



Connecting Companies & Employees

WORKFORCE INVESTMENT BOARD

EXECUTIVE COMMITTEE MEETING

May 11, 2011 – 4:00 P.M.

Tri-County Technical College, Pendleton, SC

AGENDA

- | | | |
|-------|--|--|
| i. | Call To Order | Stephanie Collins, Board Chair |
| ii. | Approval of Minutes (3-2-2011) | Stephanie Collins |
| iii. | OJT-RFP | Jimmy Pennell, WorkLink staff |
| iv. | WorkLink Staff Changes | Amy Jessee, WorkLink staff |
| v. | Board Member nominations | Stephanie Collins |
| vi. | Contract Modifications & Transfer Requests | David Collins, Finance Committee
Brandi Runion, WorkLink Staff
ResCare representatives |
| vii. | Monitoring Reports | Amy Jessee |
| viii. | Other Business | |
| ix. | Adjournment | |

Vision – To have a fully-employed, skilled workforce in Anderson, Oconee, and Pickens counties, SC

Mission – We develop the link between employers and the workforce in Anderson, Oconee, and Pickens counties, SC

***NEW* NEXT BOARD MEETING – June 6, 2011 – 1:00 P.M.**

MADREN CENTER, CLEMSON, SC

LUNCH IMMEDIATELY PRECEDES THE BOARD MEETING AT NOON.



Connecting Companies & Employees

EXECUTIVE COMMITTEE MEETING

March 2, 2011 – 4:00 P.M.

CAT CONFERENCE ROOM

MINUTES

Members Present

Stephanie Collins
Jim Alexander

Ronnie Booth
David Collins

Shae Rozakos

Members Absent

Butch Harris

Staff Present

Amy Jessee
Windy Graham

Jennifer Kelly
Jimmy Pennell

Crayton Pruitt
Brandi Runion

Guests Present

Amanda Hamby
Ron Mattox

Lisa McWherter
Steve Pelissier

Robert Robinson

I. Call To Order

Chair Stephanie Collins called the meeting to order and reminded committee members the meeting was being recorded for processing of the minutes. A quorum was present to conduct the business of the Executive Committee.

II. Review of Minutes (12/08/10 & 02/23/11)

Chair Stephanie Collins asked that Committee members review the minutes from the previous meeting that were provided in the packet.

ACTION TAKEN: A motion to approve the minutes as written was made by Dr. Ronnie Booth; motion seconded by Jim Alexander. Motion carried unanimously with a voice vote.

III. Service Provider Status & Six-Month Reports

Amy Jessee referred Committee members to pages 8-10 of the packet provided. She stated that the five charts provided show the enrollment reports for July 2010 through January 2011 for the service providers. She stated that the numbers were listed as reported in the year to date statistics provided.

Chair Stephanie Collins acknowledged that charts cover and show data previously requested and thanked the staff for making adjustments to the reports to make them easier to follow. She asked if these reports will be provided in the same way in the future. Amy Jessee stated that they would be supplied at each Board meeting.

IV. Contracts & Budgets

David Collins referred the Committee members to pages 11-16 of the packet provided. He stated that the changes that had been made were in categories and did not change the overall amounts.

David Collins explained that Incentive/ARRA Funding is a proposed spending plan that needed to be completed and submitted to show how money could be spent. He reassured committee members that the first section presented on page 15 of the packet provided was just a draft that could be changed after the money was allotted by the state.

David Collins explained that the second section on page 15 of the packet provided was a proposed budget from the finance committee as to how ARRA money would be spent before 06/30/11.

Brandi Runion informed the Committee that Interview Stream could be marked out.

Jim Alexander expressed his concern about spending money for billboard campaigns. Amy Jessee stated that the money could be used in other areas related to the rebranding.

David Collins covered the OJT increase in requested funds. Jimmy Pennell explained that he told Ben Cox to file an official request and amount is believed to be around \$30,000.

David Collins covered page 16 in the packet provided. He stated that this page shows moves in extra funds to a different area due to the funds not being used in the full amount as originally expected, thus freeing some funds to be used to cover travel for personnel involved in the 2-1-1 training.

Brandi Runion stated that the contracts for Arbor, PYC, and the website need to be reviewed and voted upon.

Jennifer Kelly stated that Arbor had submitted a response to the monitoring report as conducted by the WorkLink staff.

Brandi Runion stated that PYC was recommended for extension by Youth Council.

Brandi Runion stated that the Marketing Committee recommended the extension of website through Art/Design Associates Inc.

Jennifer Kelly stated that stipulations submitted for approval during Finance Committee meeting will be submitted to the full Board. Stipulations being that ResCare/Arbor has been placed on a Corrective Action Plan (CAP) and they will have no more than 90 days to correct the issues set forth in the CAP letter delivered to them February 14, 2011. The Board will form an ad-hoc committee to review the progress of the CAP and make a recommendation to the Board to either clear ResCare/Arbor from the CAP or proceed with the next step of the sanction and rewards policy which would be to place them on probation for no less than 90

days. She stated that if they have not resolved the issues at the end of the probationary period, the Board may either de-obligate funds from the contract for ResCare/Arbor or discontinue the contract.

COMMITTEE ACTION TAKEN: The Finance Committee submitted a motion to designate additional funds as presented in proposed budget to Oconee Adult Education and Pickens Adult Education; seconded by Jim Alexander. The motion passed with a unanimous voice vote.

COMMITTEE ACTION TAKEN: The Finance Committee submitted a motion to approve the ARRA Incentive Proposed Spending as presented in proposed budget; seconded by Shae Rozakos. The motion passed with a unanimous voice vote.

COMMITTEE ACTION TAKEN: The Finance Committee submitted a motion to approve the In-House Budget Modifications as presented; seconded by Shae Rozakos. The motion passed with a unanimous voice vote.

COMMITTEE ACTION TAKEN: The Finance Committee submitted a motion to approve the extension of contracts with Arbor (with the addition of stipulations to be worked out during negotiations), PYC, and Art/Design Associates Inc. as presented; seconded by Jim Alexander. The motion passed with a unanimous voice vote.

V. OneStop Transition Update

A. Agreements to Remain in SCDEW Facilities

Chair Stephanie Collins gave an overview of three options that are available with transition. She stated that the first option was to stay in the current facilities. The second option is to relocate one or two of the OneStops, and the third option being to move the WorkLink offices to co-locate with the Anderson OneStop.

Amy Jessee stated that the agreements to remain in SCDEW facilities were listed on pages 17-18 of the packet provided. She stated that there were three parts to the agreements.

- The first part is the License User Agreement which was provided on pages 19-21 of the packet provided. She stated that the WorkLink contract with Clemson for office space was presented on page 22 of the packet provided.
- The second part is Operations/Maintenance for the facilities
- The third part is the Technology Component which was provided on pages 23-24 of the packet provided.

David Collins asked about how percentages would be divided in the OneStops. Brandi Runion stated that it would be our responsibility to cover everyone except DEW employees as it broke down in percentages. She pointed out that the numbers work out to over 50% on our end.

B. WorkLink Lease with Clemson University

Amy Jessee stated that the WorkLink contractual numbers with Clemson University for office space were provided on page 22 of the packet provided.

C. Bids for Leased Space in Anderson & Seneca

Brandi Runion presented the bids for leased space in both Anderson and Seneca. She presented photographs, floor plans, and handouts for committee members.

Jim Alexander asked about the current conditions of the existing OneStops, with the focus being on the Anderson OneStop. He asked if this proposed facility would be a better fit than the current facility. Brandi Runion and Dr. Lisa McWherter stated that it would be an upgrade.

Committee members discussed parking at current facility versus proposed facility. Shae Rozakos stated her concern about employees and public for other facilities using the parking at the proposed facility. David Collins asked about the current parking scenario. Brandi Runion stated that currently First Presbyterian Church of Anderson owns the parking lot that is currently used for the majority of parking for the OneStop in Anderson. She stated that it is currently working, but if the church ever said that we could not use their parking lot anymore, we would be in trouble.

Jim Alexander asked about the quotes we had received for moving services. Brandi Runion stated that the quotes are included with the handouts provided.

Dr. Ronnie Booth stated that he feels the location in Anderson should eventually be moved, but that we do not need to add to our budget with the current legislation at hand. He stated that since this is a one-year decision that we should possibly look into places for the future. He stated that he felt there were likely less costly buildings that could be found in the same downtown area. He stated that we could be looking into a possible new location for July 1, 2012. Brandi Runion pointed out that there is a 60 day out starting April 1st of the contract with Clemson University.

David Collins stated that March 31, 2012 would possibly be a better date to work toward.

Steve Pelissier stated that while we are in state facilities you can extend however long, but once we are contracting with private facilities, you have to negotiate rates on a yearly basis.

Brandi Runion clarified the WorkLink contractual breakdown with Clemson University on page 22 of the packet provided. She stated that we would no longer need the back office in the CAT Building but we would need to add a storage unit for file management. She stated that this option would be much cheaper.

Jim Alexander asked Dr. Lisa McWherter what she thinks they need at the OneStops. Dr. Lisa McWherter stated that upgrades are needed in each of the buildings: additional partitioned walls and voice over IP would greatly help in the rendering of services.

Steve Pelissier suggested that we make a wish list and take that to SCDEW.

COMMITTEE ACTION TAKEN: Dr. Ronnie Booth motioned that we contract with SCDEW for each of our OneStop locations, keep the WorkLink offices in their current location, and add an additional storage unit; seconded by Jim Alexander. The motion passed with a unanimous voice vote.

Shae Rozakos stated that we should charge each of the board members with keeping their eyes open for new locations for each of the area OneStops. All committee members were in agreement.

D. Bids for Facilities Maintenance

Brandi Runion presented committee members with the security bids for each of the OneStops. She stated that each of the bids are listed in the materials provided. She stated that her recommendation would be to have a security officer at least at the Anderson location. She gave a personal account of an incident that occurred while conducting a review at the Anderson location.

Dr. Ronnie Booth stated that he could support security for the Anderson location but not for Oconee or Pickens.

The Committee asked Dr. Lisa McWherter if there were a high number of incidents occurring in the OneStops that would require a security officer present. She stated that Anderson has approximately one incident per week. She stated that the other two facilities do not have regular incidents.

Brandi Runion presented committee members with the yearly projections for Armed versus Unarmed Guards at each of the locations.

COMMITTEE ACTION TAKEN: Jim Alexander motioned that up to \$30,000 be budgeted for an unarmed security guard in the Anderson OneStop starting as soon as possible; seconded by Dr. Ronnie Booth. The motion passed with a unanimous voice vote.

Brandi Runion presented the janitorial bids for the area OneStops has provided in the materials for each committee member.

David Collins asked if the current janitorial service was adequate. Dr. Lisa McWherter stated it is better but not where they would like it to be.

Dr. Ronnie Booth stated this not all about the money, when it comes to bidding out for keeping up with the facilities. He stated that we need to make sure that it's all covered and that things are being taken care of. He recommended that staff put together a proposal for presentation at the Board meeting. He stated that he felt the staff is capable of picking the appropriate bids and making sure that all services needed would be covered. All committee members agreed. Chair Stephanie Collins tasked the staff with doing this for each of the remaining service bids and stated to have the recommendations ready for presentation at the next board meeting.

E. IT Procurement

Brandi Runion stated that we did not procure the IT portion because it was dependent on whether the executive committee decided to stay in the current facilities or move. The committee members asked Brandi Runion to ask if we procure outside of SCDEW services and the chosen company has to work with SCDEW, what is our responsibility to them SCDEW for keeping specific systems aligned with theirs.

VI. NAWB Update

Chair Stephanie Collins gave an overview report of the trip to Washington, DC. She stated that Nita Colman and she were able to meet with Trey Gowdy and Jeff Duncan while they were there. She stated that the message they conveyed was that the program is working and asked that they continue fighting for it to remain.

VII. Steering Committee Update

No update at this time.

VIII. Board Membership & LWIB Standards Review

Amy Jessee stated that we would be adding Todd Bennington and Trent Acker to the Board. She stated that Todd Bennington would be filling the spot vacated by Steve West and that Trent Acker would be taking the place of Ray Farley, II.

Amy Jessee explained the process that would be taking place for the LWIB Standards Review. She referred committee members to pages 25-26 of the packet provided. She reviewed the timeline of events and the processes that would be taking place during the review on April 21, 2011.

IX. Adjournment/Executive Session

COMMITTEE ACTION TAKEN: Dr. Ronnie Booth made a motion to excuse staff and guests and to go into Executive Session; seconded by Jim Alexander. The motion passed with a unanimous voice vote.

All staff and guests were asked to exit to allow the Executive Committee to go into Executive Session.

Respectfully submitted by: Crayton Pruitt, Workforce Program Assistant

Amy Jessee

From: Brandi Runion [brunion@worklinkweb.com]
Sent: Wednesday, May 04, 2011 10:50 AM
To: David Collins; 'Steve West'; 'Kristi King-Brock'; Stan Brooks; Danny Brothers; Ronnie Booth
Cc: Amy Jessee; scribe@worklinkweb.com; jkelly@worklinkweb.com; Crayton Pruitt; wgraham@worklinkweb.com; Jimmy Pennell
Subject: EMAIL VOTE: 3 ITEMS

Good morning,

We have had three items that need to be voted on via email that are time sensitive and cannot wait until our May 31 meeting. If passed, these three votes will go on to the Executive Committee next Wednesday, May 11. **Please record your votes in the summary section provided at the bottom of this email.**

Vote #1: In the past, the Board has voted not to budget carryover funds in the following year's budget until all service providers have closed out their grants. October is usually when we have final numbers for carryover to grant to the service providers. For example, when we receive our Program Year 2010 funds from the State, they last for two years (7/1/10-6/30/12). Any funds not spent as of 6/30/11 that can continue to be spent through 6/30/12 and are considered carryover funds at that time. The difference is between the words "obligated" and "unobligated".

Please see the following example:

1,084,707	Total Revenue for Formula Youth PY10
353,133	Total Expenditures as of 4/30/11
448,236	Total Obligations remaining to PYC
10,000	Estimated In-House Spending (May & June)
273,338	Unobligated Balance

There is approximately \$273,000 available in Youth Formula funds that are "unobligated" and the Youth Council would like to allow PYC add \$120,000 of the \$273,000 to their proposed budget that begins 7/1/11. This proposed budget from PYC will be voted on in the May 31 Finance meeting.

Vote #2: ResCare staff has requested a transfer from Formula DW funds to Formula Adult funds for their Intensive and Eligibility grants. Please see the attached letter detailing the reasons for this request. This does not change any line items, nor does it increase the total dollar amount of funds that they receive. I have an example of what they are requesting below:

Intensive Grant	Current	Request	Revised
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	Adult Budget	for Modification	Adult Budget
Salaries & Fringe Benefits	\$ 244,615	\$ 61,814	\$ 306,429
Facilities/Rent Costs (space)	19,385	16,318	35,703
Non-Expendable Equipment Costs	5,765	-	5,765
Operating Expenses	28,121	9,339	37,461
WI Customer Wages and Fringe Benefits	13,393	11,980	25,373
WI Customer Individualized Training Costs	174,004	136,323	310,326
WI Customer Supportive Services Costs	70,866	56,286	127,153
Staff Training/Tech Services Costs	1,319	1,050	2,369
Other Direct Costs	10,366	9,273	19,640
Training Fees/Professional Fees/ Profit	28,962	10,247	39,210
Indirect Costs	31,655	9,964	41,619
	\$ 628,452	\$ 322,595	\$ 951,047

	Current DW Budget	Request for Modification	Revised DW Budget
Salaries & Fringe Benefits	\$ 316,300	\$ (61,814)	\$ 254,486
Facilities/Rent Costs (space)	25,066	(16,318)	8,748
Non-Expendable Equipment Costs	-	-	-
Operating Expenses	40,403	(9,339)	31,064
WI Customer Wages and Fringe Benefits	19,242	(11,980)	7,262
WI Customer Individualized Training Costs	224,996	(136,323)	88,674
WI Customer Supportive Services Costs	91,634	(56,286)	35,347
Staff Training/Tech Services Costs	1,706	(1,050)	656
Other Direct Costs	14,895	(9,273)	5,621
Training Fees/Professional Fees/ Profit	37,450	(10,247)	27,202
Indirect Costs	40,931	(9,964)	30,967
	\$ 812,621	\$ (322,595)	\$ 490,026

	\$	-	
Total Grant	\$ 1,441,073		\$ 1,441,073

**Eligibility & OneStop Coordination
Grant**

	Current Adult Budget	Request for Modification	Revised Adult Budget
Salaries & Fringe Benefits	\$ 104,391	\$ 27,525	\$ 131,916
Facilities/Rent Costs (space)	3,421	2,880	6,301
Non-Expendable Equipment Costs	1,267	-	1,267
Operating Expenses	8,597	4,338	12,935
Staff Training/Tech Services Costs	561	390	951
Other Direct Costs	2,804	2,508	5,312
Training Fees/Professional Fees/ Profit	11,181	3,770	14,951

Indirect Costs	12,418	3,707	16,125
	<u>\$ 144,640</u>	<u>\$ 45,118</u>	<u>\$ 189,758</u>

	Current DW Budget	Request for Modification	Revised DW Budget
Salaries & Fringe Benefits	\$ 134,983	\$ (27,525)	\$ 107,458
Facilities/Rent Costs (space)	4,423	(2,880)	1,543
Non-Expendable Equipment Costs	-	-	-
Operating Expenses	12,351	(4,338)	8,013
Staff Training/Tech Services Costs	726	(390)	336
Other Direct Costs	4,029	(2,508)	1,521
Training Fees/Professional Fees/ Profit	14,457	(3,770)	10,687
Indirect Costs	16,057	(3,707)	12,350
	<u>\$ 187,027</u>	<u>\$ (45,118)</u>	<u>\$ 141,909</u>
	<u>\$ 331,667</u>	<u>\$ -</u>	<u>\$ 331,667</u>

Vote #3: Due to the request from ResCare in Vote #2, we will need to do a funds transfer request with the state to move some of our Formula DW money to Formula Adult. Initially, you could only move 20% from one pot to the other, but the State has issued a waiver stating that you may move up to 50%. Our recommendation is to transfer 35% from Formula DW to Formula Adult.

If we were to grant ResCare their modification without this transfer, this is what happens:

	Adult	DW
NFA Amount	974,515	1,308,957
Expenditures thru 4/30	279,505	388,636
ResCare Eligibility Grant	69,536	54,636
ResCare Intensive Grant	613,014	271,517
SCDEW Grant	14,379	24,371
Balance	<u>(1,919)</u>	<u>569,797</u>

If we were to grant ResCare their modification with this transfer, this is what happens:

	Adult	DW
NFA Amount	974,515	1,308,957
35% Transfer	458,135	(458,135)
New NFA Amount	<u>1,432,650</u>	<u>850,822</u>
Expenditures thru 4/30	279,505	388,636
Estimated May & June Expenditures	40,000	- There are no DW expenditures due to spending DW ARRA funds

ResCare Eligibility Grant	69,536	54,636	Remaining balance + transfer
ResCare Intensive Grant	613,014	271,517	Remaining balance + transfer
SCDEW Grant	14,379	24,371	Remaining balance
Balance	416,216	111,662	

Please vote on the following three items with a Yes or a No by Friday, May 6 at 5:00:

1. Motion to allow PYC to prepare their Program Year 2011 budget to include the \$120,000 unobligated carryover funds
2. Motion to grant ResCare the request for modification to transfer \$322,595 from their Intensive Formula DW grant to their Intensive Adult grant and to transfer \$45,118 from their Eligibility Formula DW grant to their Eligibility Adult Grant.
3. Motion to transfer 35% of the Program Year 2010 Formula DW funds to Formula Adult funds.

Note: Motion #2 cannot pass unless Motion #3 passes.

Any questions, please let me know.

Thank you,

Brandi C. Runion
Financial Management Specialist



Workforce Investment Board
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	WorkLink Budget Allocation Estimates				
	PY2010 Allotment	PY2011 Estimate (April 20)	% cut	PY2011 Estimate (May 4)	% cut
Adult	\$ 1,082,794	\$ 1,074,564	1%	\$ 967,107	11%
Youth	\$ 1,205,230	\$ 1,196,144	1%	\$ 1,076,530	11%
DW	\$ 1,454,396	\$ 1,149,194	21%	\$ 1,063,040	27%
TOTAL	\$ 3,742,420.00	\$ 3,419,902.00	9%	\$ 3,106,677	17%



Ms. Amy Jessee
Interim Executive Director
WorkLink Workforce Investment Board
511 Westinghouse Road
Pendleton, SC 29670

April 29, 2011

RE: Dislocated Worker to Adult Funding Transfer Request

Dear Ms. Jessee:

The reason for our return visit and secondary request to reallocate Dislocated Worker (DW) funding to Adult funding is both responsible for our community and necessary for the continuation of uninterrupted service provision.

Within our visit today, and this brief summary, we trust you will more clearly understand the need to transfer funds and how the assistance of the WorkLink Staff will ultimately determine the prosperity of WIA Program for the months of May and June of 2011.

Below you will find a number of reasons offered for your consideration to transfer funds.

Evidence of Reduced Numbers of Dislocated Workers to be Served within Anderson, Oconee and Pickens Counties:

In the State of South Carolina within the 2008 calendar year, 159 Layoff Events were reported, as were 138 Closures.

2009 Data was not available at the time this report was pulled.

2010 Yielded 90 Layoff Events and 58 Closures.

2011 (Year to Date) Only 7 Layoff Events have been reported and 5 Closures.

The state-wide numbers above reflect a drastically plummeting trend of Layoffs and Closure Events for 2011, which is fantastic news for the State and even better news for Anderson, Oconee and Pickens Counties as only 3-4 of those Layoffs or Closures have been located in our service region.

Albeit, this is great news for our community, this too happens to be the reason we are finding ourselves in need of your assistance to better serve our community—fewer Dislocated Workers are seeking services than in years past. Again, this is great news; however, our funding through WorkLink is weighted 56.39% toward Dislocated Workers and 43.61% allocated to Adult funding—leaving us with a deficit of funding as compared to the majority of WIA Participants in need of support.

Time Studies Support Declining Numbers of Dislocated Workers to be Served:

Two time studies have been conducted this program year in an effort to document actual time spent serving the separate customer groups. Regulations require that we provide justification for the allocation of pooled expenses that cannot otherwise be directly charged to specific funding streams. The first time study was conducted August 30–September 3, 2010 and the second was conducted March 14–18, 2011.

The reflective reality of those seeking WIA Services, according to the most recent time study conducted of local Career Counselors' time, yields an 80% Adult to 20% Dislocated Worker ratio. In other words, 80% of Career Counselors' time is demanded by our Adult Participants and 20% of their time is consumed with serving Dislocated Workers.

Those within our community simply are not DW eligible to the degree the current funding allocation has been distributed.

If we look solely at the State of South Carolina trends since 2008, the State Reports correlate significantly with the time studies conducted and further substantiate why funds should be reallocated to the Adult stream from the DW stream, such that we can continue to serve customers.

Timing of Request Deemed Appropriate:

While we realized, as did the WorkLink Staff, the Dislocated Worker enrollment numbers were low in the third quarter monitoring, we were not in a position to request a funding reallocation at that time. We were certain the request would be denied as the spending rate in Adult funding was still at an adequate level. Certification and enrollments have fortunately continued to mount. The only draw-back is that the vast majority of these Participants are not eligible DWs.

Based upon ResCare's experience in South Carolina and elsewhere, the time to request a funding modification is when the need can **completely** be justified. Since we spent the first six plus months spending down State Reserve and ARRA funds, which were not part of the initial award, we could not demonstrate the need for the transfer since so little of the formula funds had been spent. If we had prematurely asked for funds to have been transferred, we, thus WorkLink would not have been able to justify the request—now; however, the need is fully justified.

Technical Assistance Discrepancies Between the State and Local Officials:

On a number of occasions and referenced in formal reports, there have been significant discrepancies that have existed until as recently as the end of March between the State instructions and the Local instructions regarding categorizing a Participant as a Dislocated Worker. Staff have been timid to push for the DW status for fear of being “dinged” in the quarterly monitorings. With the two sets of instructions, each conflicting with the other, staff have understandably struggled with this charge of properly and/or confidently classifying DWs in a manner that satisfied both Local and State expectations.

As of the end of March, more clearly defined parameters have been seemingly agreed upon and staff are more confident in their ability to make decisions that will not be disputed during monitoring. The above is not intended to serve as an excuse, only offered as a reason there has been hesitation/confusion around this issue.

Targeting Dislocated Workers:

Through our Rapid Response Activities, we have served those employees losing their jobs through no fault of their own due to layoffs and/or closures. Clearly it is not good for our community for layoffs or closures to occur but we are here to serve them as needed. It just so happens, the need has been reduced over the past year for these services as indicated by the State reports and the daily foot traffic within the OneStop Workforce Centers.

Future Efforts to Increase Dislocated Worker Enrollments:

Moving forward, every customer that seeks WIA services will be consistently measured against DW eligibility requirements. Be assured that when and where possible staff will classify Participants as DWs, particularly as now they are less fearful of negative monitoring reviews given the recent clarification on proper classification expectations.

Concluding Thoughts:

Who wins if funding is not transferred from DW to Adult?

Every day we serve our fellow community members that are in need of WIA assistance. We cannot influence nor alter the situation that may have brought them to our door—we seek to meet them where they are in their self-sustaining employment pursuit.

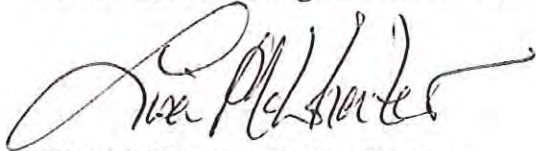
In the same manner, we are respectfully asking you, the WorkLink Staff and Board to meet us where we are in serving WIA Participants on your behalf. In order to do so in an uninterrupted manner, we are stringently requesting this funding transfer such that we can continue to serve those with demonstrated need(s) for WIA services.

If the Board will not honor this request, we request your assistance in coming up with a solution that is manageable and does not compromise or interrupt the services to Adults for the remaining program year.

Respectfully Submitted for Your Consideration,

A handwritten signature in cursive script, appearing to read "Debra Giordano".

Debra Giordano, Regional Director of Operations—Eastern Region

A handwritten signature in cursive script, appearing to read "Lisa McWherter".

Lisa McWherter, Project Director

PO Box 995
1550 Gadsden Street
Columbia, SC 29202
www.dew.sc.gov



Nikki R. Haley
Governor

John L. Finan
Executive Director

April 19, 2011

Mr. Steven Pelissier
Executive Director
SC Appalachian Council of Governments
Post Office Box 6668
Greenville, South Carolina 29606

**Subject: Follow-up Monitoring Report – Social Security Numbers (SSNs)
WorkLink Workforce Investment Area**


Dear Mr. Pelissier:

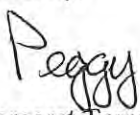
On April 1, 2011, Abby Linden of the SC Department of Employment and Workforce (SCDEW) visited the WorkLink Workforce Investment Area to provide a follow-up review of WIA, TAA and ARRA participant files as required in the WorkLink Financial and Programmatic Monitoring report issued by SCDEW on March 1, 2011.

The purpose of the visit was to ensure compliance with the South Carolina Identity Theft Protection Act of 2008, which states that an entity may not collect six or more numbers of a social security number (SSN) unless the collection of these numbers is for the purpose of employment. As a result of the follow-up visit, it was observed that the LWIA failed to complete the required action of removing full SSNs from all active participant files, as instructed in the monitoring report. Full SSNs were visible in several files, specifically on contractor and partner agency forms.

State WIA Instruction Number 08-05, issued May 18, 2009, states that all active participant files should be reviewed and if the full social security number is visible on any forms, "staff should cover at least the first five digits of the number with a permanent marker." Local workforce areas are responsible for complying with and monitoring against the above policy. It is the expectation that the local administrative entity will ensure implementation of this policy immediately by removing all full SSNs in any active participant files, including all partner forms and any other items inserted in the files. All files must be in compliance by June 30, 2011. A review of the files will be scheduled and conducted by the SCDEW Local Operations Coordinator. If the LWIA is found to be out of compliance with the above policy, sanctions will be imposed, to include the possible withholding of program funds.

If you have questions, or if we can be of further assistance, please contact Abby Linden, Local Operations Coordinator at (803) 737-1909, or via e-mail alinden@dew.sc.gov.

Sincerely,


Margaret Torrey
Assistant Executive Director
Employment and Training

PO Box 995
1550 Gadsden Street
Columbia, SC 29202
www.dew.sc.gov



Nikki R. Haley
Governor

John L. Finan
Executive Director

April 30, 2011

Mr. Steve Pelissier, Executive Director
SC Appalachian Council of Governments
Post Office Box 6668
Greenville, South Carolina 29606

RE: DEW Response to Appalachian Council of Government's WIA Program Financial and Programmatic Monitoring report for the period November 1, 2009 to October 31, 2010.

Dear Mr. Pelissier:

Thank you for your response sent on March 31, 2011 regarding Appalachian Council of Government's WIA Program Financial and Programmatic Monitoring report. Below is the SC Department of Employment and Workforce's (DEW) response to your Corrective Action Plan (CAP)/Response to address the issues identified in the Financial and Programmatic Monitoring report dated March 1, 2011.

FINANCIAL MONITORING REVIEW

CURRENT YEAR ISSUE

1. Issue - Property control records were not in compliance with federal regulations

During the review of the One-Stop Inventory List, SCDEW noted that the following four fields were omitted from the inventory/property records: 1) the source of the property, 2) who holds the title, 3) the percentage of federal participation in the cost of the property, and 4) the condition of the property. These are in violation of the following Federal regulation:

Per 29 CFR 97.32(d) (1), "Property records must be maintained that include a description of the property, a serial number or other identification number, *the source of property, who holds title*, the acquisition date, and cost of the property, *percentage of Federal participation in the cost of the property*, the location, use and *condition of the property*, and any ultimate disposition data including the date of disposal and sale price of the property."

Required Action: Appalachian COG/WorkLink should include all required fields and corresponding information on the WIA One-Stop Inventory List to ensure compliance with the federal regulation. A Corrective Action Plan (CAP) to address the missing fields must be submitted.

Response: Property records have been updated to include the four fields bringing the records in compliance with 29 CFR 97.32.

For example:

Disposition	Condition	% of Fed Participation	Title	Source	New Tag#	Amount	Date	Tag #	Location & Use	VIN/Serial #	Description
	Good	100%	Arbor	WIA	001AOS09	1,378.37	9/09	A081540	Amandas Laptop	JKZKVK1	Dell Laptop

Corrective Action Plan: WorkLink staff has modified the existing WIA One-Stop Inventory List to include the following four fields: 1) the source of the property, 2) who holds the title, 3) the percentage of federal participation in the cost of the property, and 4) the condition of the property. Staff has also corresponded with sub recipients to ensure that all property control forms are in compliance with 29 CFR 97.32 (d) (1).

SCDEW Response:

The implemented corrective action is approved by SCDEW.

OBSERVATIONS

1. Observation - Board Member and Staff Travel Policies

During sample testing of expenditure invoices, a meal payment of \$333.41 for a group of 25 attendees was noted. This amount exceeded the standard per diem rate of \$12 per person in the Appalachian COG/WorkLink Policy and Procedure Manual. The group meal was a WorkLink Workforce Investment Board (WIB) luncheon meeting held on October 7, 2009. The meal, including tax, was \$283.41; a gratuity of \$50 was also paid.

In order for such a payment to be allowed in compliance with Appalachian COG/WorkLink policies, DEW suggests that Appalachian COG/WorkLink consider revising present policies to address board/council working session meals that may exceed the current per person meal allowance. The policy should address the reasonable and necessary criteria. Subsequently, payments for each working session meal that exceed the per person meal allowance should be supported by reasonable and necessary documentation and approved by the executive director.

Response: A proposed amendment to the ACOG Policy and Procedure Manual that would delete the clause in Section 9-1 that limits meeting related meals to \$ 12.00 per person has been developed and will be acted upon by the Board of Directors at its April 29, 2011 meeting.

SCDEW Response:

This Response is approved by SCDEW.

2. Observation - Items listed in the contract budget with Arbor E&T should be specified in the contract language

While reviewing the WorkLink contracts awarded to Arbor E&T, (contract #1, Grant #: 10A195R1 & 10D195R1 and contract #2, Grant#: 10A295R1 & 10D295R1) DEW noted an additional 4.6% of salary/wages in contract #1 and contract #2 (for the total amount of \$28,328) were included as Incentive/Bonus Wages in the contract budget. Per WorkLink's Personnel, the Incentive/Bonus Wage is an extra amount of money that Arbor E&T included in the contract budget to pay a one-time salary increase (incentive/bonus) to those Career Counselors who reach their internal performance goals. However, DEW could not find any clauses in the contract documenting these Incentive/Bonus Wage payments with respect to how the incentive/bonus wages were determined, the benchmark used for the performance goal, and the performance measure to pay Arbor E&T this extra amount of money in addition to its employees' salaries.

DEW recommends that WorkLink modify the Arbor E&T contracts (contract #1, Grant #: 10A195R1 & 10D195R1 and contract #2, Grant#: 10A295R1 & 10D295R1) to include contract clauses explicitly outlining requirements to receive these incentive/bonus payments. Specifically, they should clearly define the established performance goal for Career Counselors to receive the Incentive/Bonus Wage in the contract statement of work or the terms and conditions. The method to be used to assess the work performance against measurable performance standards should also be adequately disclosed and documented to determine the amount of incentive/bonus budgeted and the conditions that Arbor E&T has to meet in order to receive the Incentive/Bonus Wages.

Response: Modifications to the ResCare Workforce Services (Arbor E&T, LLC) grants to include specific language on how to distribute incentive/bonus wages to WIA-funded staff members under these grants, and in accordance with the guidance outlined in the State's Monitoring Report, was submitted to WorkLink's Administrative Entity (ACOG) for approval and signature on March 9, 2011. ResCare will then review the language and grant modifications for final execution. This has been approved by ACOG and is currently under review by Arbor E&T.

The following language has been included in the Grant:

"Any incentive/bonus wages set-aside in the associated grant budget worksheet(s) shall be distributed to WIA and/or WIA-ARRA funded staff as a one-time salary increase (also known as a bonus or an incentive) for reaching internally set performance goals associated with the grant. All one-time salary increases should be issued prior to the end of the grant period. Any funds not expended for this purpose will be returned to the WIB. The methodology and documentation for determining the performance goals, amount of funds to be awarded, and which staff are eligible to receive the one-time salary increase shall be available for monitors review at any time prior to or after the distribution of the bonus.

For example: Career Counselor #1 has an internal goal of enrolling 125 people from July 1, 2010 to June 15, 2011. If the Career Counselor meets that goal of 125, then he/she will be given a one-time salary increase (incentive/bonus) for \$500 paid out in a lump sum for reaching that goal.

On March 9, 2011, WorkLink requested the methodology from ResCare on how they will distribute incentive/bonus wages. This methodology is due to the WorkLink office by no later than Wednesday, March 16, 2011. No funds will be paid out until their methodology has been reviewed.

SCDEW Response:

This Response is approved by SCDEW.

PROGRAMMATIC MONITORING REVIEW

CURRENT YEAR ISSUES

1. Issue – Social Security Numbers (SSNs) were included in participant files

Full SSNs were visible in several files reviewed during the current PY10 monitoring review. This is in violation of the South Carolina Identity Theft Protection Act of 2008, which states that an entity may not collect six or more numbers of a SSN unless the collection of these numbers is for the purpose of employment.

Criteria: Training and Employment Guidance Letter Number 5 of Program Year 2008 (TEGL 5-08), the US Privacy Act of 1974, and the SC Identity Theft Protection Act of 2008.

Required Action: In an effort to protect against identity theft, the customer's full SSN should not be used on any forms maintained in the participant files. If necessary, the last four digits should suffice. Full SSNs in any active participant files, including partner forms and any other items inserted in the files, must be blacked-out immediately. The staff should revise any LWIA forms that currently require full SSNs and all outdated forms should be destroyed. A follow-up review of the files will be scheduled and conducted by the SCDEW Local Operations Coordinator before the end of the program year.

Response: WorkLink Staff monitored all Service Providers during the period of January 4 to March 4, 2011. This issue was noted during the review period by WorkLink monitors and will appear in the appropriate Service Providers' monitoring reports as a finding. WorkLink sent a request on March 9, 2011 to Service Providers to review their participants' hard files and forms. Staff has been instructed to review and destroy all old, non-compliant forms, blacken out all SSNs, and submit a plan to the WIB by March 28, 2011 on how this will be corrected on all future files. WorkLink has contacted the Local Operations Coordinator, Abby Linden, to schedule the review date of the files.

SCDEW Response:

This Response is approved by SCDEW.

2. Issue – Four of nine negotiated performance goals were not met in PY09

A review of PY09 performance data revealed that Appalachian COG/WorkLink failed to meet negotiated performance goals in the following four areas:

- Placement in Employment or Education;
- Attainment of Degree or Certificate;
- Adult Entered Employment Rate; and,
- DW Entered Employment Rate.

The Appalachian COG/WorkLink's performance rating was below 80% of the goal for each of the above listed measures. According to USDOL definitions, performance below 80% is unsatisfactory.

Criteria: South Carolina State Instruction Letter 02-03

Required Action: As a result of not meeting performance goals for Youth Placement in Employment or Education, Youth Attainment of Degree or Certificate, Adult Entered Employment Rate and DW Entered Employment Rate, written Performance Improvement Plans detailing the steps to be taken and/or actions already undertaken to improve each of these performance measures must be submitted. Please contact the Local Operations Coordinator to set up the target date of submission of the Performance Improvement Plans.

Response: WorkLink Staff inquired with the Local Operations Coordinator from the SC Department of Employment and Workforce, on March 9, 2011 regarding the Performance Improvement Plan (PIP) submission date and required forms to fill out. A submission date for the PIP is pending.

WorkLink has already seen some improvement in the negotiated performance measures which is reflected in the attached PY10 second quarter performance table. The region continues to carry performance data from a prior youth service provider, and staff continues to work closely with current service providers in improving the local area's performance.

WorkLink staff has provided Technical Assistance and instruction to WIA (ResCare Workforce Services) staff. Follow-Up Training was conducted by the State for the WorkLink region on January 20, 2011, and WorkLink provided technical assistance on follow-up procedures on March 4, 2011 to WIA staff. The impact of performance measures was discussed in detail at this training. WorkLink is in the process of setting up detailed performance measures training for WIA staff. This will be completed by March 31, 2011. WorkLink's Youth Services Coordinator will continue to monitor the youth provider (Palmetto Youth Connections-PYC) to ensure that it is in compliance with the required guidelines. The youth service provider has/will focus on all youth negotiated performance measures, specific achievement in the areas of: Placement in Employment or Education and Attainment of Degree or Certificate, as outlined in the Statement of Work.

SCDEW Response:

This Response is approved by SCDEW.

OBSERVATIONS

1. There was a lack of first quarter follow-up for Adults and DWs

WIA Follow-Up 1, 2, and 3 (1st, 2nd, and 3rd quarters after exit) Ad Hoc reports that were run in February 2011 indicated that 1,217 participants who had exited WIA did not receive their first quarter follow-ups, 252 did not receive their second quarter follow-ups and 207 participants did not receive their third quarter follow-ups. The lack of participant follow-ups has negatively impacted the Adult and DW negotiated performance.

Recommendation: For a majority of the participants, who exit the WIA program, wages are captured automatically and no follow-up is required. The Follow-Up Ad Hoc reports include only those participants who have exited the program with no wages available through

quarterly wage reports. Time and attention should be focused on participants who appear on the follow-up reports. By obtaining supplemental wage information and entering it into the appropriate VOS follow-up screens, staff can positively impact the entered employment and/or employment retention performance rates.

In response to this report, Appalachian COG/WorkLink should include details of how the LWIA will continue to address the follow-up issue, and who will be responsible for ensuring that follow-up is completed. Appalachian COG/WorkLink management must ensure that the Ad Hoc reports are made available to staff who is responsible for completing the follow-up. All information obtained must be entered into VOS on the appropriate screens. The SCDEW Performance and Reporting staff should be contacted for additional assistance.

Response: On January 21, 2011 SCDEW staff (Cathy Phillips, Chris Turner, and Tammie Greene) provided follow-up training at the request of Arbor, and WorkLink staff provided additional training on follow-up on March 4, 2011. Arbor/ResCare staff has been assigned responsibility for follow-up for those participants who exited before 06/30/2010. The current case managers are responsible for the follow-up for any participant who exited after 07/01/2010. WorkLink has reviewed the Follow-up Ad hoc Reports and noticed an improvement.

SCDEW Response:

In reviewing Follow-up Ad Hoc Report data on April 6, 2011, it was noted that there has been a slight improvement with the 1st quarter Adult/DW follow-up totals. However, the 2nd and 3rd qtr Adult/DW Follow-up Ad Hoc Reports indicated an increase of 137 and 86 newly exited participants, who require follow-up services, respectively. The Local Operations Coordinator will perform on-going Adult/DW follow-up to ensure the improvement of Ad Hoc Follow-up.

This Response is approved by SCDEW.

2. Frontline staff needs WIA-specific training

Frontline staff indicated that specialized training in eligibility determination/certification case management and follow-up were needed. Staff indicated that they received training on a regular basis; however, the training had not been directly related to their job duties.

Recommendation: Appalachian COG/WorkLink management should provide a series of training sessions to reinforce the knowledge base of frontline staff. At a minimum, training should cover the following:

- Orientation;
- Eligibility determination/certification;
- Adult, DW, and Youth Follow-up;
- WIA Case Management with an emphasis on the importance of Labor Market Information (LMI); and
- Training protocols to include implementation of On-the-Job Training (OJT).

Response: WorkLink staff has provided a series of training sessions to reinforce the knowledge base of frontline staff.

- October 2010 – Jimmy Pennell and Marsha Self provided training for the On-the-Job Training Program. Continuous training is accomplished through bi-weekly meetings with the service provider (SCDEW) staff.
- November 19, 2010 - Windy Graham provided frontline staff a brief overview of WIA and the eligibility determination/certification training.
- January 21, 2011 - SC DEW (Cathy Phillips, Chris Turner, and Tammie Green) provided follow-up training at the request of Arbor. After the January 21, 2011 training, Windy Graham provided individual training to five case managers at their supervisor's request.
- March 4, 2011 - Jennifer Kelly and Windy Graham provided additional training on follow-up.
- Technical Assistance was provided the weeks of monitoring 08/31-09/03/2010, 12/06-12/10/2010 and 02/28- 03/04/2011.

SCDEW Response:

This Response is approved by SCDEW.

3. The LWIA's DW and Adult Fund Utilization rates were low

A review of PY10 fund utilization levels (WIA and ARRA funds combined) indicated that through December 2010, the area was under-utilizing Adult and DW funds. As indicated in Chart 1 below, while the state average rate for the Adult funding stream was 38%, the LWIA had a rate of 22% in the funding stream; in addition, while the state average rate for the DW funding stream was 39%, the LWIA had a rate of 22%.

Recommendation: The overall low expenditure rate for Adult funds is attributable to under utilization of formula funds. The LWIA must develop strategies for increasing expenditure levels in the Adult program. The overall low expenditure rate for Dislocated Worker funds is attributable to the large balance remaining in ARRA funds. These funds expire on June 30, 2011; therefore, the LWIA must either fully expend these funds by this date or voluntarily transfer the funds to another LWIA that can ensure full expenditure. These options must be addressed in the response to this report.

Response: WorkLink has developed strategies for fully expending funds before the expiration dates and for increasing expenditure levels in the Adult program. The low expenditure rate of Adult and DW funds through December 2010 is attributable to the use of ARRA State Reserve funding from July 2010-December 2010. All OneStop Training and Supportive Services for Adult and DW were expended using the ARRA State Reserve funds before using other ARRA or Formula funding. WorkLink staff has noticed a higher rate of Adult enrollments than DW enrollments and has addressed this issue through technical assistance. In conjunction with SCDEW staff members Cathy Phillips, Chris Turner, and Tammie Greene, WorkLink staff Windy Graham and Jennifer Kelly provided technical

assistance discussing the eligibility requirements for dislocated worker on January 21, 2011 and again on March 4, 2011. WorkLink will conduct monthly desktop monitoring of Arbor. ARRA funds are being monitored closely and will be expended by the deadline of June 30, 2011.

SCDEW Response:

This response is approved by SCDEW.

PY10 second quarter performance table

Second quarter performance data for PY10 (rolling 4 quarters) indicate that the area had, thus far, exceeded the goal in two measures and the remaining seven measures were within 80% of the goal. The LWIA has currently met or exceeded all negotiated performance measures.

The following table depicts PY10 performance through the second quarter. The numbers do not reflect any changes to data that may have occurred outside of this time frame.

Measure	PY'10 Goal	PY'10 2 nd Qtr. (Rolling 4 Qtrs.)	PY'09 Actual
Youth Placement in Employment or Education	61.0%	57.8%	44.8%
Youth Attainment of Degree or Certificate	55.0%	44.4%	30.6%
Youth Literacy or Numeracy Gains	45.0%	57.4%	52.7%
Adult Entered Employment Rate	60.0%	53.0%	52%
Adult Retention Rate	82.0%	79.0%	76.4%
Adult Average Earnings	\$10,813	\$10,727	\$9,423
Dislocated Worker Entered Employment Rate	64.0%	55.6%	53.7%
Dislocated Worker Retention Rate	87.8%	82.0%	84%
Dislocated Worker Average Earnings	\$12,000	\$12,791	\$11,254

WIA Participation levels

The chart below highlights the annual participation data of PY08 and PY09. The Year-to-Date (YTD) participation data for PY10, captured from VOS Ad Hoc Reports, are also included in this chart. The chart below shows an unduplicated count of regular WIA and ARRA funded participants.

The participation levels in the Adult and Dislocated Worker programs are directly contributing to the lower expenditure levels noted above in Observation #3. The LWIA should develop strategies to increase customer participation and subsequently expenditure levels.

Response: WorkLink has placed ResCare on a Corrective Action Plan (CAP) as the first step in addressing the low eligibility determination and enrollment numbers for PY'10. ResCare must be within 90% of their year-to-date planned target to be in-compliance with the terms of their grant. Their goal, within the terms of the Eligibility Determination grant, is to provide

no less than 1,300 eligibility determinations by June 30, 2011. Their goal, within the terms of the Intensive Services contract, is to provide services to no less than 2,500 participants, of which 1,000 are new clients, by June 30, 2011. A CAP was submitted to the WorkLink WIB on March 1, 2011 on how Arbor E&T will address the low service numbers on both grants. ResCare stated in their response that they will be in-compliance with the terms of the grants by May 15, 2011.

Technical Assistance has been offered and will continue to be offered to ResCare Workforce Services and all other Service Providers of the WorkLink WIB. Over the past six months, WorkLink staff has provided group training on eligibility determination and follow-up services, and one-on-one training to address VOS procedural errors during Case Management. The State has also hosted trainings on the above topics at the request of the WorkLink staff.

SCDEW Response:

This Response is approved by SCDEW.

All identified issues and observations related to this review have been addressed in Appalachian's Corrective Action Plan/Response; therefore, Appalachian's monitoring report is considered cleared.

Sincerely,



Glenn Holton, CIA
Director
Internal Audit and Quality Assurance

Enclosure

cc: Butch Harris, WIB Chairperson
Amy Jessee, WIA Interim Director

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Nikki R. Haley
Governor

John L. Finan
Executive Director

April 15, 2011

Mr. Steven Pelissier
Executive Director
SC Appalachian Council of Governments
Post Office Box 6668
Greenville, South Carolina 29606

Subject: 2010 Performance Improvement Plan (PIP)
WorkLink Workforce Investment Area

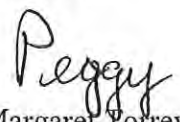
Dear  Mr. Pelissier:

We have reviewed your Performance Improvement Plan (PIP) dated April 8, 2011, in response to the WorkLink Financial and Programmatic Monitoring report, issued by the SC Department of Employment and Workforce (SCDEW) Internal Audit and Quality Assurance Division, on March 1, 2011. The actions taken or proposed seem adequate to improve each of the performance measures noted in the report.

We appreciate the collaboration and would like to thank you and your staff for the continued dedication and service to the people of Oconee, Pickens and Anderson Counties.

If you have any questions, or if we can be of assistance, please contact Abby Linden, Local Operations Coordinator at (803) 737-1909 or via e-mail alinden@dew.sc.gov.

Sincerely,


Margaret Torrey
Assistant Executive Director
Employment and Training



Performance Improvement Plan (PIP) Program Year 2010

Section I: Identifying Information

Local Workforce Investment Area (LWIA): WorkLink Workforce Investment Area

LWIA Board Chair (typed name): Stephanie Collins, AnMed Health

LWIA Board Chair Signature: Stephanie Collins, AnMed Health

LWIA Administrator Signature: Amy Jorsee

Submission Date: April 8, 2011

Section II: Adult & DW Performance Measures

A. Identify the Program Year 2009 Adult and DW failed performance goal(s):

Entered Employment Rate (also failed Adult Entered Employment Rate for 2008)

B. Identify the reasons why the local area failed this performance goal and indicate actions taken to address problems, as well as the effectiveness of these actions

There are several key reasons why WorkLink LWIA failed to meet the Entered Employment Rate measure in PY2009 (and the Adult Entered Employment Rate for 2008). The reasons include:

- High Caseload Numbers
- Poor Follow-Up
- Increase In Trade Activity
- High Unemployment Rate
- Skills Gaps
- Low-Wage Jobs

WorkLink Service Providers: In 2009 WorkLink served a large number of individuals during program year 2009. Nearly 4,400 Adults were served through Intensive Services, of which, approximately 1,500 participated in Training Services; and WorkLink's Youth Providers served 287 individuals. Our participants served number for 2008 were similar.

As a result of the higher levels of participation in the program, WorkLink Service Providers have **failed to provide follow-up services** to individuals exiting the Workforce Investment Act (WIA) program.

Participant Levels for PY 2009	
Total Adults	4,374
WIA Adults	3,235
WIA DW	1,154
Training Services	1,552
WIA Adults	994
WIA DW	563
Total Youth	287
YY (14-18)	182
OY (19-21)	105
Out-of-School	279
In-School	8

According to the State Monitoring report, WIA Follow-Up 1, 2, and 3 (first, second, and third quarters after exit) Ad Hoc reports that were run in February 2011 indicated that 1,217 participants who had exited WIA did not receive their first quarter follow-ups, 252 did not receive their second quarter follow-ups and 207 participants did not receive their third quarter follow-ups. The lack of participant Follow-Ups has negatively impacted the Adult and DW negotiated performance.

The Downturned Economy: WorkLink region's largest industries are automotive- and textiles-based manufacturers. With the downturn of our economy, the increase in cheaper overseas textiles manufacturing, and the financial instability of the automotive industry over the last eighteen months, WorkLink has become a region **heavily impacted by Trade**. According to data pulled from the Virtual OneStop System (VOS) Ad Hoc Reports during the week of March 21, 2010, WorkLink has **served 3,900 Trade-impacted individuals**, second only to Catawba's 4,845.

Trade-impacted layoffs typically implies that the **effected jobs are no longer available** in our region, leaving dislocated workers with expired skill sets, searching for jobs in a highly technical, competitive industrial field. This leaves a conundrum for both employers and dislocated workers, while

driving our unemployment rate up. WorkLink's unemployment rate has been as high 12.6% in the last eighteen months, but as of December 2010, the unemployment rate rested at **10.4%**.

According to the SC Department of Workforce and Employment, WorkLink is the second highest trade-impacted region in the state.

WorkLink	3900	PeeDee	3887
Upper Savannah	2783	Lower Savannah	1976
Upstate	3048	Catawba	4845
Greenville	2432	Santee/Lynches	2426
Midlands	563	Waccamaw	1186
Trident	376	LowCountry	253

The New Economy: The WorkLink region's mission is to connect employers and employees. WorkLink has found this to be a challenge in the new economy. **Employers** have a broader choice of potential employees; offer **lower-wages** in order to be competitive in the global market; need **higher skill sets**; and are consolidating positions to require **more job duties** per new hire. WorkLink is averaging 4 job seekers for every job opening available.

While the factors listed above allow employers to stay in our region, the **Job Seeker** is finding it even harder to be competitive. Technology advancements, while exciting and beneficial to employers, are also devastating to job seekers. The typical job seeker using OneStop Services has limited computer knowledge, and, at best a certificate beyond high school, at worst not even a GED. This leaves a **significant skills gap** between the Employer's needs and the Job Seeker's capabilities. Even a degree from a four-year university no longer guarantees a competitive advantage. The job seeker is then forced to take a much **lower-wage job** that he or she was accustomed to taking in the past, or to upgrade their skills in hopes of landing a higher wage position.

Actions Taken: WorkLink has taken steps to improve the Entered Employment Rate for the WorkLink region. These actions include the following:

- Monitored Service Provider quarterly, documenting deficiencies as appropriate
- Provided Technical Assistance on Follow-Up Services, On-the-Job Training, and VOS procedures
- Ensured that Follow-Up services were instituted and maintained
- Changed the Adult Service Provider for Intake and Intensive Services for Program Year 2010
- Appointed an Operator for the OneStop System
- Developed an Integrated Business Services Team
- Met monthly with the Grantee to discuss concerns
- Encouraged staff to develop and foster relationships with participants
- Maintained reasonable case load numbers

Program Year 2009

Technical Assistance: WorkLink provided **training to Case Management** Staff. This training was ongoing over the entirety of PY2009:

Program Year 2009

- August 11, 2009 – OJT Training from Windy Graham and Jimmy Pennell.
- August 12, 2009 – TAA/VOS Case Management procedural training from Windy Graham.
- August 21, 2009 – Eligibility Determination Training from Marsha Self and Windy Graham.
- September 2, 2009– Case Manager Training provided by Jennifer Kelly and Windy Graham.
- September 17, 2009 – Training for ESC on Eligibility Determination, Training, and Case Management from Jennifer Kelly and Windy Graham.

- October 1, 2009 – Technical Assistance for Coordinators, Case Managers and Area Directors on VOS, Eligibility Determination and Follow-Up Services from Jennifer Kelly.
- October 8, 2009 – Technical Assistance for Case Managers on Ad hoc Reports from Jennifer Kelly.
- February 11, 2010 – Case Manager Training (VOS procedures and Ad hoc Reports) from Jennifer Kelly and Windy Graham.
- Technical Assistance was provided during the weeks of: 1/4 - 1/8/10, 1/18 - 1/22/10, 2/1-2/5/10, and 2/16 - 2/19/10.

Monitoring: In PY 2009, monitoring was conducted on the previous grantees during the periods of:

Anderson OneStop	1/4/10-1/8/10
Liberty OneStop	1/18/10-1/22/10
Seneca OneStop	2/1/10-2/5/10
WIA Office (TCTC)	2/16/10-2/19/10

It was noted in the monitoring report that Follow-Up Services were not being adequately documented in VOS.

Program Year 2010

Service Provider Changes: In early 2010 WorkLink issued two Requests for Proposals (RFP) for OneStop Coordination and Eligibility Determination, and Assessment, Intensive, Training, and Follow-Up Services. Choosing to change Service Providers, the WIB **awarded the grants to ResCare** Workforce Services (formerly Arbor E&T, LLC). With the change came a new OneStop System Operator tasked with overseeing the success of partner programs in the OneStop Centers. The WIB staff **meets monthly** with the Service Provider to address questions and concerns.

The Operator has begun moving the WorkLink region towards an integrated system, in line with the vision of the Workforce Investment Act of 1998. An **integrated, dedicated Business Services team** has begun functioning in the community, funneling job leads to career counselors and other partner programs. Morning circuit meetings are being held at all three locations in order to emphasize hot jobs for the day.

WorkLink staff has encouraged better service delivery strategies to WIA participants to include:

- **Fostering Relationships**
- Building Skills for Retention and Providing Post-Placement Support
- Preparing for Placement
- Placing Participants in the “right” job or training that leads to a job

Fostering Relationships: A relationship with a trusted and supportive case manager is important for customer and performance success. Career Counselors know that they must develop these relationships before placement. In addition to participants, ResCare is continually fostering relationships with WorkLink customers, partners, employers, and training providers.

ResCare has an Intensive Services curriculum called VantEDGE, which assists the participant with soft skills and life skills. Soft skills teaches the skills participants need to succeed on the job or in training – punctuality, professional dress, body language, and receiving feedback/criticism. Life skills are taught in workshops and on a one-on-one basis in money management, and contingency planning - transportation and child care, workplace harassment and job conflict.

The WorkLink staff with the Service Provider's Project Director is monitoring caseloads to ensure that they are realistic for developing relationships, and are reviewing reports provided by the State and VOS to ensure that WorkLink is continuously improving in performance.

When assisting participants with training options after assessment and employment planning, the service providers are preparing for a successful placement in an in-demand specific trade based on our region's labor market information.

Follow-Up: The previous Case Management grantee did not provide adequate follow-up services. Therefore, WorkLink has required ResCare to clean up all Follow-Up Ad Hoc Reports by March 31, 2011. ResCare has appointed one Career Counselor to address follow-up reports that exited the program prior to July 1, 2010. This Career Counselor's focus is to be primarily on the reporting period of 10/1/09 through 6/30/10; a secondary focus is on older records prior to 10/1/09. All other Career Counselors are following the "cradle to grave" method on participants entering and exiting the WIA program post July 1, 2010. **Some progress has been made in the Follow-Up reports.**

WIA Follow-Up first, second, and third quarters after exit Ad Hoc reports that were run on March 30th indicated 1,049 participants who had exited WIA did not receive their first quarter follow-ups, 250 did

Ad Hoc Report	Feb 2011	Mar 2011
Follow-Up 1	1,217	1,049
Follow-Up 2	252	250
Follow-Up 3	207	199
Total	1,676	1,498

not receive their second quarter follow-ups and 199 participants did not receive their third quarter follow-ups. Progress has been slow due to the number of attempts required to be made by the Career Counselor prior to closing a record. The WorkLink Administrator requested to lower the amount of mandated required follow-up contacts from 10 to 5. The other area

Administrators agreed, and final State-approval was given to make the change in February 2011.

Technical Assistance: WorkLink has provided On-the-Job Training Coordination training to the DEW grantee, and Performance Measures, Follow-Up, and VOS Procedurals **training to Case Management** Staff. This training has been ongoing over the last several months:

- July 13, 14 & 15, 2010 – VOS Training from SC Department of Employment and Workforce for all ResCare Staff.
- October 2010 – Jimmy Pennell and Marsha Self provided training for the On-the-Job Training Program. Continuous training is accomplished through bi-weekly meetings with the service provider (SCDEW) staff.
- November 19, 2010 - Windy Graham provided frontline staff a brief overview of WIA and the eligibility determination/certification training.
- January 21, 2011 - SC DEW (Cathy Phillips, Chris Turner, and Tammie Green) provided follow-up training at the request of Arbor. After the January 21, 2011 training, Windy Graham provided individual training to five case managers at their supervisor's request.
- February 18, 2011 – SC DEW (Silvia Middleton and Marsha Self) provided Trade and WIA Collaboration training at the request of WorkLink and Arbor.
- March 4, 2011 - Jennifer Kelly and Windy Graham provided additional training on follow-up.
- March 25, 2011 – Jennifer Kelly and Windy Graham provided Performance Measures training.
- Technical Assistance was provided during the weeks of monitoring 8/31 - 9/3/2010, 12/6 - 12/10/2010 and 2/28 - 3/4/2011.

The RFP and the Workforce Skills and Education Committees of the Board requested that WorkLink staff **monitor ResCare Workforce Services quarterly** during the start-up year. This has given WorkLink staff the opportunity to become familiar with new processes and procedures, while identifying and addressing deficiencies. Monitoring was completed and reports were issued for the following periods:

First Quarter:	8/30/2010 – 9/3/2010
Second Quarter:	12/6/2010 – 12/10/2010
Third Quarter:	2/28/2011 – 3/4/2010

WorkLink staff will ensure programs are on track by providing a baseline for continuous improvement. If monitoring reports do not achieve the desired outcome, WorkLink has a Sanctions and Rewards policy that may be followed. Currently ResCare is under the first step of our Sanctions and Rewards policy, called a Corrective Action Plan (CAP), for low eligibility determinations and enrollments, ITA tracking database, and the Memorandum of Understanding (MOU).

Progress: WorkLink staff has already seen improvements in the **2010 Second Quarter Report** and Rolling 4 Quarters Report Summaries. WorkLink is **either meeting or exceeding all performance measures**, including Adult and DW Entered Employment Rates.

C. Describe additional performance and improvement strategies that will be implemented during Program Year 2010 for each adult and dislocated worker performance measure failed, including a timetable for actions.

See attached timetable.

D. Identify technical assistance that will be needed in order to implement your performance improvement strategies.

WorkLink staff provided technical assistance to ResCare on March 4, 2011 and March 25, 2011. WorkLink will re-evaluate additional technical assistance needs in mid-April.

Section III: Youth Performance Measures

A. Identify the Program Year 2009 Youth failed performance goal(s):

Placement in Employment or Education
Attainment of Degree or Certificate

B. Identify the reasons why the local area failed this performance goal and indicate actions taken to address problems, as well as the effectiveness of these actions.

Changes to Service Providers: In the last two years, the WorkLink Youth Council and Board have made several strategic decisions regarding Youth Services:

- October 1, 2006 – Palmetto Youth Connections (PYC) awarded a grant for Youth Services, including case management, training, and follow-up services.
- October 2008 - Fusion Warehouse grant for Youth case management services ended.
- July 1, 2009 – PYC was awarded the eligibility determination portion of their grant.
- June 30, 2010 - Gateway to College grant for high school diploma program services ended.
- July 1, 2010 – PYC formed a collaboration program with Gateway to College.

During program year 2009, WorkLink **carried performance from grants awarded to three Service Providers:** Palmetto Youth Connections (PYC), Fusion Warehouse, and Gateway to College. Contributing factors to the failure of the two youth measures, Placement in Employment or Education and Attainment of Degree or Certificate, include:

- Poor follow-up services

- Not enough graduations
- Placement services not being provided

WorkLink analyzes data on Youth participants exiting the WIA program. For program year 2009, WorkLink found that, when data was broken down:

Placement in Employment or Education:

Fusion: 1 divided by 5 equals .20 or 20.0% (Fails)
 Gateway to College: 28 divided 66 equals .4242 or 42.4% (Fails)
 Palmetto Youth Connections: 33 divided by 58 equals .5689 or 56.9% (Meets)
WorkLink: 64 divided by 143 equals .4475 or 44.8% (Fails)

Attainment of Degree or Certificate:

Fusion: 3 divided by 5 equals .60 or 60.0% (Exceeds)
 Gateway to College: 11 divided 93 equals .1182 or 11.9% (Fails)
 Palmetto Youth Connections: 41 divided by 70 equals .5857 or 58.6% (Exceeds)
WorkLink: 55 divided by 183 equals .3005 or 30.1% (Fails)

Based upon the breakdown listed above and low enrollment numbers for Gateway to College, the Youth Council directed WIB staff to begin the Sanctions and Rewards policy procedures. For the period of January – March of 2010, Gateway to College was placed on a probationary period. Extensive training and technical assistance were provided to the Gateway to College staff. An official monitoring and technical assistance period was carried out during the week of March 1 – 4, 2010. Based on a final review in early April, the Youth Council made the recommendation to the Board to discontinue funding Gateway to College ended June 30, 2010 based on the following reasons:

1. Due to the requirements of Gateway to College, the program **takes long periods of time to complete all graduation requirements**. Typically only a handful of students graduate during a year's time period.
2. Gateway to College and Fusion Warehouse Staff **did not provide fully documented follow-up services**.
3. Gateway to College's primary focus is on educational services and Fusion Warehouse was no longer active; therefore, **employment placement services were not delivered** as they should have been.

At the recommendation of the Youth Council, Palmetto Youth Connections has partnered with the Gateway to College program in order to utilize the services that Gateway provides to assist students in obtaining a High School Diploma and higher education. Under this model, a PYC staff member is housed in the Gateway to College office. This Career Coach provides intake,

eligibility, career counseling services, and placement in education and employment services upon completion of the program.

Progress: Under this new model, WorkLink staff has seen improvement in performance. Palmetto Youth Connections (PYC) is serving all WIA Out-of-School Youth participants through Adult Education offices across Anderson, Oconee and Pickens Counties. The main focus of PYC is to assist Youth participants in attaining a High School Diploma through Gateway to College or a GED through the Adult Education Centers. PYC also focuses on placement in higher education and literacy/numeracy gains. They have strategically placed a Career Coach in the Gateway to College office in order to assist the co-enrolled students there. The largest group of graduating students from Gateway to College (totaling 11) will finish during PY10. Upon further analysis of data available year-to-date, **Palmetto Youth Connections continues to meet or exceed all performance measures.**

C. Describe additional performance and improvement strategies that will be implemented during Program Year 2010 for each adult and dislocated worker performance measure failed, including a timetable for actions.

See attached timetable.

D. Identify technical assistance that will be needed in order to implement your performance improvement strategies.

WorkLink continually provides training to PYC staff. WIB Staff will re-evaluate PYC's performance at the end of the third quarter and fourth quarter to determine if additional measures need to be taken to assistance in enhancing performance.

Suggested Format for Program Year 2010 PIP Timetable

Describe additional performance improvement strategies that will be implemented during Program Year 2004 and include the timetable for these actions.

LWIA Name: _____ WorkLink WIB

PROGRAM (circle one):

Adult

Dislocated Worker

Youth

SUGGESTED FORMAT: At a minimum, the timetable must contain the information below.

Measure Failed	Actual Performance Goal	Negotiated Performance Goal	Performance Improvement Strategies	Start Date	Completion Date, if applicable
Adult Entered Employment Rate	70.0%	56.0%	<ul style="list-style-type: none"> Monitor ResCare during the Fourth Quarter: 5/31/2011 – 6/3/2011 	5.31.11	6.3.11
			<ul style="list-style-type: none"> Continue to monitor Follow-up Ad Hoc Reports weekly and meet with Lead Career Counselor to review results 	4.1.11	Ongoing
			<ul style="list-style-type: none"> Send status reports to DEW Evaluate the Service Providers for Technical Assistance needs 	4.31.11 4.1.11	Monthly Ongoing
DW Entered Employment Rate	70.5%	56.4%	<ul style="list-style-type: none"> Monitor ResCare during the Fourth Quarter: 5/31/2011 – 6/3/2011 	5.31.11	6.3.11
			<ul style="list-style-type: none"> Continue to monitor Follow-up Ad Hoc Reports weekly and meet with Lead Career Counselor to review results 	4.1.11	Ongoing
			<ul style="list-style-type: none"> Send status reports to DEW Evaluate the Service Providers for Technical Assistance needs 	4.31.11 4.1.11	Monthly Ongoing

Y Placement in Employment or Education	67.0%	53.6%	<ul style="list-style-type: none"> • PYC and WIB staff will identify Technical Assistance needs as soon as the third quarter data is complete. • WIB Staff will continue breaking down performance data in order to predict performance. • PYC staff will focus on providing placement services to youth exiting the WIA program. 	4.1.11 4.1.11 4.1.11	Ongoing Ongoing Ongoing
Y Attainment of Degree or Certificate	55.0%	44.0%	<ul style="list-style-type: none"> • PYC and WIB staff will identify Technical Assistance needs as soon as the third quarter data is complete. • WIB Staff will continue breaking down performance data in order to predict performance. • PYC staff will continue counseling and providing support to youth during Follow-Up. 	4.1.11 4.1.11 4.1.11	Ongoing Ongoing Ongoing