the Disabilities Committee is to make recommendations to the full UWB on its full range of disability access issues and to suggest ways to facilitate the participation of customers with disabilities. This Committee can be flexible in its formulation and is intended to provide an effective means for participants with interests in this area to exchange ideas and develop recommendations for accessibility solutions, which will in turn enhance the board's policy making on disability access issues. A board

member of the UWB chairs the Disabilities Committee. The Committee will consist of Board members, appointed by the UWB Chair, and individuals within community partners, appointed by the Disabilities Committee Chair.

The Disabilities Committee partners with organizations such as Able SC, SC Vocational Rehabilitation, the SC School for the Deaf and the Blind and SCDEW to provide disabilities training for the UWB and service provider staff, as well as staff members of other partners in our service area. Topics covered include: understanding disabilities and the misconceptions that go along with them, ways to communicate with and better serve customers that have various disabilities, understanding hidden disabilities and understanding the differences between empowering and enabling.

Two UWB staff members serve as officers on the Mayors of Spartanburg County Committee for People with Disabilities. This group meets every other month and works on breaking down barriers for those with disabilities, including transportation which is a barrier for many individuals with disabilities. Organizations that serve this population as their mission are on the committee and refer customers to SC Works.

This United Way serves all three counties in our service area. The Safety Net group meets to discuss cases that need attention and are brought before them. Any organization may submit a case. Many of these cases are for those with disabilities and are often referred to SC Works for job search assistance. SC Works staff may also submit cases to this group for assistance.

SC Vocational Rehabilitation Department (SCVRD) has been a close partner. SC Works has been without a steady VR partner recently when the staff person left that was working in SC Works. Staffing seems to be the issue, but they do attend once per week regularly. In Union and Gaffney, there is regular contact with SCVRD staff. UWB partners with SCVRD Bryant Center's Business Applications Program (BAP). Through the BAP program, UWB staff members have provided mentoring and other support to SCVRD BAP customers working towards employment goals. Partner staff have worked with transition population groups, like students graduating from the SC School for the Deaf and the Blind, and public education. Help is provided with attaining certificates rather than diplomas to assist these customers with their next steps to employment. Similar services are available to youth aging out of foster care programs.

- **Identification of the roles and resource contributions of the SC Works partners.**

In the Upstate Workforce Development Area, the SC Works Centers are operated by ResCare Workforce Services, who was assigned this role based on the results of a competitive procurement process. They provide day-to-day support for SC Works Center operations in all of the locations. The SC Works Project Director provides strategic oversight to the entire system, regardless of where it is hosted or by whom it is managed. Several partner programs (WIOA Title I Adult, Dislocated Worker, Youth; Wagner-Peyser; TAA; UI; Veterans; and DSS SNAP) support infrastructure costs with cash

support and with staff assistance in the Centers. Other partners (CSBG, Adult Education, Perkins Act, and local library systems) provide support in the form of free or greatly-discounted facilities. The remaining partners provide support in terms of electronic access to their services, periodically stationing personnel in the SC Works Centers, participation on the business services team, and/or collaborating to plan and implement special projects and events. Detailed information regarding the roles, responsibilities, and resource sharing contributions is included in the umbrella memorandum of understanding and resource sharing agreements, which can be viewed by clicking here.

2. A description and assessment of the type and availability of Adult and Dislocated Worker employment and training activities in the local area

Under the Workforce Innovation and Opportunity Act (WIOA), career services are available to everyone and include workshops, such as interviewing skills, resume development, social media networking and basic computer skills as well as job fairs, recruitment events, ResCare Academy (web-based skills training), assessments for referral to WIOA, WIOA Orientation, self-directed and staff assisted job search and more. Funding is available for qualified individuals in need of additional education and training to upgrade their skills.

For those individuals who are laid off due to a Worker Adjustment and Retraining Notification (WARN) notice, business closing or substantial layoff, state Dislocated Worker Rapid Response teams typically conduct presentations for the affected employer's management/human resources team. This meeting determines how best to provide support service information to these workers. These presentations include guidance about filing for unemployment compensation, resume workshops, completing applications for employment, as well as familiarization with WIOA opportunities.

Guidelines in WIOA require the Upstate SC Works program enrollment in the Adult category to address priority of service (POS) to include individuals who are receiving public assistance and low income or are basic skills deficient as defined in WIOA section 3(5). Our state has assigned a goal that at least 70% Adult enrollment serves the POS population. Under the most recent program year, the Upstate region has served a population of 76.2% POS. The stricter low income requirement will greatly impact performance by limiting services to those that typically have less opportunity to take advantage of long-term training, leading to high wage positions. By restricting the POS to 70% of low-income, it also limits our ability to serve the business needs in the local economy. In the Upstate, there are many more jobs than job seekers in the areas of manufacturing and distribution. The state limiting us to 70% low-income requirements is counter to what is needed in order to upgrade skills of individuals in the area. Some states have a POS of 50 % of low-income. It seems the percentage should be based on the economy of the area. It is vital that the State Workforce Development Board (SWDB) addresses this issue as soon as possible. We hope to discuss this with the

new SC Director.

Adult and Dislocated Workers who are enrolled in WIOA are provided personalized assistance. They are assessed to determine their skill sets, employment history, previous education and goals and to gauge their employability at a self-sufficient wage. In instances where a customer may have employment barriers, such as a criminal history or need for a GED, guidance is provided to help address those needs. WIN tests and Career Pathways Explorer (an operator tool) are administered to all WIOA enrollees. With these assessment results, Talent Development Specialists provide individualized job coaching to help the customer identify their needs and establish employment goals. Together they build an Individual Employment Plan.

If it is determined that the customer is in need of employment skills, a training track may be deemed necessary. Training is considered with regard to local Labor Market Information (LMI) and the Upstate Workforce Board (UWB) approved training lists to assure sufficient opportunity for employment once completed. The current focus for the local area is primarily in the advanced manufacturing sector with additional consideration for construction and trades, health care, technology, and logistics/ distribution. If training is approved, funding can cover all required expenses of UWB approved WIOA training up to $12,000.00 over a two-year period. WIOA funds are paid secondary to all other forms of financial aid.

Upon completion of training, Talent Development Specialists 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 customer need, are also available in the form of Transportation Allowance and Emergency Assistance to offer additional support to achieve success. In addition, after exiting WIOA, Supportive Services remain available, again based on need, to assist the customer in obtaining and retaining employment.

3. A description of how the Local Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

The UWB currently partners with the SC Department of Employment and Workforce (SCDEW) to offer Workforce Innovation and Opportunity Act (WIOA) rapid response services. Upon receipt of a Worker Adjustment and Retraining Notification (WARN) notice, the SCDEW Rapid Reemployment Manager, Business & Economic Development team, notifies the UWB Director, Operator, and the Director of Business Solutions to plan and attend the affected employer's managers/human resources team initial meeting. The SC Works staff members participate in management meetings and in group orientation sessions for the affected workers. By meeting with the affected worker group prior to the layoff date, UWB is sometimes able to assist those individuals in obtaining employment before they need to draw unemployment insurance. SC Works often schedules job fairs for

local companies who are hiring, and for the affected worker group before the layoff date. SC Works Upstate makes accommodations to ensure these services are given priority. The UWB recognizes the importance of reaching out to individuals early in the process.

If it has been determined that the closure or significant layoff will have a great impact on the local area, additional state resources can be accessed. Under extreme circumstances, a temporary one stop can be set up at the business to assist the affected workers.
In addition to rapid response services, the UWB also works closely with SCDEW to execute Rapid Response Incumbent Worker Training (IWT) grants used for layoff aversion. The SC Works Upstate Director of Business Solutions (DBS) partners with South Carolina Manufacturing Extension Partnership (SCMEP), and SCDEW collaborates to identify companies in Spartanburg, Cherokee, and Union Counties that may be struggling and considering layoffs in the future. Additionally, the DBS meets with local economic developers, readySC staff, and chambers of commerce staff to create awareness of the IWT program provided through rapid response dollars. This collaborative effort provides the best opportunity to identify struggling companies and offer a potential solution to turn the business around and ultimately avert layoffs. Additionally, SC Works Upstate Business Solutions Consultants and the DBS work to 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.

Due to their close proximity, the Upstate and Greenville areas work together to provide information about business layoffs and closures. Working together can lessen the impact on our local economies that these layoffs would otherwise cause.

4. A description and assessment of the type of availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.

The UWB has identified two service providers to carry out the youth services programs in Cherokee, Spartanburg and Union Counties. The year-round programs are the USC Upstate Academic Challenges Helping Individuals Expand Values and Education (ACHIEVE) Program and YouthStop. Both programs serve Workforce Innovation and Opportunity Act (WIOA) eligible out-of-school youth ages 16-24.

The ACHIEVE Program operates a comprehensive, youth basic skills, pre-employment/work maturity skills and employment program for school dropouts in need of obtaining a GED certificate or out-of-school youth who need upgrading in basic skills. This training is done onsite, where ACHIEVE is co-located with SC Works Spartanburg in the Spartanburg Community College Downtown campus.

YouthStop provides academic, occupational and supportive services to disconnected youth who are at risk of not reaching their full potential, in order to ensure that each young person will complete high school, transition successfully to post-secondary education and/or the workplace, and earn a recognized credential. YouthStop partners with county adult education centers and local school districts to provide academic services and

assessments.

ACHIEVE and YouthStop are designed to help these youths to gain their full potential in education and employment, and to become productive citizens. WIOA eligible customers are assessed to determine their individual needs and receive personalized assistance while in the programs. While academic skills are a main part of the programs, intensive work readiness to identify career pathways, including occupational skills and post-secondary education for gainful employability, is the driving force.

ACHIEVE and YouthStop are required to serve youth with one or more of the required barriers to employment, with a disability being one of these barriers. Over the years ACHIEVE and YouthStop have worked with many youths identified with disabilities. It has always been the philosophy of these programs that activities can be planned accordingly and re-evaluated as necessary to accommodate the needs of the customer. Our youth have access to the ADA stations located at the SC Works centers. The staff relies on guidance from the Upstate Workforce Board (UWB) and the experience of SC Works in providing any other accommodations.

The UWB programs provide services to all customers without regard to race, color, religion, creed, gender, national origin, disability, marital or veteran status, or any other legally protected status.

Many programs are available in Spartanburg, Cherokee and Union counties to serve youth. Some of these are Junior Leadership, Boys and Girls Clubs, Salvation Army, AMIkids White Pines, Piedmont Community Actions Leadership Program, Urban League, etc. One of the success model programs serving individuals with disabilities is Project Search. This project was brought to Spartanburg and the first in SC by the Upstate Workforce Board. Project Search is a high school transition program that ensures career readiness for students in special education programs. The program is different in that it is a school-to-work program that takes place entirely at work. Spartanburg County School District Six partners with Spartanburg Regional Healthcare System to provide internship opportunities for their students. SC Vocational Rehabilitation provides students with job coaching. During the year, students intern with three different departments, while gaining valuable work experience that can lead to employment. The Upstate Workforce Board had hoped to co-enroll with this program, but SCDEW stated that we could not count their achievement as a credential. We instead work with the program in other ways such as serving on their Business Advisory Council and helping with their graduation financially and volunteering.

5. **A description of how the fourteen (14) youth program elements are integrated in program design.**

1.Tutoring and study skills leading to the completion of the GED – These include tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary

credential; an individual service strategy will be developed for each customer that will outline his/her specific academic needs and goals.

The ACHIEVE Program provides GED preparation and basic skills upgrading for school dropouts or those who lack basic skills. Customers receive onsite classroom and individualized instruction in reading, writing and math skills. ACHIEVE and Spartanburg Adult Education co-enroll participants to share resources and services.

Academic services leading to the attainment of a high school diploma are provided through county specific adult education centers, local school districts, and The YouthStop™ as applicable. The YouthStop™ staff works closely with adult education providers and school districts in all three counties to monitor and assist with participant progress. In addition, The YouthStop™ provides academic, occupational, and supportive services.

2. Youth Alternative Secondary School Services - Alternative secondary school services, or dropout recovery services, as appropriate - ACHIEVE and The YouthStop™ provide educational opportunities to eligible youth in this category. Alternative education opportunities can include student/customer tutoring, study skills training, and other instruction, leading to the completion of a GED or basic skills upgrading. Services for dropout recovery and high school credential attainment will also be offered. This category includes individual's ages 16- 19 who have dropped out of high school and have not attended school during the quarter prior to enrollment. These individuals are recoverable and have the potential to graduate on time or within 12-18 months. They can be re-enrolled into a South Carolina high school program leading to the attainment of a high school diploma.

3. Occupational Skills Training – Occupational skill training, which shall include priority consideration for training programs that lead to recognized post-secondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved.

The service providers provide appropriate individuals with occupational, vocational or entrepreneurial training that is relevant to local Labor Market Information (LMI). Occupational training provided under the youth program, to the extent feasible, includes opportunities to apply knowledge and skills relating to academic subjects tied to the world of work. Youth ages eighteen (18) and older may be referred to the SC Works Upstate Center for co-enrollment as an Adult to receive an ITA voucher for occupational skills training.

The service providers provide vocational training through courses they offer such as Advanced Computer Training or may be offered as a partnership with Spartanburg Community College and other training providers in the local area. Each customer will be given the opportunity to choose the best course of study related to their area of interest from several trade curriculums. The service provider does the setup and implementation of this program component. Upon completion of the course, the customer receives a

certificate of completion from the training provider, regardless of whether or not they receive their GED. The certificate is awarded in recognition of an individual's attainment of measurable technical or occupational skills necessary to gain employment or advance within an occupation. These technical or occupational skills must be based on standards developed or endorsed by employers. In addition, to remove transportation and workplace barriers, ACHIEVE offers driver's education classes where the driver's license is obtained through the agency provider.

4. Youth Paid and Unpaid Work Experiences, Including Internships - Paid and unpaid work experiences that have as a component academic and occupational education, which may include: Summer employment opportunities and other employment opportunities available throughout the school year; pre-apprenticeship programs; internships and job shadowing; and on-the-job training (OJT) opportunities.

Funds under this Contract may be used to pay stipends for work experiences in the public, private, for-profit or non-profit sectors where the objective assessment and the individual service strategy indicate that work experiences are appropriate. Work experiences are planned, structured learning experiences that take place in a workplace for a limited time. The purpose is to provide the youth customer with opportunities for career exploration and skill development and is not intended to benefit the employer, although the employer may, in fact, benefit from the activities performed by the youth. The students may be paid for the training and work experience. Work experiences may occur concurrently with the basic skills training or while the young person is waiting on the GED scores in order to keep the youth active in the program. Work experiences may include, but are not limited to, internships, job shadowing, supported work, work adjustment or transition activities and OJT.

The staff will rely on guidance from the UWB to best implement OJTs, pre-apprenticeships, etc. Occupational skills training may be a prerequisite to work experience if a credential will enhance the work experience and OJT.

For younger youth, the Service provider should design a community project that develops teamwork, community service, and the customer's particular interests and aptitudes. This project should be the culmination of the year-long learning process and should be an incentive for customers to remain in the program year-round. ACHIEVE operates on a year-round basis so employment opportunities, community service and projects where customers plan and execute the projects would be ongoing.

5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster - While customers are attending classes, and usually after receiving pre-employment (work readiness training), they may engage in occupational skills training. These types of training activities may lead to an Attainment of Degree/Certificate and may result in a work experience and continue to employment. Where possible, customers will be grouped into cohorts depending on occupational interest, for educational services, related workforce

readiness and industry-specific training.

6. Youth Leadership Development Services –
Leadership development includes tours of community colleges, local colleges and universities, field trips to cultural events, a guest speaker program, and a life/work skills training component. The life/work skills training component provides students with the opportunity to participate in community service projects as well as help them to develop and/or enhance communication skills vital to success in the workplace. Community involvement and a sense of civic responsibility are also fostered through group projects and volunteer opportunities. Past projects have been held at Mobile Meals, the Soup Kitchen and Cover the City, and included activities such as volunteering in food drives and helping to set up projects for community agencies.

All leadership development opportunities are developed in conjunction with each county's appropriate agencies through linkages, and are designed to be fun, informative, and motivational while meeting pre-determined measurable outcome expectations.

7. Supportive Services—
Supportive services for customers are offered in the areas of transportation, childcare, educational fees, expungement, work clothing, assistance with toiletries and household needs, and any other funded service that is needed to remove a barrier and promote educational and employment activities. The internal Supportive Services Policy is followed.

8. Youth/Adult Mentoring –
The service provider provides adult mentoring through job shadowing and worksite supervisors, tutors, and community organizations for those individuals determined to be in need of adult guidance through initial assessment. The service provider is responsible for identifying and developing these relationships. Adult mentoring may take place during the time services are being rendered and afterwards during the 12-month follow-up. Adult mentoring is provided and monthly activities are coordinated between the mentor and youth. Mentors encourage the youth to get involved in community service projects. Mentors meet with their mentees at least four (4) hours per month to discuss goal setting, school and problem solving. Adult mentors serve as role models and impart standards or expectations for these youths with respect to employment decisions, life skills, self-sufficiency and/or education achievement.

9. Follow-Up –The service provider provides follow-up in person, via phone, email or text and/or via social media. Each customer is provided follow-up services for at least 12 months after they exit the program. Staff work with all customers to track individual progress and to provide any support and counseling/referrals as may be necessary. Case Managers arrange additional support services, when necessary, and use these check-up calls as a way to conduct follow-up. Mentors stay in contact with Case Managers to ensure customers are moving along with their ISS goals and such contact is noted in the customers' files. Program operators are responsible for considering the level of intensity

of the services provided and the needs of the individual in determining the corresponding appropriate level of follow-up services. The level of follow-up services must be sufficient to accomplish the performance goals and objectives outlined in the contract. Generally, more frequent follow-up services with measures of progress are less likely to be challenged and will result in better customer performance. However, a minimum of one contact or service per month is required while a customer is receiving follow-up services. Within budgetary constraints, supportive services are offered to assist customers in securing and maintaining unsubsidized work placement, transition to post-secondary education or military service.

10. Youth Comprehensive Guidance and Counseling –
This can include drug and alcohol abuse counseling and referrals through alcohol and drug abuse recovery agencies as well as behavioral counseling through the Department of Juvenile Justice (DJJ) as appropriate. Academic and career counseling services are provided to all customers. Mental health counseling is offered to all customers and is provided to interested customers at intervals deemed appropriate by the staff; mental health referrals are offered to customers needing assistance outside of the scope of WIOA services. Our programs continue to work with community partners to identify and recruit eligible customers who will benefit from all aspects of our services. DSS, local school districts, Birth Matters, Safe Homes Rape Crisis, The Forrester Center, the SC Campaign to Prevent Teen Pregnancy and many others have been lead partners for providing information on pregnancy counseling, sex abuse counseling, domestic violence counseling and bullying counseling. The YouthStop™ has an on-site, master's-level social worker with extensive experience working with youths in the above named areas. Also, through a grant, ACHIEVE was able to secure a therapist/counselor to provide behavioral counseling for students on a weekly basis, individual and group.

11. Financial Literacy Education—
Workshops are provided in partnership with local businesses and non-profit organizations to introduce customers to financial literacy and budget management. Topics may include developing and following a workable budget, establishing and monitoring credit, choosing a checking and savings account, planning for large expenditures and maintaining appropriate insurance. Attention is given to planning for costs associated with post-secondary education and training. State Farm Insurance provides financial literacy training to participants of The YouthStop™. The Carolina Foothills Credit Union provides financial literacy training and gave a grant to UWB to carry out financial literacy soft skills training.

12. Entrepreneurial Skills Training—
This is part of the pre-employment and career pathway training to acquaint customers with owning one's own business. Workshops are provided in partnership with local businesses and non-profit organizations and focus on researching the market, creating a business plan, and securing and managing finances.

13. Services that provide labor market and employment information about in- demand industry sectors or occupations available in the local area, such as career awareness,

career counseling, and career exploration services –

The Career Development Specialist/Job Coach ensures that customers have access to the most up-to-date labor market information pulled from the US Department of Labor's Bureau of Labor Statistics (BLS).

14. Activities that help youth prepare for and transition to post-secondary education and training –

Services are provided through a series of workshops and field trips designed to explore post-secondary options, arrange financing and create a plan to implement enrollment. Additional services, especially those related to financial aid and scheduling may be provided through one-on-one case management. UWB staff are also available, upon request, to speak to classes.

6. A description of how the local board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

All individuals without a high school diploma or general equivalency diploma (GED) are referred to Adult Education, Adult Learning Center, or USC Upstate Academic Challenges Helping Individuals Expand Values and Education (ACHIEVE) GED Program when they visit SC Works. SC Works staff push individuals very hard to attend these organizations. There is a considerable amount of cross referrals between SC Works and all our partners for GED preparation. Although we strongly suggest individuals go back to school, there is still reluctance among many of them and especially those over age 50. Lack of transportation in the rural areas prohibits many from earning a GED or high school diploma after they drop out of school.

Customers are encouraged to use the WIN Version of what was Career Ready 101, which is an internet based remediation tool.

UWB staff participates in career fairs in the middle and high schools throughout the area. Staff members 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 UWB presentation shows students a comparison between lifetime earnings of high school dropouts versus those who earn their diplomas/GEDs. The presentation also shows lifetime earnings after achieving Associate's, Bachelor's and Master's degrees.

However, due to the current economic climate in the Upstate, we must begin informing students that they may need to relocate to find professional jobs after graduating with a four-year college degree in certain majors.

The UWB funds two youth programs for the delivery of youth services. One is the USC Upstate ACHIEVE program. ACHIEVE is an educational and employment program that serves high school dropouts and graduates, ages 16-24 from Cherokee, Spartanburg and Union Counties, who are unemployed or underemployed. Individuals are referred

to the program by the Department of Juvenile Justice (DJJ) and the nine school districts in the three counties UWB serves. Many of the students have a diagnosed disability. The program also provides transportation to and from class so the staff is able to serve the more rural communities as well.

The YouthStop program helps youth (ages 16-24) with academic achievement and workplace needs in Cherokee, Spartanburg and Union counties. They provide educational services to high school graduates who are unemployed or underemployed and have interest in obtaining assistance with designing a career path. The YouthStop also partners with Adult Education offices in each county to assist students with the attainment of a high school diploma. The YouthStop provides services to many students with disabilities (38%) and offers a wide variety of transitional services to help customers with entry into post-secondary training or the workforce. Students are referred by Adult Education staff, teachers, guidance staff and partner programs.

Each program offers services for all 14 elements required for youth programming.

The Upstate Workforce Area has an ongoing strong and complimentary relationship with our Perkins Career and Technical Education Program participating agency, Spartanburg Community College (SCC). As our Comprehensive Center is co-located in the SCC Downtown Campus, our partnership involves the standard post-secondary educational offerings (classroom, Continuing Education) needed under WIOA, and much more. SCC, as a partner, avails the gymnasium to us for career fairs and/or events such as a Poverty Simulation; SC Works Upstate has utilized classrooms for opportunities to offer more WIN than our own training room would accommodate; and SCC is very involved with the Upstate WDA in partnering for grants such as the highly successful and award-winning collaboration for Operation Educate with the County Detention Center (noted elsewhere in Plan).

In addition to Spartanburg Community College, there are six additional colleges in our service area. While they are not all on the ETPL, there are great opportunities for citizens to further their education.

7. A description of how the local board will coordinate the WIOA Title 1 workforce investment activities with the provision of transportation and other appropriate supportive services in the local area.

The Upstate Workforce Board (UWB) provides appropriate supportive services to those eligible Workforce Innovation and Opportunity Act (WIOA) enrolled customers in accordance with the local policy. This policy was issued as a Regional Instruction letter in partnership with the Greenville County Workforce Development Board. The full policy can be found under Attachment A. We also have a supportive service policy for our Re-Entry services provided under the Workforce Innovation Grant.

If transportation is available, this can be subsidized as part of supportive services, but in some areas, public transportation is not available. Each customer's supportive service

needs are assessed and documented in their objective assessment at the time of their enrollment. The need is re-evaluated as the customer continues participation as part of their Individual Employment Plan and case notes are entered. When payments are needed, they are documented in SC Works Online Services (SCWOS) under the appropriate supportive service activity. Many documents are maintained in the SC Works digital files, but copies of the supportive service voucher and related documentation are maintained in the customer's hard file.

WIOA customers are informed about the availability of supportive services. Customers requesting any of the supportive services listed below must complete a Living Expense Budget (LEB) to document income and expenses for the entire household. This LEB must be updated with each new request. A Talent Development Specialist, Talent Development Lead or appropriate supervisor will review this budget to determine authentic need. It should be determined that without the requested supportive service, an undue hardship will exist that could impact the customer's ability to complete training and to seek or retain employment. The UWB requires that all other resources be leveraged first before program funds can be used.

Transportation assistance is also provided to the out-of-school youth programs. Many of the USC Upstate Academic Challenges Helping Individuals Expand Values and Education (ACHIEVE) students are able to attend activities through the use of program vans. Through ACHIEVE and YouthStop, out-of-school youth are also eligible for childcare and various incentives when funds are available. There is a separate supportive service policy for youth. Please see Attachment A for more information.

Per current policy, SC Works Upstate offers the following supportive services. Click here to view the policy for specifics.

- ***Supportive Service Type I: Transportation for Classroom Training, Customized Training, Pre-Vocational Training, and Job Readiness Classroom Activities***
- ***Supportive Service Type II: Transportation for Job Search Activities***
- ***Supportive Service Type III: Emergency Assistance***
- ***Supportive Service Type IV: Supportive Services While in Follow-Up***
- ***Supportive Service Type V: Supportive Services for Work Related Needs***

The Upstate Workforce Board was the recipient of a Transportation Demo Grant from the State Workforce Development Board for $100,000.00. The strategy was to provide 2nd and 3rd shift transportation in partnership with the Spartanburg County Transportation Bureau. We consistently hear how transportation continues to be a barrier to employment. We were hopeful the grant would have been a successful model to address the barrier. Having to use a DOT approved provider was the problem due to route planning based on residency and work location. If we could have used Uber, it would have been very successful. Unfortunately, the board returned $80,000.00. The main challenge presented was people expressed a need (by survey), but when the service was made available, they were not

interested. Ride times were also close to 1 hour for some, which was also a turn off for many. The $20,000.00 that we were able to spend, made a difference for many and made us wonder if transportation is truly a barrier or if it is an easy excuse.

We continue to work with clients to resolve barriers regarding transportation. We are piloting the use of Uber for clients being served under the Innovation Grant (Operation Educate). We hope to make this service available to all WIOA clients in the coming months.

8. A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the SC Works delivery system.

There are 4 core programs required by the Workforce Innovation and Opportunity Act (WIOA). They are the Adult, Dislocated Worker and Youth Programs, Wagner- Peyser Employment Services, Vocational Rehabilitation and Adult Education. There are an additional 13 required partners as well as optional partners. All partnerships are vital to services provided through the SC Works delivery system and are not limited to those required by WIOA. We constantly seek out partners unique to each community so that our one stop environment reflects local, accessible agencies and resources. For instance, Goodwill has a Senior Community Service Employment Program (SCSEP) that is a community service and work-based job training program for older Americans ages 55 and up. Authorized by the Older Americans Act, the program provides training for low-income, unemployed seniors. Participants work an average of 20 hours a week, are paid the highest of federal, state or local minimum wage, and have access to employment assistance through American Job Centers. They gain valuable work experience in a variety of community service activities at non-profit and public facilities including schools, hospitals, daycare centers and senior centers.

Our local chambers of commerce and economic development arms are also extensions of our business community. UWB frequently works with them to stay aware of the latest employment trends.

UWB connects with the teachers and guidance staff through the Regional Center for Educational Support or directly. The director of the Regional Center often brings the teachers and guidance staff members in for tours of the SC Works site, and center staff members discuss business demands with them. UWB and SC Works staff serve as a partner in hosting the Upstate College and Career Readiness Showcase. This is now an annual event held in October of each year around manufacturing week. UWB continues to play a vital role in this event. **See Section III, Question 3, Bullet 3, Paragraph 5 for more information.**

In addition to our core, required and optional partners, there are many other community partners. UWB considers any agency or non-profit offering services that our job seekers need as partners. United Way of the Piedmont, Adult Learning Center, Middle Tyger Community Center, churches, literacy organizations, and community centers located in housing projects, human resource associations, and so many others are utilized and they

are always willing to help if they can.

9. **A description of how the local board will coordinate the WIOA Title I workforce investment activities with adult education and literacy activities under the WIOA Title II, including how the local board will carry out the review of local applications submitted under Title II consistent with WIOA requirements.**

The Workforce Innovation & Opportunity Act requires that each local workforce development board (LWDB) review adult education and literacy applications from eligible organizations in the local area for Local Plan and one stop system alignment. The SC Department of Education–Office of Adult Education released the Adult Education and Family Literacy Act (AEFLA) Request for Proposals. Applications were due March 28, 2018. Before the end of March, each LWDB received a letter that included the following:

- Request to submit the names of at least three (3) LWDB members who will review applications;
- Anticipated number of applications your LWDB will need to review; and
- Additional details outlining the review process.

The following was provided for round 2 applications:

Activity	**Timeline/Due Date**
LWDB Administrator or Chair submits to ljackson@ed.sc.gov the names and contact information (email address, organization, phone number) of at least three (3) Board members who will be participating in the application review.	June 15
Board members will receive via email, webinar and conference call information for the LWDB Inter-Rater Reliability (IRRT) Training. LWDB members will also be asked to sign and return a Conflict of Interest form.	June 18
LWDB IRRT Training will be held via webinar.	June 19 2:30 pm – 4:00 pm
SCDE-Office of Adult Education will electronically forward applications and rubrics for Board members to review. LWDB members will have two (2) weeks to review and make comments.	No later than June 20
LWDB Administrator or Chair will enter review responses into an online rubric portal. *While at least three Board members should review each application, the LWDB Administrator should submit one review response/rubric for each application.*	July 6

SCDE-Office of Adult Education will review LWDBs' comments on the Local Plan and one-stop alignment and take the feedback into consideration when determining application outcomes.	July - August

This process was entirely more involved and time consuming than it needed to be. We will have to consider staff and board member involvement for the next procurement cycle.

Section V: <u>Operations and Compliance</u>

1. **Copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local SC Works system. This includes agreements between the local board or other local entities with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as the cross training of staff, technical assistance, the use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.**

WIOA requires Workforce Boards to enter into Memorandums of Understanding (MOUs) with mandatory partners. Each workforce board must provide at least one-comprehensive one-stop center where the mandatory partners make their services available.

SC Works maintains Memorandums of Understanding with the following: Job Corps, the South Carolina Indian Development Council, Inc., USC Upstate ACHIEVE, The YouthStop™ Educational Services Center, Spartanburg County Adult Education, Vocational Rehabilitation, Department of Social Services, South Carolina Department of Employment & Workforce, Piedmont Community Action, South Carolina Commission for the Blind, Spartanburg Housing Authority, Goodwill's Senior Community Services Employment Program, Spartanburg Community College, and ResCare, OneStop Operator and Adult/Dislocated Worker Programs.

In order to leverage funds and ensure the efficient use of resources, the Executive Directors of the Greenville and Spartanburg Workforce Boards established MOUs that allow for the sharing of a SCWOS coordinator and a Business Services Manager.

Youth programs may need cooperative agreements to fully address fourteen elements. These will include:

1. Tutoring;
2. Study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent;
3. Alternative secondary school services, or dropout recovery services, as appropriate;
4. Paid and unpaid work experiences that have academic and occupational education as a component;
5. Occupational skill training;
6. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
7. Leadership development opportunities;
8. Supportive services;
9. Adult mentoring and follow-up services;
10. Comprehensive guidance and counseling;
11. Financial literacy education;

12. Entrepreneurial skills training;
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
14. Activities that help youth prepare for and transition to postsecondary education and training.

Existing board committees will identify new partners and formalize existing partnerships.

The UWB Disabilities Committee will provide information to assist with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding providing programmatic and physical access to the services, programs, and activities of the onestop delivery system, as well as appropriate training for staff on providing support for or accommodations to, and finding employment opportunities for, individuals with disabilities.

The mission of the Disabilities Committee is to make recommendations to the full UWB on its entire range of disability access issues and to suggest ways to facilitate the participation of consumers with disabilities. This Committee can be flexible in its formulation and is intended to provide an effective means for participants with interests in this area to exchange ideas and develop recommendations for accessibility solutions, which will in turn enhance the board's policy making on disability access issues. A board member of the UWB chairs the Disabilities Committee. The Committee will consist of Board members, appointed by the UWB Chair, and individuals within community partners, appointed by the Disabilities Committee Chair.

UWB employees are involved in efforts to develop strategies and policies on serving WIOA priority populations. A focus is placed on youth, ex-offenders, veterans, low-income residents, and individuals with disabilities.

In accordance with WIOA Instruction Letter 18-10, members of the UWB staff are available to provide technical assistance or to visit sites when asked. The intent of the Instruction Letter is to transmit the local procedure for requesting technical assistance and site visits for UWB staff, as well as to promote open communication with all contractors and partner staff.

The rationale behind cross-training sessions is to promote efficient and effective customer services regardless of which staff member delivers the service. Cross-training is a priority at the UWB. Several years ago, independent consultants profiled job duties of staff. UWB has used the information derived from their report to drive cross-training efforts. In addition, all contractors are encouraged to implement regular cross training activities as appropriate.

The UWB makes every effort to share pertinent information with its stakeholders, to cooperate with employers, and to work in collaboration with its contractors and community partners.

Avenues that support the dissemination of information include monthly dashboards and

newsletters, social media, grantee meetings, and staff participation on various community boards as appropriate.

Business Services Team (BST) members operate under the direction of the SC Works Regional Director of Business Solutions to coordinate services to employers in the Upstate service area. The BST promotes employee recruitment and workforce training and services related to customer service and employer relations.

A committee of workforce partners created a universal referral form to streamline the referral process for all participants- click here to view (Attachment X). Unfortunately, many still use their own forms and some are instructed by their state level staff to do so. We continue to stress the benefit of all partners using the same form and to follow up on the referral.

Current MOUs and cooperative agreements are provided in attachments (Attachment H and I).

2. A description of the entity responsible for the disbursal of grant funds as determined by the chief elected official(s).

Of the twelve Workforce Boards in the state, the Upstate Workforce Board is one of two areas which utilize their county as the fiscal agent; whereas, the other local Boards utilize the Council of Governments (COG) as their fiscal agent and pay a much higher cost than we do for this.

The total Board membership is no more than 21. Membership from each county is in the same ratio as the county's percent of the total population of the three counties, based on 2010 census data.

All members are classified as "Private Sector" or "General Sector" members. The membership is not less than 51% representative of the "Private Sector." At the time of their appointment, private sector members are owners of business concerns, chief operating officers, or other private sector executives who have hiring authority or policy-making responsibility. Each county is responsible for meeting this requirement for the membership and designates each member's classification.

3. A description of the competitive process that will be used to award the sub grants and contracts for WIOA Title I activities.

The Workforce Innovation and Opportunity Act (WIOA) eliminated the option under WIA that allowed the designation or certification of onestop operators by agreement between the local board and a consortium of three or more onestop partners.

The full requirements for the new competitive process are set out at sec. 678.605 of the Joint WIOA Final Rule, and they clarify that local boards must select the onestop operator through a competitive process.

Locally, in keeping with WIOA regulations and SCDEW requirements, the Request for Proposal

(RFP) and procurement process are done every three years at a minimum. The UWB, which was the first workforce board in the State to institute competitive procurement for One-Stop Services, has three contractors that were awarded contracts under this process. Arbor E&T, LLC d/b/a ResCare, Workforce/Services (RWS), is a private for-profit operator that is in its seventh year of providing services as our One-Stop center. The USC Upstate ACHIEVE Program and The YouthStop™ Educational Services Center provide services to youth. All contactors operate in the tri-county service area.

For PY 2017, the GCWDB and UWB conducted a joint procurement for an SC Works Operator and provider of WIOA Adult and Dislocated Worker services, including Business Services, for which Spartanburg County took the lead. The contract that resulted from that procurement can be extended for up to 3 years. In future years, there may be the opportunity for the GCWDB and its fiscal agent Greenville County to take the lead on the SC Works Operator procurement.

In general, a proposal review committee will be comprised of three (3) individuals from the UWB and GCWDB's SC Works OneStop Committees, for a total of six (6) committee members. The proposal review committee will receive a proposal evaluation orientation and will complete conflict of interest forms. The committee members who are eligible to evaluate proposals will score and rank all of the proposals determined qualified for screening. Once the review committee has a recommendation, it will go before the UWB and the GCWDB for approval. The recommendation should be for a single contract consisting of two budgets (i.e., a UWB region budget, a GCWDB region budget).

The UWB works very closely 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:

Spartanburg County is the fiscal agent for UWB and shall be in compliance with 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. UWB 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.

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

Non-mandatory pre-bid conferences are offered prior to the due date on the Request for Proposal (RFP). RFP deadlines are followed strictly. Respective committees of the UWB or Upstate Youth Alliance are asked to participate in the review, scoring and selection

process. Bidders are not allowed to contact UWB staff, UWB 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 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 accordance 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 UWB 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.

4. **Local Boards will not be required to include proposed performance goals for Program Years 2016 or 2017 in the local plan. Further guidance will be issued by the State regarding the negotiation of local levels of performance. Agreed upon performance goals must be incorporated into the local plan after negotiations are finalized.**

The UWB received state performance measures from SCDEW on August 8, 2016. The measures were agreed upon by SCDEW and DOL a week prior. The measures did not include the Youth *Median Earnings 2nd Quarter After Exit* measure since it will be a baseline measure for PY 16. The state of South Carolina will have the opportunity to revisit PY 17 goals in the 4th Quarter of PY 16, should the need arise.

The UWB has <u>not</u> received any information from SCDEW regarding local performance measures. State measures are as follows:

Adult Program	**PY 16**		**PY 17**
Employment Rate 2nd Quarter After Exit	73.1		75.3
Employment Rate 4th Quarter After Exit	70.8		72.9
Median Earnings 2nd Quarter After Exit	$4,628		$4,859
Credential Attainment within 4 Quarters After Exit	51.0		52.5
Dislocated Worker			

Employment Rate 2nd Quarter After Exit	77.0		79.3
Employment Rate 4th Quarter After Exit	75.0		77.3
Median Earnings 2nd Quarter After Exit	$6,100		$6,405
Credential Attainment within 4 Quarters After Exit	54.4		56.0
Wagner-Peyser			
Employment Rate 2nd Quarter After Exit	64.0		64.0
Employment Rate 4th Quarter After Exit	66.0		66.0
Median Earnings 2nd Quarter After Exit	$4,405		$4,405
Youth			
Employment Rate 2nd Quarter After Exit	75.1		76.6
Employment Rate 4th Quarter After Exit	67.6		69.1
Credential Attainment within 4 Quarters After Exit	68.1		69.6

It should be noted that the Wagner-Peyser/SCDEW performance measures did not increase from PY16 to PY17 as WIOA did.

Performance Measures PY18	Local Negotiated Goals
Adult Employment Rate 2nd Quarter After Exit	76.8%
Adult Employment Rate 4th Quarter After Exit	73.0%
Adult Median Earnings 2nd Quarter After Exit	$5,644
Adult Credential Attainment Within 4 Quarters After Exit	51.9%
DW Employment Rate 2nd Quarter After Exit	80.1%
DW Employment Rate 4th Quarter After Exit	76.0%
DW Median Earnings 2nd Quarter After Exit	$7,100
DW Credential Attainment within 4 Quarters After Exit	48.6%
Youth Employment Rate 2nd Quarter After Exit	76.6%
Youth Employment Rate 4th Quarter After Exit	69.0%
Youth Credential Attainment within 4 Quarters After Exit	68.1%

* more than 100% of the goal (exceeds)
* between 90%-100% of the goal (meets)
* less than 90% of the goal (failing)

It should be stated that our wage goals are significantly higher than our counter parts. We are extremely concerned that we will NOT be able to reach the goal. We tried to negotiate the goals down, with minimal success.

Our goals continue to be raised year after year making it more difficult for us to be innovative and try new service delivery models. WIOA was intended to make exceptions for serving individuals

with significant barriers. During program year PY18, we learned of some concerning practices that confirm that this is not the case in South Carolina. Local staff were provided details by DEW performance staff (at a SCWOS Coordinators meeting) regarding the methodology our online case management system utilizes when formatting performance reports. In simple terms, client records are merged into one single line. The lead application logic is then used to generate the report. The lead application is defined as the program that provided the first staff service. In many cases this is Wagner Peyser (WP). WP staff are not required to obtain any verification documents when working with individuals. WIOA spends hours verifying barriers, etc. This is causing people served in other areas to impact our local performance (some negatives and some positives). It is also going to create a major issue when the Statistical Adjustment Model (SAM) is implemented. This model is intended to adjust performance measures based on the population served. SCDEW assured the local area they are working with DOL to address this major concern. There have been no updates since we were initially notified.

During PY18 we expressed concern that WIOA staff cannot verify wages used for WIOA performance. SCDEW denied our request for this information because the wages come from the state UI system. After speaking with several other states, we confirmed WIOA staff throughout the country have access. SCDEW agreed to provide access for local WIOA staff within the next several months. No additional information has been communicated from SCDEW on this issue either.

5. **A description of actions the Local Board will take toward becoming or remaining a high performing workforce area, including:**

   - **The effectiveness and continuous improvement criteria the Local Board will implement to assess their one-stop centers;**

The UWB has its Chief Operating Officer serving as monitor and providing oversight of the WIOA service providers, the American Job Center (SC Works) and the two youth programs. The providers consistently meet with the COO to ensure WIOA compliance at the federal, state and local levels. SC Works receives survey results monthly from WIOA clients (job seekers and employers). The UWB COO reviews the results and provides feedback to the WIOA Project Manager. They often work together to address suggestions and make program enhancements. In addition to client surveys, the UWB utilizes secret shoppers who visit the SC Works Centers to ensure quality service to clients. The surveys and secret shoppers are all used in order to make constructive criticism, if needed, with ideas of support to assist the Job Center to improve customer service. The UWB consistently supports its providers and works to find solutions to any client/secret shopper suggestion.

Each WIOA service provider submits monthly dashboards that reflect relevant program information. The dashboards, along with the monthly news report, the *Just in Time Report (JIT)*, give UWB staff the ability to observe trends and see a monthly snapshot of the services that were provided during the month. The dashboards and *JIT* are also presented to the Board, including the Youth Committee, for informational purposes.

The UWB Director hosts grantee meetings on a bi-monthly basis. These meetings allow the UWB staff and the WIOA service provider staff to have dialogue regarding current operations. It is also an opportunity to relay any important information that may be relevant to providers.

The youth providers conduct customer surveys sporadically with all customers and, upon exit, to get feedback for improvement and suggestions.

The UWB provides written instruction letters to WIOA service providers. The most recent instruction letters can be found at http://www.upstateworkforceboard.org/local-instruction-letters

- **A description of the methodology used by the Local Board to allocate SC Works center infrastructure funds; and**

Infrastructure Funding Agreement (IFA) is a plan to fund the costs of the services and the operating costs of the system, including funding of infrastructure costs of one stop centers and funding of the shared services and operating costs of the one stop delivery system. The Partners agree to enter into a Resource Sharing Agreement to support the cost of shared services and jointly occupied facilities.

Cost allocation among partners shall meet WIOA regulations, Federal Uniform Guidance, state rules, policies and guidelines. Each partner has a separate Resource Sharing Agreement detailing shared cost which shall be incorporated into a MOU. Each IFA is negotiated and modified annually. Some shared costs include:

- Rental space;
- Copier costs;
- Cleaning services;
- Security;
- Phone and Internet services;
- Information and technology maintenance;
- Utilities; and
- Other miscellaneous costs.

Allocation methodology for Resource Sharing:

The UWB uses the square footage methodology for allocating costs. In those costs there are several line items.

The Square Footage methodology classifies space based on its purpose and reasonable methods of determining partner's proportionate share.

i. Sole Space is space allocated to one partner 100% of the time.

ii. Public Access Resource Room - DEW will be responsible for the sole space which DEW staff occupies on the floor. The remaining square footage will be shared

50/50 by DEW and RWS.

iii. Common space/shared by all includes hallways, restrooms, break room, clothes closet, lobby, vestibule, computer labs and meeting rooms. Common/shared space allocation is determined by percentage of sole space plus shared public access space listed above in i and ii. Click here to see specific calculations.

During PY19 we will be implementing a much needed front desk specialist at the comprehensive center. The cost will be shared by partners and details will be laid out in the agreements by way of an addendum. We are very much excited about this position as we have been working to add it for over a year. We want to provide the very best experience for our customers and that starts with a consistent, well trained staff member.

- **A description of the roles and contributions of SC Works partners, including cost allocation.**

Infrastructure costs related to the operation of the SC Works Upstate Centers are currently allocated among the partners who either occupy the facilities or make use of the facilities. The cost of rent, utilities, phones, etc. are divided based on the square footage method by which each partner is apportioned their part of the costs based on a blend of the amount of space they actually occupy within each center and the number and variety of customers served or usage time for the facilities. In 2016, UWB is in the implementation phase to transition to maximized cost sharing in 2017 among the four required core partners - WIOA Title I Adult/DW & Youth, Adult Education and Family Literacy Act Program, Wagner- Peyser and Vocational Rehabilitation. (See Attachment V for table outlining SC Works partners, their roles and contributions to the program).

6. A description of how Adult and Dislocated Worker training services will be provided through the use of individual training accounts, including:

- **If contracts for training services will be used;**

The UWB uses Individual Training Accounts (ITAs), not contracts, and has determined that the following activities, local requirements, time limits, and cost limits shall apply to all training activities: the maximum, per participant, expenditure amount for any combination of training activities is currently $12,000, excluding supportive services. Requests for exceptions to these requirements or limits require a completed Waiver Request Form, to be signed and approved by the UWB Associate Director or Executive Director, but cannot exceed $14,000 total. Only programs aligning with the current in-demand occupation list will be considered. Some restrictions may apply **(See Regional Instruction Letter 17-01, Attachment W for details).**

WIOA customer's training can only be provided by Eligible Training Providers. Providers are deemed eligible by following the State's ETPL process and procedures.

- **How the use of training service contracts will be coordinated with the use of individual**

training accounts; and

Talent Development Specialists (TDSs) counsel customers based on their needs and their choice of occupation to pursue. Customers may opt for a career which does not require training or they may choose one in which training or credentials are necessary. Training programs and providers may only be selected from the State approved ETPL. Inclusion on the ETPL requires the provider to sign an ETPL Memorandum of Agreement with SCDEW in which the providers agree to supply data about themselves, their programs and the performance statistics of those programs. Once the customer has selected a program and provider, the TDS creates their Individual Training Account (ITA) under the guidelines established by the UWB. Our primary provider, Spartanburg Community College has expressed concerns over ETPL reporting requirements. Their concerns are mostly related to concerns of violating FERPA. We are hopeful the MOA and recently approved waiver from DOL will address their concerns so that we can continue to refer WIOA clients.

- **How the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.**

Local staff utilize the Palmetto Academic and Training Hub (PATh) to view access information regarding eligible training providers. PATh went live in 2016. PATh provides the ETPL from which clients can learn about the approved training providers/programs and performance. This new tool ensures that the customers have the data needed to make an informed decision regarding their training regardless of how that training is to be provided.

In addition to the above, the Local Area, OneStop Operator and WIOA staff engage with as many ETPL providers as possible directly, ensuring information pamphlets, points-of-contact, and all additional data which is shared with customers is up-to-date. Staff make valuable use of tools such as the assessment Career Pathway Explorer or O'Net, to aid the customer in making informed decisions and having realistic expectations of not just themselves, but of the training desired. There are many issues which the customer needs to be aware of when making these decisions- academic basic qualifications to be successful, transportation, job expectations once training is completed, and how does the choice fit in their 'big picture' future? It is true that while classroom training works for one, another individual might gain more from OJT, thus the training selection is vital in making the outcome an actual accomplishment in their life.

7. **A description of the process used by the Local Board to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into development of the local plan, particularly for representatives of businesses, labor organizations, and education.**

On September 20, 2016, both final plans were uploaded to the UWB website, placed in all local library branches, sent to the local Chambers and Economic Development Boards, emailed to the nine local K-12 School Superintendents and all college presidents, and sent to one Local Labor group (the largest one in our area) and to several small, medium and large company representatives in order to receive comments. This was done in all three counties.

Modification comment period is shorter (only 7 days). Public comment for this modification was available beginning May 14, 2019 through May 21, 2019.

8. A description of how SC Works centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by SC Works partners.

Currently, only local area staff and SCDEW staff are able to utilize an account executive approach. While all team members are encouraged to communicate often in an effort to eliminate duplication, the only way to operate an account executive approach is to utilize one customer relationship management system across all partners. It would be extremely helpful if both Adult Education and SCVR were required to use SCWOS for business engagement activities. The system is already in place and there are multiple experts in the field who could conduct the training for the team. At a minimum, the federally mandated partners should be using the same system.

Currently SC Works is using SCWOS as the main channel for integrated case management. There are discussions on the State level about the potential for all partner programs to overlay on the system for the purpose of data extraction and further integration. Efforts are being made on the local level to allow core partners limited privileges in SCWOS with SC Works staff conducting SCWOS tutorials for partner staff. These tutorials further educate partner staff creating opportunities for co-enrollment. The privileges would not be sufficient for staff working with co-enrolled participants, since that access level does not allow for data entry. However, there are some needs to consider in addition to the level of access. We need to better utilize the feature allowing multiple case managers to manage participants. This includes setting goals, and the ability to change, delete, or close files. There are many factors to consider during this implementation. Some of these decisions can be addressed locally, but some will need state level input.

Under the WIA regulations, there were challenges and penalties to co-enrollment. If an ACHIEVE student came to SC Works or Vocational Rehabilitation, ACHIEVE would not be able to count the GED attainment for that program year. While that will change under WIOA, we still need a system that works across programs to handle and follow co-enrollment, without an entity being penalized.

Co-enrollment is also consistently discussed at Business Service Team (BST) meetings. Those discussions have evolved into local BSTs cultivating demand-driven training opportunities. These opportunities will gather candidates from across partner agencies, increasing the potential for integrated service and co-enrollment.

9. A description of how the Local Board ensures compliance with the Adult priority of service requirements under WIOA Title I.

Adults who receive services from WIOA-funded staff beyond self-service and information must be determined eligible, enrolled and considered a participant for WIOA Title I services.

Individualized career services and training services must be given on a priority basis, regardless of funding levels, to:

- First Priority: Veterans and eligible spouses who are low-income, to include recipients of public assistance, or those who are basic skills deficient;
- Second Priority: Individuals who are low-income, to include recipients of public assistance, or those who are basic skills deficient;
- Third Priority: Veterans and eligible spouses who are not low-income, or are not recipients of public assistance, and are not basic skills deficient; and
- Last: Individuals outside of the groups given priority.

Eligible individuals who do not meet the above priorities may still be enrolled as participants in the WIOA adult program. However, effective July 1, 2016, seventy percent (70%) of newly enrolled adult participants must be low-income, including public assistance recipients, or those who are basic skills deficient. Local Workforce Development Boards (LWDBs) are responsible for establishing local procedures to comply with this policy and for conducting outreach to these priority populations. This priority of service policy is not applicable to participants served as dislocated workers.

Meeting the 70% POS rate has created a challenge in our local area. Employers in our area are desperate for employees. The policy limits who we can serve. We feel this number should be set locally. We should be able to train more individuals if funding is available.

Low-income Individual

An individual who meets any *one* of the following criteria satisfies the low-income requirement for WIOA adult services:

- Receives, or in the past six months has received, or is a member of a family that is receiving or in the past six months has received, assistance through SNAP, TANF, or Supplemental Security Income (SSI), or state or local income-based public assistance;

- Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the most recent Family Income Guidelines issued via State Instruction;

- Is a homeless individual as defined in the McKinney- Vento Homeless Assistance Act or the Violence Against Women Act of 1994; or

- Is an individual with a disability whose own income meets the income requirement above, but who is a member of a family whose income does not meet this requirement.

Basic Skills Deficient

WIOA defines basic skills deficient as an adult who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the participant's family, or in society. The local region defines basic skills deficient as an individual who meets any one of the following indicators:

- Lacks a high school diploma or equivalent; or
- Scores 8.9 or below on the TABE 9 & 10, or effective January 1, 2019, scores a National Reporting System (NRS) level 4 or below on the TABE 11 & 12.
- Scores less than 4 on any one or more of the following WIN Ready to Work assessments:
    - Applied Mathematics
    - Reading for Information
    - Locating Information
- Score less than 4 on any one or more of the following WorkKeys® assessments taken prior to July 1, 2018:
    - Applied Math
    - Workplace Documents
    - Graphic Literacy; or
- Is enrolled in Title II adult education, including English as a Second Language (ESL).
- Has the following English, reading, writing, or computing skills documented on a generally accepted standardized test (Compass, Accuplacer®, ACT®) taken within six (6) months of WIOA Application Date:
    - Compass:
        - Reading score at or below 81
        - Math score at or below 52 (algebra entrance is 53)
    - Accuplacer®:
        - Reading or Elementary Algebra score at or below 79
    - ACT®:
        - Reading or math raw scale at or below 18
- Is enrolled in Title II adult education; or
- Enrolled in English as a Second Language (ESL).
    - Has within previous six (6) months attended or is currently attending ESL classes, with supporting documentation; or
    - Has a recommendation from an ESL instructor, in writing; or
    - Scored as outlined in the "educational functioning level descriptors—English as a second language levels" as outlined in TEGL 17-05 Change 1 Attachment A.

It is expected that basic skills deficiency will be determined using an objective, valid, and reliable assessment, such as the indicators listed above. However, when a formal evaluation is not available or practical, case manager observations, customer acknowledgement, and documented case notes are acceptable. For example, the case manager may observe that the adult is experiencing difficulty in reading or filling out an application form, or has poor English language skills and may be appropriate for ESL. However, an individual should not be determined as basic skills deficient merely because he/she lacks soft skills or the occupational

skills needed for a particular job.

WIOA Title I funds cannot be used for assessment of basic skills deficiency prior to eligibility certification; however, other funding sources may be used.

With the new 70% standard policy that the State has issued, serving low-income individuals will be a struggle because the individuals do not have the ability to attend a long-term training program that would result in the wages we are attempting to attain to meet WIOA requirements. Low-income individuals often cannot afford to take the time for stackable training and will take the first job available to keep the roof over their heads, thereby impacting program performance. Many with basic skills deficiency will not have the ability to succeed in the higher levels of training that could result in higher wages. The low-income requirement also prevents the Talent Development Specialists from working with customers who have lost their jobs, and do not have the required Dislocated Worker documentation or had sufficient wages within the past 26 weeks to exclude them. This population tends to move often and also their phones are often disconnected, making it difficult to stay in touch.

10. A description of how the Local Board is serving special populations, including those with barriers to employment, as required by WIOA.

All of our programs and partners are working to serve the above noted priority populations. **For additional information, refer to Section III, Question 3 as well as Section IV, Question 1, Bullet 4 and Section IV, Question 4.**

For items in questions 11 and 12 below, please click here to be redirected to our website. Items are listed in the same order for ease of access.

11. Copies of current Local Board policies and definitions, including:
    - A Supportive Services policy
    - B On-the-Job Training (OJT) reimbursement policy
    - C Incumbent Worker Training (IWT) policy, when using local funds
    - D Youth Incentives policy
    - E Local training cap policy
    - F Local definition for youth who "require additional assistance"
    - G Adult and Dislocated Worker Self Sufficiency

12. Copies of current local workforce area documents, including:
    - H Memorandum(s) of Understanding, including signature sheets Infrastructure Funding Agreements, including signature sheets and allocations
    - J All service provider grants, with statements of work and budgets
    - K Statements of work for in-house operational staff where applicable

L Current or most recent Grant Application Request(s)/Request(s) for proposal
M Local Workforce Development Board By-Laws
N Local Workforce Development Board & Committee meeting schedules
O Local Workforce Development Board budgets
P Local monitoring schedule

Additional Attachments:

Q Board membership
R Local Roster & Responsibilities of Staff
S Comprehensive/Satellite SC Works Center
T SC Works Access Points
U Barriers to Employment Statistics
V Table outlining SC Works partners, their roles and contributions to the program
W Regional Business Services Plan
X Referral Form
Y Regional Business Services Team
Z Acronyms