



**Workforce Innovation and Opportunity Act
Local Plan
July 1, 2020 – June 30, 2023**

Local Area: WorkLink

Counties within the Local Area: Anderson, Oconee, Pickens Counties

Local Area Administrator and Contact Information:

Administrator: Trent Acker, Executive Director
Address: 1376 Tiger Blvd., Suite 102, Clemson, SC 29631
Telephone: 864.646.1458 (TTY 711)
Email: tacker@worklinkweb.com

Attachment B: Local Plan Requirements

The local plan serves as a four-year action plan to develop, align, and integrate local area service delivery strategies with those that support the state's strategic and operational goals. In partnership with the chief elected officials, each local board must develop and submit a local plan to identify and describe the policies, procedures, and activities that are carried out in the local area, consistent with the strategic vision and goals outlined in the State Plan and the respective regional plan. The following guiding principles should be considered priorities and included in responses throughout the document:

- Partnership and collaboration
- Increased access to resources and services through the use of technology
- The impact of COVID-19 on the local area's workforce and strategies to facilitate rapid reemployment
- Innovation and cost efficiencies

The local plan must include:

Section I:	Workforce and Economic Analysis
Section II:	Strategic Vision and Goals
Section III:	Local Area Partnerships and Investment Strategies
Section IV:	Program Design and Evaluation
Section V:	Operations and Compliance

Section I: Workforce and Economic Analysis

An analysis of regional labor market data and economic conditions, to include existing and emerging in-demand industry sectors and occupations, and the employment needs of employers in those existing and emerging in-demand industry sectors and occupations. The analysis shall include:

INTRODUCTION TO THE WORKLINK WORKFORCE DEVELOPMENT AREA

The WorkLink Workforce Development Area serves three counties in the northwestern most corner of South Carolina: Anderson, Oconee, and Pickens. A blend of small towns and growing cities, the area offers recreation destinations provided by the mountains, foothills, forests, and lakes that make up the geography of the area, as well as shopping and dining experiences common to mid-size cities.

The area's economic success is centered on its access to the I-85 corridor that connects Atlanta, Georgia with Charlotte, North Carolina. Situated approximately halfway between both large cities and next door to Greenville, SC, the area has attracted significant interest from manufacturing companies around the world and serves as an economic driver for the region. I-85 touches a portion of Oconee County and traverses the northern half of Anderson County, giving Pickens County easy access to I-85 via connector Hwy 153. The city of Anderson, SC, is home to a population of 202,558 (2019 estimate), the third most populous city in the Upstate Region. Anderson and Pickens are both included in the Greenville-Anderson-Mauldin Combined Metropolitan Statistical Area.

AREA INDUSTRY OVERVIEW

SC Department of Employment and Workforce reported 7,933 employers in the WorkLink region for the last quarter of 2019. Small Business, defined as having less than 49 employees, makes up 94.3% of the employer community whereas medium business (50 to 499 employees) makes up 5.4% and large business (500+ employees) makes up 0.4%. Small business also employs the most individuals at 37.0% followed by medium business at 36.1% and large business at 26.9%.

<i>Employers & Employees by Size of Establishment</i>				
Business Description	Employers	%	Employees	%
Small Business (0-49)	7,478	94.3%	50,472	37.0%
Medium Business (50-500)	427	5.4%	49,248	36.1%
Large Business (501+)	28	0.4%	36,648	26.9%
Total Business	7,933		136,368	
<i>Source: SC Department of Employment and Workforce, Community Profile, July 20, 2020</i>				

The top five employing industries as of Quarter Three of 2019 are Manufacturing (20.9% of those employed work in this industry); Retail Trade (13.7%); Healthcare and Social Assistance (13.6%); Accommodation and Food Services (12.2%); and Educational Services (11.7%).

The following five industries experience the list amount of turnover: Mining (0%); Utilities (2.1%); Educational Services (2.9%); Manufacturing (4.7%), and Public Administration (4.7%). Those industries that experience the most are as follows: Administrative and Support and Waste Management and Remediation (23.3%); Accommodation and Food Services (16.8%); Arts, Entertainment, and Recreation (15.7%); Other Services except Government (14.2%); and Information (12.5%). Staffing services are included in the Administrative and Support and Waste Management and Remediation industry including those employed at manufacturing facilities as temporary employees who may also be hired into permanent manufacturing positions.

Industry	Number of Employees	%	Turnover	Average Annual Wage
Accommodation and Food Services	15344	12.2%	16.8%	15,600
Administrative and Support and Waste Management	4586	3.6%	23.3%	31,252
Agriculture, Forestry, Fishing and Hunting	253	0.2%	10.9%	28,288
Arts, Entertainment, and Recreation	1994	1.6%	15.7%	17,160
Construction	5377	4.3%	10.6%	44,460
Educational Services	14729	11.7%	2.9%	52,364
Finance and Insurance	2131	1.7%	7.7%	49,556
Health Care and Social Assistance	17119	13.6%	6.8%	46,332
Information	879	0.7%	12.5%	49,504
Management of Companies and Enterprises	328	0.3%	5.5%	99,736
Manufacturing	26323	20.9%	4.7%	56,212
Mining	171	0.1%	0.0%	93,652
Other Services (except Government)	3050	2.4%	14.4%	30,732
Professional, Scientific, and Technical Services	3194	2.5%	9.6%	53,352
Public Administration	5253	4.2%	4.7%	39,468
Real Estate and Rental and Leasing	1059	0.8%	10.1%	35,308
Retail Trade	17289	13.7%	11.4%	26,312
Transportation and Warehousing	2169	1.7%	9.1%	46,956
Utilities	1849	1.5%	2.1%	94,848
Wholesale Trade	3034	2.4%	8.0%	49,660
Total	126131			

Source: SC Department of Employment and Workforce, Community Profile (July 20, 2020)

The five industries that pay the highest annual wages are as follows: Management of Companies and Enterprises (\$99,736); Utilities (\$94,848); Mining (\$93,652); Manufacturing (\$56,212); Professional, Scientific, and Technical Services (\$53,352); and Educational Services (\$52,364). Those that pay the least in annual wages are: Accommodation and Food Services (\$15,600); Arts, Entertainment, and Recreation (\$17,160); Retail Trade (\$26,312); Agriculture, Forestry, Fishing and Hunting (\$28,288); and Other Services (except Government) (\$30,732).

Emerging and Existing Industries

MANUFACTURING

Manufacturing is the largest industry in the WorkLink area with some niche markets for Automotive, Advanced Materials, Biosciences, and Aerospace. Some of our largest manufacturers include Michelin, BorgWarner, Reliable Automatic Sprinkler, Itron, Arthrex, McLaughlin Body Company, JTEKT Koyo Bearings, Greenfield Industries, Bosch, and United Tool and Mold. Predicted to grow by 5.41% within ten years, 1,352 new manufacturing positions will become available, making up a total of 26,327 individuals employed in this industry.

Key Career Pathways for Manufacturing include: Production, Maintenance, Installation, and Repair, Quality Assurance, Logistics & Inventory, and Health, Safety & Environmental Assurance

Key occupations within this industry include: Assembler, Automated Manufacturing Technician, Biomedical Equipment Technician, Electrical Installer and Repairer, Hand Packer and Packager, Machine Operator, Welder, Electrical and Electronic Technician and Technologist, Industrial Engineer, Manufacturing Engineer, Manufacturing Technician, Precision Inspector, Production Manager, Computer Maintenance Technician, Electrical Equipment Installer/ Repairer, Facility Electrician, Industrial Electronic Installer/ Repairer/Manager, Industrial Machinery Mechanic, Industrial Maintenance Electrician, Industrial Maintenance Technician/ Mechanic, Maintenance Repairer, Inspector, Process Control Technician, Quality Control Technician, Quality Engineer, Safety Team Leader, and Safety Technician.

Key Skills and Abilities include: Communication (both written and oral), problem solving and critical thinking, how to use information and technology applications, understanding team member role, understanding health, safety and environmental procedures, leadership and teamwork abilities, ethics and legal responsibilities, and technical skills

HEALTHCARE

Healthcare, the second largest industry and key to the WorkLink area, is home to a two large healthcare systems. AnMed Health, founded in 1904, has a long history of serving residents of WorkLink through 400 physicians and 3600 employees. Prisma Health, serving more than 1.2 million patients per year and employing 32,000 employees according to their website, has a large presence in the WorkLink Region, offering affiliated hospitals and a network of medical offices to meet the medical needs of local residents. Poised to grow 19.70% in the next ten years, the industry will be looking to fill an additional 3,095 jobs, putting the total workforce employed in healthcare to 18,808.

Key Career Pathways for the Healthcare Industry include: Therapeutic Services, Diagnostic Services, Support Services, Health Informatics, and Biotechnology Research and Development.

Key occupations within this industry include: Surgical Technologists, Diagnostic Medical Sonographers, Magnetic Resonance Imaging Technologists, Nuclear Medicine Technologists, Radiation Therapists, Dental Hygienists, Ophthalmic Medical Technicians, Physical Therapist Aides, Dental Assistants, Phlebotomists, Physical Therapist Assistants, Medical Assistants, Occupational Therapy Aides, Radiologic Technologists, Home Health Aides, Respiratory Therapists, Medical Secretaries, Occupational Therapy Assistants, Health Technologists and Technicians, Nursing Assistants, Nurse Practitioners, and Personal Care Aides.

Key Skills and Abilities include: Interpersonal skills, integrity, professionalism, initiative, dependability and reliability, adaptability & flexibility, lifelong learning, teamwork, customer focus, planning & organizing, creative thinking, problem solving & decision making, working with tools & technology, scheduling & coordinating, checking, examining & recording, sustainable practices, and health & safety.

CONSTRUCTION

Construction has become a significant industry in the WorkLink area. Population growth for the area is predicted to see 1% growth in Anderson County, 0.8% growth in Oconee County, and 0.8% growth in Pickens County by 2024. The SC Appalachian Council of Governments Fact Sheets for each county estimates a total of 431,834 individuals living in the area in the next five years. In answer to the demand for newly paved roads, new and upgrading of businesses and manufacturing facilities, and new residential housing, the construction industry is forecasted to grow annually by 1.3% for the next 10 years, a growth of +13.51% overall. Employers in the WorkLink area include: J. Davis Construction, Trehel Corporation, Glenn Constructors, American Concrete & Construction, King Asphalt, and Marsh/Bell Construction Co.

Key Career Pathways for the Construction Industry include: Commercial and Industrial Construction, Heavy Highway Civil Construction, and Residential Construction, which can be fine-tuned to Floor and Wall trades, Mechanical and Electrical trades, Site Preparation trades, and Other trades.

Key occupations within this industry include: Painter and Wall Coverer, Floor Coverer, Drywall Finisher, Glazier and Glass Worker, Electrician, Sprinkler Fitters, Sheet Metal Workers, Welders, Plumbers, Pipefitters, Electrical Workers, Sign and Display installers, Roofers, Waterproofers, Millwrights, Laborers, Elevator Constructors, Construction Managers, Boilermakers, Heat and Frost Insulators, Pile Drivers, Operating Engineers, Iron Workers, Heavy Equipment Operators, Drivers, Cement Masons, Carpenters, Cabinet Makers, and Bricklayers.

Key Skills and Abilities include: Interpersonal skills, integrity, professionalism, initiative, dependability and reliability, willingness to learn, teamwork, following directions, following plans and schedules, problem solving & decision making, working with tools & technology, craftsmanship, checking, examining & recording, and sustainable practices.

PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES

The North American Industry Classification System describes the Professional, Scientific, and Technical Services sector as “comprising establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising

services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services.” This industry will be key in supporting entrepreneurs and businesses in the WorkLink area. With our increasing reliance on technology, an expanding diversity of population and languages, additional construction; and growing gig economy, the residents of the WorkLink area may find careers that suit them in this field. Employers in the WorkLink area include: Charter Spectrum, KeyMark, MTS Office Machines, Poly-Med, Ipsum Technologies, The Alliances, and Parimer Scientific.

Key Career Pathways for the Professional, Scientific and Technical Industry include: four overarching career pathways within this industry: Automation, Bioscience, Engineering, and Geospatial Technology. These pathways can be further defined into the following: Legal Services; Accounting, Tax Preparation, Bookkeeping, and Payroll Services; Architectural, Engineering, and Related Services; Specialized Design Services; Computer Systems Design and Related Services; Management, Scientific, and Technical Consulting Services; Scientific Research and Development Services; Advertising and Related Services; and Other Professional, Scientific, and Technical Services

Key occupations within this industry include: Software Developers, Web Developers, Human Resource Managers, Financial Analysts, Marketing Specialists, Lawyers, Legal Assistants, Managers, Accountants, Auditors, Bookkeepers, Veterinary Assistants, Veterinary Technologists & Technicians, Tax Preparers, Medical Secretaries, Administrative Assistants, Maintenance Workers (Machinery), Avionics Technicians, Police Officers, and Cooks.

Key Skills and Abilities include: Interpersonal skills, integrity, personal acceptability, initiative, dependability and reliability, lifelong learning, business fundamentals, teamwork, adaptability & flexibility, marketing & flexibility, scheduling & coordinating, creative thinking & problem solving, checking, examining, & recording, working with tools & technology, personal health & safety, and sustainability.

ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT AND REMEDIATION

The Administrative and Support industry also includes the Waste Management and Remediation sectors. The jobs associated with this industry are often hired within various companies as an essential activity, such as office administration, clerical support, solicitation, collection, security and surveillance, cleaning, and waste disposal services. Most staffing agencies regardless of contract workers’ occupation fall under this category

Key Career Pathways for the Administrative and Support and Waste Management and Remediation Industry include: Janitors and cleaners, Laborers and Freight, Stock and materials Movers, Office Clerks, and Security Guards.

Key occupations within this industry include: Pest Control Workers, Tree Trimmers, Security Guards, Locksmiths, Septic Tank Services, Landscaping and Groundskeeping workers, Janitors, Bill and Account Collectors, Court Reporters, Medical Transcriptionists, Production Workers, and Commercial Drivers.

Key Skills and Abilities include: Interpersonal skills, integrity, personal acceptability, initiative, dependability and reliability, lifelong learning, business fundamentals, teamwork, adaptability & flexibility, marketing & flexibility, scheduling & coordinating, creative thinking & problem solving, checking, examining, & recording, working with tools & technology, personal health & safety, and sustainability.

TRANSPORTATION AND WAREHOUSING

With WorkLink’s access to I-85 and I-385, transportation and warehousing is predicted to become a significant industry for the area with a 34.34% positive growth by 2026. The Inland Port of Greer, access to several airports, including Greenville-Spartanburg Airport and railroad access through Norfolk-Southern and CSX Transportation within 50 miles of the WorkLink area will make WorkLink an attractive location for distribution and logistics companies. One major employer in the area, Walgreens, a pharmaceutical distribution company based in Anderson County, is already established along I-85, and actively recruits those with disabilities to work in their distribution center. Other employers in the WorkLink area include: Benore Logistics, Am-Can, Walgreens Distribution Center, Spartan Logistics, and Snider Fleet Solutions.

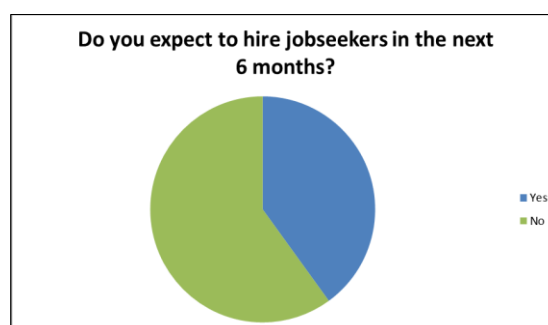
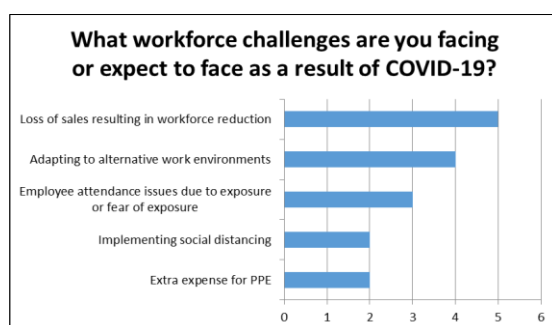
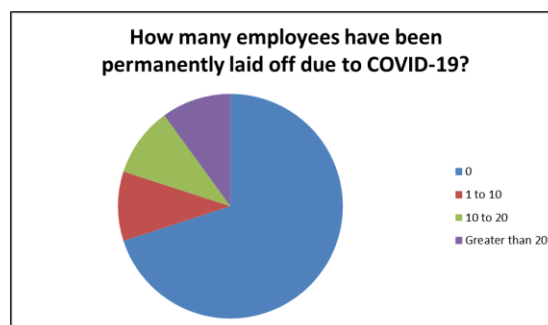
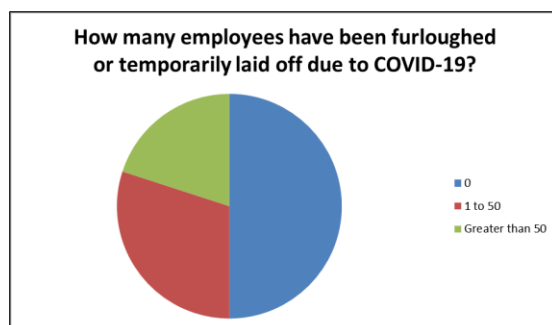
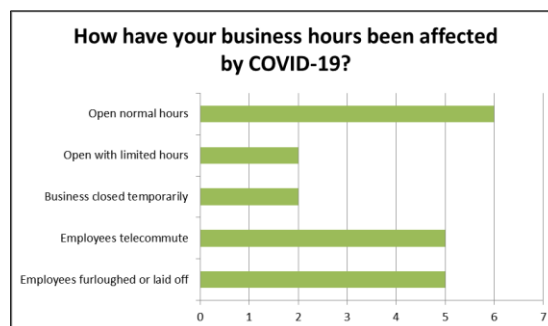
Key Career Pathways for the Distribution & Logistics Industry include: Facility and mobile equipment maintenance, Health, safety and environmental management, Logistics planning and management services, Sales and services, Transportation operations, Transportation systems and infrastructure, and Planning, management and regulation.

Key occupations within this industry include: Communications, Transportation and Utilities Manager, Dispatcher, Freight, Stock, and Material Mover, Industrial Truck and Tractor Operator, Logistical Engineer, Logistician, Materials Associate, Materials Handler, Materials Mover, Process Improvement Technician, Quality Control Technician, Traffic, Shipping, and Receiving Clerk, and Warehousing and distribution center operations.

Key Skills and Abilities include: Interpersonal skills, integrity, professionalism, initiative, dependability and reliability, adaptability & flexibility, lifelong learning, teamwork, customer focus, planning/ organizing, problem solving & decision making, working with tools & technology, checking, examining & recording, and business fundamentals.

WORKLINK EMPLOYER SURVEY (IMPACTS OF COVID-19)

Since the COVID-19 pandemic, WorkLink business services staff continues to remain actively engaged with WorkLink employers. The Business Services Liaison developed and distributed an employer survey to gauge employer needs during COVID-19. The survey was sent to a group of approximately 60 employers. The highlights of the survey responses are listed below:



WorkLink business services staff continue to assist employers in navigating unprecedented workforce challenges as a result of COVID-19. While we do not see evidence that the pandemic will impact the in-demand occupations

in the WorkLink LWDA, furloughs and the unpredictable nature of the COVID-19 pandemic will likely lead to short-term shifts in the workforce needs of employers. As indicated by the sampling of responses we've received from businesses, WorkLink will be preparing:

1. To serve more job seekers as layoffs occur, and
2. To identify ways to assist small businesses with their workforce needs.

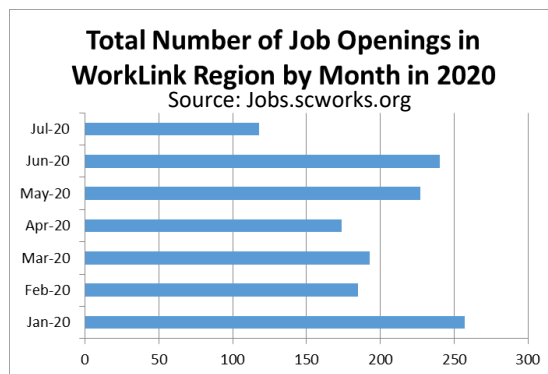
In addition to this, WorkLink staff communicates with local economic development agencies and other partners on a regular basis to ensure consistency in distributing necessary information to employers.

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

KNOWLEDGE AND SKILLS THAT EMPLOYERS NEED

ADVERTISED JOBS

According to SC Works Online Services, the SC Works job search database, employers posting jobs to be filled in calendar 2020 was at an all-time high in January (+250), but dropped for the period of February through April, averaging close to 175 per month. This drop coincided with the pandemic measures taking effect across the State and across the nation. A spike in postings was seen in May and June, averaging around 225, as the State began to re-open for business, but July saw another significant drop in the number of job openings posted with close to 125 job openings posted.



Current advertised job openings in the WorkLink local area require varying degrees of experience including 86.3% that require 0-2 years, 13.3% 2-5 years, and less than 1% that require 5-10 years of experience.

The level of education required for current advertised job openings in the local area also varies. Positions without a listed education requirement total 37.5% of the job openings, 38.8% require a high school diploma or equivalent, 3.5% require some college or an Associate's degree, and 20.2% of the job openings in the WorkLink area require a Bachelor's degree or higher.

- An analysis of the current workforce in the region, including employment and unemployment data, labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment; and

WORKLINK AREA WORKFORCE OVERVIEW

Population

WorkLink is home to 419,950 individuals (Community Profile, July 23, 2020, SC Department of Employment and Workforce). Projected population totals for 2030 are expected to reach 460,010.

Demographics

Approximately 34% (128,776) of those living in the WorkLink region are young adults (24 years or younger), adults 25-74 makes up approximately 60% (228,195), and seniors aged 75+ equals roughly 7% (25,411) of the population.

Looking at population by race, the WorkLink region consists of 84.6% white (323,429), 11.6% black (44,151), 0.3% American Indian/Alaskan Native (1,026), 1.0% Asian (3,725), 0.0% Native Hawaiian/Other Pacific Islander (164), 3.2% two or more races (12,272), and 1.0% Other (3,751).

Roughly 51.1% (195,222) of the population is female and 48.9% (187,160) is male.

Labor Force: Employed & Unemployed

The total civilian labor force (not seasonally adjusted) for the WorkLink area in June 2020 was 190,626; of which, 175,173 were employed and 15,453 were unemployed. The unemployment rate was 8.1%.

Area	Labor Force	Employed	Unemployed	Unemployment Rate
Greenville	265,940	243,716	22,224	8.4%
Upper Savannah	116,973	107,063	9,910	8.5%
Upstate	200,055	179,524	20,531	10.3%
Worklink	190,626	175,173	15,453	8.1%

Source: Bureau of Labor Statistics, SC Dept of Employment & Workforce

Commuting Patterns

Approximately 69.6% (119,413) of the WorkLink population lives and works in the WorkLink area. In-Commuters (defined as those living outside the region, but reporting to work in the region) make up 7.8% (13,355), and Out-Commuters (defined as those living inside the community, but reporting to work outside the region) makes up 22.6% (38,815).

Commuting Patterns					
Commuting To			Commuting From		
Ranking	County	Workers	Ranking	County	Workers
1	Greenville, SC	30,285	1	Greenville, SC	7,279
2	Spartanburg, SC	2,573	2	Abbeville, SC	1,627
3	Greenwood, SC	572	3	Hart, GA	475
4	Abbeville, SC	432	4	Spartanburg, SC	451
5	Laurens, SC	311	5	Greenwood, SC	419
6	Mecklenburg, NC	265	6	Laurens, SC	303
7	Richland, SC	259	7	Stephens, GA	228
8	Stephens, GA	222	8	Richland, SC	188
9	Franklin, GA	212	9	Elbert, GA	180
10	Fulton, GA	204	10	Cherokee, SC	141
		35,335			11,291

Source: SC Department of Employment and Workforce, Community Profile (July 20, 2020)

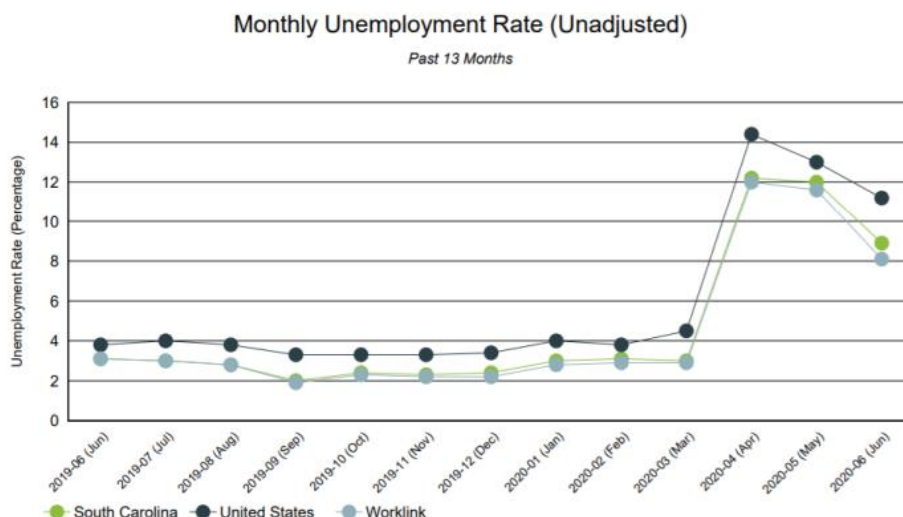
There are an estimated 38,815 individuals that commute to work outside of the WorkLink area. Top destinations are Greenville, SC, Spartanburg, SC, and Greenwood, SC. 699 individuals live in in WorkLink, but report to either

North Carolina (the Charlotte Metro area is close to the South Carolina border) and Georgia for their employment.

There are approximately 13,355 individuals that live outside of the region, but commute to work in the WorkLink area. The largest number of commuters from outside the region originates from Greenville, SC, Abbeville, SC, and Hart, GA.

Recent Impacts for COVID-19 Pandemic

March 15, 2020 was a turning point for all of South Carolina in regards to the economic growth our State has experienced over the last ten years. In the months leading up to the pandemic, unemployment rates were historically low for the WorkLink region, hovering between 1.9% (September 2019) and 3.1% (June 2019).



Source: SC DEW WorkLink area Community Profile (July 2020)

WorkLink began to see direct impacts from the World Health Organization's announcement of a worldwide COVID-19 pandemic when Governor McMaster's declared a State of Emergency and closed schools across South Carolina. A domino effect began shortly thereafter. The Governor mandated the shutdown of dine-in service in restaurants and bars, state tax deadlines were postponed, and groups of more than 50 in public settings were banned. This subsequently led to schools being closed for the remainder of the year, public gatherings of more than three were considered a misdemeanor violation, beaches and State parks were closed, lodging and travel restrictions were put into place, and non-essential businesses were closed. On April 7, the Governor ordered a Home or Work order. As a result, the WorkLink area unemployment rate took a dramatic turn topping out at 12.0% (April 2020).

The WorkLink economy was in excellent condition prior to the pandemic. With easing of shutdowns, the Governor's AccelerateSC taskforce recommendations for re-opening, additional CDC guidance on social distancing, and additional production and availability of Personal Protective Equipment (PPE) resources to help control the spread, the unemployment rate has come down significantly. As of June 2020, WorkLink's unemployment rate was at 8.1% compared to Link Upstate's 8.8%, the State's 8.9%, and the nation's 11.2%. The full effects of the coronavirus on the WorkLink region will not be known until the pandemic has ended.

LABOR MARKET TRENDS

Estimated and Projected Employment (Growth/Decline by Industry)

The WorkLink Community Profile (July 23, 2020), indicates that the largest industries by number employed are as follows: Manufacturing (24,975), Retail Trade (17,147), Healthcare and Social Assistance (15,713), Educational Services (15,061), and Accommodation and Food Services (13,739).

Worklink Industry	2016 Estimated Employment	2026 Projected Employment	Change	Percent Change	Annual Percent
Total All Industries	139,785	153,986	14,201	10.16	0.97
Health Care and Social Assistance	15,713	18,808	3,095	19.70	1.81
Accommodation and Food Services	13,739	16,474	2,735	19.91	1.83
Educational Services	15,061	16,414	1,353	8.98	0.86
Manufacturing	24,975	26,327	1,352	5.41	0.53
Administrative and Support and Waste	6,836	8,111	1,275	18.65	1.72
Retail Trade	17,147	18,386	1,239	7.23	0.70
Transportation and Warehousing	2,178	2,926	748	34.34	3.00
Construction	5,123	5,815	692	13.51	1.28
Wholesale Trade	3,252	3,672	420	12.92	1.22
Professional, Scientific, and Technical	2,624	2,972	348	13.26	1.25
Other Services (except Government)	6,928	7,250	322	4.65	0.46
Real Estate and Rental and Leasing	885	1,048	163	18.42	1.70
Finance and Insurance	2,211	2,365	154	6.97	0.68
Arts, Entertainment, and Recreation	1,438	1,539	101	7.02	0.68
Management of Companies and	364	417	53	14.56	1.37
Information	1,010	1,053	43	4.26	0.42
Utilities	1,891	1,903	12	0.63	0.06
Mining	116	114	-2	-1.72	-0.17
Agriculture, Forestry, Fishing and	3,540	3,082	-458	-12.94	-1.38

Source: SC Department of Employment and Workforce, Community Profile (July 23, 2020)

The industries that will be experiencing significant growth from 2020 to 2026 differ slightly. Transportation and Warehousing will be adding 748 new jobs (+34.34%), Accommodation and Food Service adding 2,735 new jobs (+19.91%), Health Care and Social Assistance adding 3,095 new jobs (+19.70%), Administrative and Support and Waste Management and Remediation adding 1,275 new jobs (+18.65%), Real Estate and Rental and Leasing adding 163 jobs (+18.42%), Management of Companies and Enterprises adding 53 jobs (+14.56%), Construction adding 692 jobs (+13.51%), Professional Scientific and Technical Services adding 348 jobs (+13.26%), and Wholesale Trade adding 420 jobs (+12.92%).

Those industries with the fewest number of employees, include Mining (116); Management of Companies and Enterprises (364); Real Estate and Rental, and Leasing (885); Information (1,010); Arts, Entertainment and Recreation (1,438); and Utilities (1,891).

Two industries are expected to shrink by 2026: Agriculture, Forestry, Fishing and Hunting will lose 458 positions (-12.94%) and Mining will lose 2 positions (-1.72%). Other industries are predicted to remain close to level or see no more than 5% growth over the next 10 years. Among those, Utilities will add only 12 positions (+.63%), Information will add 43 positions (+4.26%), and Other Services (except Government) will add 322 positions (+4.65%).

Occupational Growth

Several occupations are expected to grow significantly between 2016 and 2026 in WorkLink area. Among those expected to lead growth: Nurse Practitioners (36%, +147 positions); Personal Care Aides (35%, +1,683 positions); Physical Therapists Aids (34%, +59 positions); Combined Food Preparation and Serving Workers (29%, +5,030 positions); Information Security Analysts (29%, +31 positions); and Security and Fire Alarm Installers (28%, +96 positions).

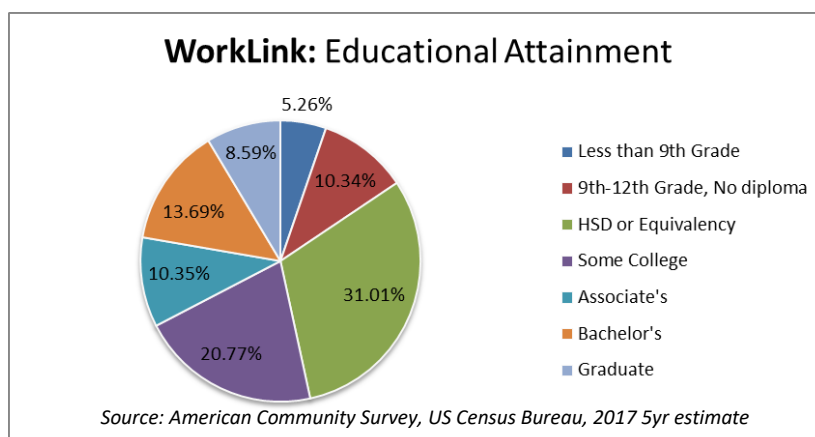
Occupational Decline

There are some occupations that are expected to decline between 2016 and 2026. The top declining occupations include: Data Entry Keyers (-19%, -172 positions); Logging Equipment Operators (-15%, -46 positions); File Clerks (-14%, -24 positions); Switch Board Operators, including Answer Services (-14%, -152

positions); Farmworkers, Farm, Ranch, and Aqua Cultural Animals (-13%, -226 positions); and Computer Operators (-12%, -23 positions).

Skills and Knowledge

The American Community Survey estimates educational attainment (of those 25 years or older) for the Upstate Link workforce to be as follows: 15.6% (41,055) have less than a High School Diploma or equivalency; 62.1% (163,581) have a HSD or Equivalency, some college or an Associate's Degree; and 22.3% (58,658) have a Bachelor's Degree or higher.

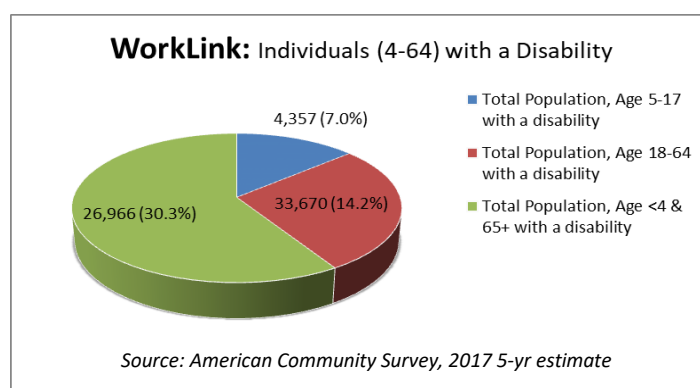


Barriers to Employment

The WorkLink area is home to a growing and diverse population. The groups of individuals provided here have been identified as having specific needs or challenges that may cause barriers to becoming employed. These groups also align with the State Workforce Development Board's identified priority populations.

1. Individuals with a Disability

According to the American Community Survey (2017 5-year estimate), there are 237,546 individuals ages 18-64 (61.1% of the total population) living in the WorkLink area. Approximately 33,670 have been identified as having a disability, which equates to about 14.2% of those aged 18-64.



Youth with a Disability

There are 251,862 individuals ages 5-17 (16.8% of the total population) living in the Link Upstate region. Approximately 16,045 have been identified as having a disability, which equates to about 6.4% of those aged 5-17.

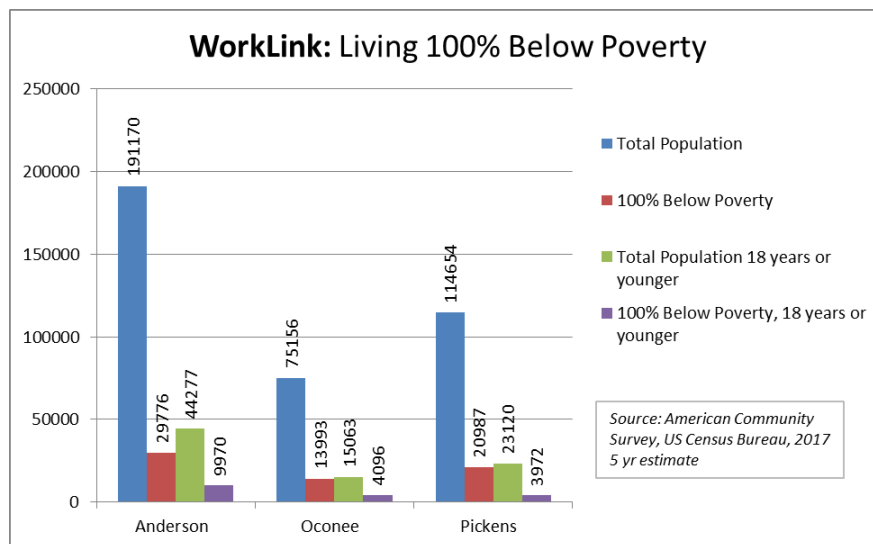
These individuals have disabilities which include: hearing difficulties, vision difficulties, cognitive difficulties, ambulatory difficulties, self-care difficulties, and independent living difficulties. These individuals may need additional or specialized assistance when searching for employment.

2. Veterans

There are nearly 6,855 veterans (age 18-64) living in the WorkLink area. It should be noted that a number of those veterans have retired and are no longer in the workforce. Many veterans return to civilian life and have very productive careers. However, some veterans need specialized assistance in learning how to transfer their military experiences into civilian skills that are needed in the workplace. Some veterans also wish to return to school to obtain a degree or certification to help increase their employability.

3. Living in Poverty

There are approximately 380,980 people living in poverty in the WorkLink area. This equates to about 17.0% of the population, which means nearly 1 in 6 WorkLink residents live in poverty. Poverty can be a barrier to employment because an individual who cannot afford stable housing, transportation, phone/internet, and many other needs will likely have a harder time finding and keeping a job. Poverty also makes attending school for additional training and education much more difficult.



4. Youth with Barriers

• Poverty/Low-Income

WorkLink has a population of youth aged 18 or younger equaling 82,460, which is 21.6% of the total population. There are approximately 18,038 youth 18 or younger living in poverty. This equates to about 21.9% of all youth living in poverty in the region, which means nearly 1 in 5 youth in the WorkLink area experience poverty. Poverty for youth can be a barrier to employment because an individual who cannot afford stable housing, transportation, phone/internet, and many other needs will likely have a harder time finding and keeping a job. Poverty also makes attending school for additional training and education much more difficult.

• Dropouts

In the 2019 school year, SC Department of Education reports that 16,922 students were enrolled in the K-12 system. Approximately 379 students dropped out before graduating, equaling a dropout rate of 2.2% for the year. This reflects an upward trend year to year of students completing high school.

Potential challenges dropout face: dealing with social stigma, fewer job opportunities, lower salaries, and higher probability of involvement with the criminal justice system.

SCHOOL DROPOUTS 2016, 2017, 2018	DROPOUTS FOR GRADES 9-12			ENROLLMENT FOR GRADES 9-12			PERCENTAGE FOR GRADES 9-12		
District	2016-2017	2017-2018	2018-2019	2016-2017	2017-2018	2018-2019	2016-2017	2017-2018	2018-2019
Anderson 1	39	33	47	2995	2992	2941	1.3%	1.1%	1.6%
Anderson 2	14	25	28	1102	1106	1084	1.3%	2.3%	2.6%
Anderson 3	1	2	2	747	702	718	0.1%	0.3%	0.3%
Anderson 4	24	33	21	863	840	829	2.8%	3.9%	2.5%
Anderson 5	113	111	121	3606	3617	3576	3.1%	3.1%	3.4%
Oconee	85	75	45	2950	2952	2979	2.9%	2.5%	1.5%
Pickens	154	119	115	4733	4716	4795	3.3%	2.5%	2.4%
Region	430	398	379	16996	16925	16922	2.5%	2.4%	2.2%
Source: SC Department of Education									

- **Not in school**

WorkLink's Youth (ages 16-19) that are not enrolled in school equals 3,206. Of those 3,206 students approximately 1059 do not have a high school diploma or equivalency. This is approximately 4.5% of the youth aged 16-19 population. (*American Community Survey, 2017 5year estimate*)

Potential challenges and barriers to employment that this group of youth face: poverty, bad health, welfare, and engage in crime.

- **Crime**

SC Department of Juvenile Justice released data for juvenile cases for the 2016-2017 fiscal year. In the WorkLink area, there were a total of 851 Juvenile cases representing 6.3% of the State's total number of Juvenile offenders. Year over year, the total of number of juvenile cases has dropped; however, those classed as violent or serious and status of offense cases continues to climb. The overall number of detention center cases remains somewhat level.

Juvenile Cases FY 2016-2017	Anderson	Oconee	Pickens	Total	State
Total # of Juvenile Cases	458	107	286	851	13591
% Increase/Decrease from Previous Year	-3.0%	-8.0%	-15.0%	-8.7%	-11.9%
Number of Juvenile Cases Classified as Violent or Serious	44	17	38	99	1397
% Increase/Decrease from Previous Year	19.0%	70.0%	-3.0%	28.7%	-14.8%
Number of Status Offense Cases	26	5	28	59	1259
% Increase/Decrease from Previous Year	-43.0%	400.0%	-3.0%	118.0%	-15.0%
Number of Detention Center Cases	52	43	55	150	3320
% Increase/Decrease from Previous Year	-26.0%	26.0%	-2.0%	-0.7%	1.80%

Source: SC DJJ, 2018 Report for Juvenile Cases

Challenges youth that have detained by the justice system include: lack of education, lack of housing, mental health and substance abuse, and reconnecting with families can all present barriers to employment. (Re-Entry: Key issues, Juvenile Justice Information Exchange)

- **Teen parent**

Fact Forward tracks teen pregnancy statistics and released the following data for 2018:

2018 Teen Birth Rates and Numbers by Age Group							
	Rank	Ages 15-19		Ages 15-17		Ages 18-19	
		Number	Rate	Number	Rate	Number	Rate
Oconee	22	56	27.5%	18	10.7%	43	52.8%
Anderson	27	169	26.6%	46	12.1%	123	48.4%
Pickens	42	89	17.2%	24	7.7%	65	31.4%
WorkLink Total		314	23.8%	295	10.2%	231	44.2%
Source: FactForward.org, Teen Birth Rates							
Note: Counties are ranked from worst to best teen birth rate for 15-19 year olds. Rate is calculated per 1,000 females. Rates calculated with small numbers							

The State's teen pregnancy rate for those 15-19 years old was 22% or 3480 pregnancies. Of those ages 15-17, the rate was 8.9% or 844 pregnancies.

Potential challenges that pregnant and parenting youth face include: poverty, homelessness, malnutrition, complications of pregnancy, emotional problems such as depression or drug and alcohol use, lack of a support system, lack of childcare, and lack of education.

- *Foster Care*

According to the SC Department of Social Services, in SFY 2018-2019, 667 youth were served through foster care in the WorkLink area. This equates to 7.8% of the 8,581 foster care youth served by the state of South Carolina.

SC Foster Care SFY 2017-2018	0-6 YO	7-12 YO	13-17 YO	18 YO and over	Total
STATE TOTAL	3520	2429	2276	356	8581
Anderson	160	85	46	1	292
Oconee	88	53	22		163
Pickens	116	57	37	2	212
Total	364	195	105	3	667
% of State Total	10.3%	8.0%	4.6%	0.8%	7.8%
Source: SC Department of Social Services, Total Children Served in Foster Care by Office of Case Management During SFY 2018-2019					

According to "Young Adults Formerly in Foster Care: Challenges and Solutions," a Foster Care Youth Brief published by youth.gov, individuals in or aging out of foster care face these possible challenges: unstable housing or homelessness, lack of adequate elementary and secondary education, lack of employment and job training, problems with physical health, behavioral health, and general well-being, lack of access to health care, justice system involvement, lack of social connections. These can be barriers to finding and keeping sustainable employment.

5. *Ex-Offenders*

In 2019, there were 658 individuals released from the Department of Corrections in the WorkLink area, approximately 8.8% (7,519) of those released across the State. In 2018, there were 642 individuals released from the Department of Corrections in the WorkLink area, equaling approximately 7.5% (8,585) of those released from across the State. These individuals may have been out of the workforce for a substantial amount of time and may need additional assistance with job search and interviewing skills.

6. *Homeless*

According to the 2019 South Carolina State of Homelessness Report, there are approximately 207 homeless individuals living in the WorkLink area out of 1,401 in the Upstate Region, which makes up approximately 14.8% of the total Link Upstate homeless population. The State is home to 3,752 at last count. This number includes approximately 110 homeless veterans living in the WorkLink area. Individuals who are homeless may have difficulty finding and keeping a job, and they may have difficulty attending training to obtain new skills and increase their employability.

- 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.

WORKFORCE DEVELOPMENT ACTIVITIES

Developing a workforce to meet the demands of business is vitally important to the WorkLink economy. Although not comprehensive, below are key workforce development activities and programs offered in the WorkLink region.

CLASSROOM BASED EDUCATION & TRAINING ACTIVITIES

K-12 SYSTEM

Career and Technology Centers

Career and Technical Education Centers for the K-12 system are offered throughout the State of South Carolina. WorkLink K-12 students have access to four Career and Technical Education Centers and a variety of programs of study. Career pathways are clearly identified for students to be able to determine the skills and knowledge needed to succeed on the job, in the military, or in post-secondary education in their career field of choice.

Dual Enrollment

High School Juniors and Seniors can dual enroll in post-secondary classes while completing their high school education. They will receive college credit towards an Associate's Degree or Bachelor's Degree for successfully completing college courses. These courses may include English, Computer Technology, History, Mathematics, Psychology, Allied Health Sciences, Welding, Automotive Technology, Engineering Graphics Technology, Building Construction Technology, among others. Many of the local colleges (including private, public, 2 year and 4 year) in the WorkLink region offer dual enrollment opportunities for students, including Tri-County Technical College.

Career Readiness Assessments

The State of South Carolina offers the Ready to Work (R2W) career assessment to eleventh graders as an exit exam. The Ready to Work assessment determines the students skill level in Applied Mathematics, Locating Information (or Graphic Literacy), and Reading for Information. Depending on the score level of the students, the Ready to Work assessment offers a certificate that students will be able to share with employers demonstrating the level of skills they have mastered.

The career assessment also offers Essential Soft Skills (ESS) components to demonstrate the mastery of skills the student has learned in regards to Cooperation with Others, Resolving Conflicts and Negotiation, Solving Problems and Making Decisions, Observing Critically, and Taking Responsibility for Learning.

SOFT SKILLS

Soft Skills: WIN Learning Software

In addition to students having access to the Ready to Work career assessments, WorkLink promotes the three core assessments to adults in the region. As a result, the WIN Learning software is available to help individuals prepare for the career readiness assessments through a variety of partners, such as SC Works, Adult Education, the Technical Colleges, and SC Vocational Rehabilitation.

Soft Skills: SC JobReadyU Software

SC JobReadyU Soft Skills Training Curriculum (SCJRU) is another resource that individuals can use to learn and brush up on soft skills that businesses desire. The JobReadyU was developed by Clemson University and is at no cost to the individual. The web-based platform offers self-paced modules in basic education, communication, time management, and problem-solving skills.

ADULT EDUCATION

Integrated English and Literacy

Adult Education is the primary provider of Literacy and English as a Second Language instruction in the WorkLink region. Each of these programs seek to improve the skills of the students they serve in writing, reading comprehension and, in the case of those with Limited English Proficiency, in understanding the spoken word. Both have integrated components of workforce preparation, workforce training, and concurrent and

contextualized learning, meaning that students will read passages relevant to the world of work and be introduced to words and phrases that are common in the workplace.

Integrated Education and Training

Adult Education, a division of the SC Department of Education, is the primary provider of education for those that have dropped out of traditional K-12 learning and wish to pursue a High School Diploma or its equivalent. Each Adult Education Center offers instruction to students to allow them to finish their High School Diploma requirements or prepare them to take the High School equivalency exam. Instruction includes workforce preparation, workforce training, and concurrent and contextualized learning.

COLLEGES, UNIVERSITIES AND PROFESSIONAL SCHOOLS

In total, the WorkLink region offers seven providers of training. Among those include one 4-year public university (Clemson University), one technical college (Tri-County), two private 4-year universities, one junior college, and two training providers that offer programs of study leading to credentials, but do not result in associate's level or higher degrees.

Technical College System

Tri-County Technical College, a member of the Technical College System, serves the WorkLink area with an overarching mission to prepare students for the workplace. Tri-County Technical college offers programs of study relevant to businesses in the area, including credit courses that lead to an Associate's Degree or higher and continuing education courses for short-term training opportunities that lead to a credential such as an occupational license, certification, or credential.

Research University

Among the Universities and Colleges in South Carolina, Clemson University is found in the WorkLink region and has been designated as a research university. Their research is based on the following innovation clusters: Advanced Materials; Cyber Infrastructure and Big Data Science; Energy, Transportation, and Advanced Manufacturing; Health Innovation; Human Resilience; and Sustainable Environment. As a result of the BMW relocation to the Link Upstate region and Clemson's focus on research, CU-ICAR developed in partnership with automotive manufacturers to research innovative manufacturing solutions, but serves as a way to develop the workforce to meet the demands of business by engaging students in the process.

WORK-BASED LEARNING AND TRAINING PROGRAMS

On The Job Training (OJT)

Offered by WIOA programs and SC Department of Social Services, On-the-Job Training offsets a portion of a new worker's wages that an employer will pay while the employee learns the skills required to perform necessary job duties. Seen as a monetary benefit to compensate for lost production while the individual is in the process of learning the skills needed to be proficient, the employee also benefits by earning while they learn. Some successful OJT placements have been with employers such as Materials Management (dba Patriot Automation), MST Concrete Products Inc., and MTS Office Machines.

Incumbent Worker Training (IWT)

Incumbent Worker Training is offered by Workforce Development Boards (or their contracted service providers) to employers that wish to upskill their workforce. Employees participate in classroom training to learn new skills, allowing them to retain their jobs and providing them skills necessary for advancement. Employers can be reimbursed for a portion of the classroom training cost, offsetting company losses caused by taking employees away from their job duties. Several WorkLink companies have received IWT grants to further develop their workforce, such as Allegro Industries, JTEKT Koyo Bearings, Clarios, Mergon, and BorWarner.

Work Experience

Similar to an On-the-Job Training opportunity, the WIOA Youth Services Program, Palmetto Youth Connections, offers work experience opportunities to eligible youth 16-24 years old. The individual earns a stipend while learning skills necessary to perform a particular job at an employer host site.

readySC™

A program offered by the Technical college system, readySC™ provides business solutions to companies relocating to WorkLink. A project manager is assigned to work with the company to identify needed solutions. Solutions may include assisting with recruitment, training the potential workforce to meet their needs, locating instructors to provide relevant training, and arranging for training to be conducted in offsite facilities. Employers that readySC™ has served in recent years include Michelin, First Quality, and Borg Warner.

Apprenticeship Carolina™

A division of the Technical College system, Apprenticeship Carolina™ stands as a key resource for employers to create and maintain registered apprenticeships within their businesses. Individuals learn while employed, both on-the-job and in a classroom setting. At appropriate training benchmarks, such as attainment of a credential, apprentices may receive wage increases. Apprenticeships are available to all age groups; however, employers may have dedicated apprenticeships specifically for youth. Some successful Apprenticeships in the WorkLink region include positions at Greenfield Industries and King Asphalt.

TAX CREDITS

E-Zone

The Enterprise Zone Retraining Program (E-Zone) offers a tax incentive through the Technical College system to employers that retrain their workforce on new equipment or technology in an effort to remain competitive. The business can claim the tax credit for retraining for up to \$1,000 per person per year. According to the Legislative Annual Report for Enterprise Zone Retraining Program, during calendar year 2018, one WorkLink business was approved for the Job Retraining Tax Credit and were projected to retrain a total of 190 employees.

Work Opportunity Tax Credit

The Work Opportunity Tax Credit (WOTC) program provides tax credits for businesses when they hire a new, eligible employee. Credits can range from \$2,400 to \$9,600 for each eligible employee. Eligible employees fall in the following categories:

- Temporary Assistance for Needy Families (TANF) recipient
- Supplemental Nutrition Assistance Program (SNAP) recipients
- Empowerment Zone residents
- Vocational Rehabilitation or Ticket-to-Work Participants
- Recently released ex-felons
- Supplemental Security Income (SSI) recipients
- Disabled veterans who within the last year were discharged or unemployed for more than six months
- Unemployed veterans
- Veterans receiving SNAP
- Long-term unemployment recipient

PROGRAM AND SERVICES FOR PRIORITY POPULATIONS

INDIVIDUALS WITH DISABILITIES

SC Vocational Rehabilitation is the primary provider of employment and training services to those with Disabilities. SCVRD provides counselling and rehabilitation to individuals with cognitive, mental, or physical disabilities. A division of SCVRD, the SC Commission for the Blind serves those with seeing impairments.

Job Readiness Training Centers

SC Department of Vocational Rehabilitation has established training centers to prepare their consumers for employment. Offering a dual benefit to the consumer and the employer, consumers work for an established

period of time, learning how to perform job duties in a manufacturing environment and essential soft skills. The employer can benefit by entering into a job readiness contract with SCVRD. The contracts provide work opportunities to consumers within the Job Readiness Training Centers, and provides in return to the employer opportunities to hire individuals that have experience with assembling their products as well as the finished product itself.

Job Try Outs

SC Department of Vocational Rehabilitation offers job try outs to their consumers. The individual earns a stipend while learning skills necessary to perform a particular job at an employer host site.

OUT-OF-SCHOOL YOUTH

The out-of-school youth program primarily focuses on developing youth participants in the areas of completing secondary school (dropouts), acquiring work maturity skills training, gaining work experience, and placement in employment, military, or occupational skills training. The program incorporates the 14 youth elements and offers work experience placements to a variety of employers in the area.

Regional Workforce Advisor

The SC Commerce Regional Workforce Advisor serves on the Worklink Youth Committee, provides insight on efforts across the region and the State on to how to bridge gaps between secondary school education and adult workforce development activities. The Regional Workforce Advisor also provides information on career counseling methods and career pathways in the schools, and encourages business involvement within the secondary school learning structure, to the extent possible. The Youth Committee has partnered with the Regional Workforce Advisor and the Anderson-Oconee-Pickens Showcase Board to provide opportunities for eighth graders to explore career fields and opportunities with local businesses in an annual event hosted for the seven school districts in the WorkLink region.

VETERANS

SC Department of Employment and Workforce offers Veteran Representatives to work with those that have been discharged from the military. Veteran Representatives identify employment opportunities and assist in placing Veterans in new employment opportunities. The Disability Veteran's Opportunity Program Representative works with those with service connected disabilities to provide support and resources on how to transition into civilian employment.

LOW INCOME

SC Department of Social Services provides several services that assist families with financial stability. Those that qualify for Temporary Assistance for Needy Families (TANF) may be eligible for cash assistance, employment and training services; those that qualify for Supplemental Nutrition Assistance Program (SNAP) can receive food stamps, employment and training services; those that qualify for Food and Nutrition Programs receive emergency food assistance, programs for seniors, healthy eating activities; and those that qualify for SC Voucher Program can gain access to child care assistance.

EX-OFFENDERS

The WorkLink Workforce Development Board has been awarded a Re-Entry Navigator program grant to serve those being released from prison. Anderson County will implement the program by engaging pre-release inmates in activities surrounding employment and training, insuring that these individuals have a network of resources to turn to in the event of hardship upon release and recidivism rate is reduced.

Federal Bonding Program

The Federal Bonding program offered through SC Department and Employment and Workforce provides six months of fidelity bonding coverage in the amount of \$5,000-\$25,000 at no cost to the business or individual. This allows employers to expand their recruiting efforts, hire the desired talent and be protected against employee acts of dishonesty resulting in a monetary loss.

ANALYSIS OF WORKFORCE DEVELOPMENT ACTIVITIES

WorkLink conducted a self-assessment as part the strategic planning process. The WorkLink Workforce Development Board identified the following strengths and weaknesses as seen below:

STRENGTHS:

- Job growth
- Growth in modern manufacturing jobs
- Growth in service industry
- EEDA – career clusters
- Increase in 2-year technical school enrollment
- Continue to maximize use of resources
- Major change in dynamics of Board
 - More involvement
 - Better understanding of their roles
- Increase in number of individuals entering the skilled workforce

WEAKNESSES:

- Health care issues
- Extended UI benefits
- Change in WIB membership
- Major changes in WorkLink staff
- Increased demand for health care services
- Industrial skill sets changing require more education
- Lack of affordable housing
- Increase in poverty level
- Larger skill gap

OPPORTUNITIES:

- Growth in Hispanic Population
- Regional education centers
- Increase in minimum wage
- Increased opportunity for grant funding
- Increase in regionalism
- New leaders on many levels
- Demographic shifts
- TAA reauthorization
- Technical base occupations

THREATS:

- Higher skills required for new jobs
- Continued state budget constraints
- Retirement plans shrinking or going away
- Regulation challenges
- Issues for veterans returning from active duty needing jobs
- Decrease in WIOA funding
- Decrease in education and other agency funding
- Attitude regarding spending has changed GED requirements increasing
- Income disparity increasing
- Strong case management needed

BARRIERS TO EMPLOYMENT ANALYSIS

Several potential barriers exist for the current workforce.

Rapidly Evolving Employer Needs

Another threat that makes industry training a challenge is rapid changes in technology that can make a training program obsolete in a few years. In addition to this is the specific equipment and technology that a company may utilize but may not necessarily be generalized enough to create into a seamless training program that can address both an employers' need and a job seekers' skill levels.

Skills Gap

Of all barriers that we identified for our workforce, the most glaring is the skills gap that exists between what workers know and what employers need. What WorkLink has discovered is that those most in need may not be the most suitable to train for existing industry demands. Instead dialogue is needed with partners and employers to develop a system of upskilling incumbent workers, and then providing skills to those with the most needs to back-fill the lower levels positions created by the vacating of low skilled positions to the middle skills careers.

Transportation

WorkLink also faces a unique challenge in regards to transportation. We have two main transportation bus lines that run through Anderson County to Clemson to Oconee County. The vast majority of Pickens County and the outer reaches of Anderson and Oconee Counties are not serviced by these bus lines. Many employers are not located on the bus transportation lines, instead opting for more mainline transportation avenues, such as I-85. Job seekers without transportation and that are not located on one of the bus lines find it difficult to travel in the region. As a result, these low-income individuals find work in one of the lower skilled jobs (such as retail or fast food) that is located on the bus line, making it that much harder to reach them and help them see the value in upgrading their skills.

Low Levels of Literacy and Education

The most daunting barrier is that of current job seekers that demonstrate low levels of literacy or educational levels. WorkLink has a small demographic of those that need basic skills like reading or English as a second language. Very few literacy programs are offered in our area, and those that are offered have limited numbers of hours. Typically, these job seekers stay with a literacy program for several months (if not years) with minimal progress.

COVID-19 Pandemic Related Impacts

The COVID-19 Pandemic began affecting the WorkLink area in mid-March of 2020. As of right now, WorkLink doesn't know the full effects of the pandemic on the community, but we are anticipating high demand from jobseekers for services and reduced demand from employers due to layoffs and reduction in business operations.

The current instability of healthcare occupations is an excellent example of the challenges associated with matching participants with in-demand training/occupations. The forecasted need for healthcare workers continues to be high in the WorkLink region; however the impact of COVID-19 on local hospitals and medical offices has resulted in furloughs and lay-offs of a wide variety of personnel. While it is expected that this is expected to be short-lived, it will be incumbent on staff to ensure participants are aware of the current challenges when considering their training options.

Staff and Facility Capacity

Our primary concern regarding the SC Works Centers, is balancing staff and facility capacity with demand while exploring options on how to provide remote services as much as possible. Social distancing measures have been implemented, and we will continue to keep our staff and customers as safe as feasibly possible; however, we anticipate an increase in the number of individuals needing our services in the coming months. This could be a

challenge depending on service levels. Our Centers can comfortably hold between 4 and 10 customers at a time. So far this number has been easily managed, but if additional layoffs occur, which seems likely according to our local WorkLink employer survey, SC Works Center capacity could become an issue. WorkLink will be working to identify possible solutions to address this eventuality.

The pandemic also revealed some critical weaknesses in digital literacy, in lack of access to technology, and inadequate infrastructure to support demand within our region.

Lack of reliable internet access

It has become even more evident that internet access is not available in all parts of our region. As a way to help people connect, we have established a list of hot spot locations for individuals to use. Even if there is access available to the internet, there is not always protection when sharing information on a public access Wi-Fi. Some portions of our community have also struggled with internet stability, mainly strong signals. Having reliable internet access will enable our potential customers to participate in WIOA online training programs. We have adopted policies that allow us to reimburse for internet costs for those that are in online training; however, there will be a gap for those that do not physically have a location to securely access the internet.

Lack of access to personal computers

Many of our low income customers cannot afford a basic computer. They rely on their cell phones to interact with technology. For those attending online training, we have adopted policies to assist with the purchase of laptops and internet access while they are attending training. However, there remains a group of people that cannot access a working computer at this time, but will need this to look for employment and attend online training.

Lack of computer skills

There are many individuals out there that know how to use a basic computer (turn it on, open a Word Document, send an email), but there is a gap of those that don't have those basic computer skills. Two of the most often used handouts in our turnstiles are the printouts on how to navigate the UI web portals and how to set up basic email accounts. Going even further, there is a technology information gap on how to connect to the web, how to troubleshoot basic internet access (such as restarting a router), how to use WebEx or Zoom, how to protect their information online, how to avoid scams, how to type, and how to set-up basic virus protection. Digital literacy classes are not currently being offered due to the pandemic. We know this is a need; looking at basic skills deficiency definitions will be considered going forward.

Limited access to partner services

Partners are still offering services; however, they are also trying to balance capacity with demand. CDC guidelines recommend businesses reduce their in-person capacity to accommodate social distancing measures. With high unemployment rates, demand for services is anticipated to rise in coming months. We also anticipate our partners being overwhelmed as the stimulus funds comes to an end. Some of the demands will be based on power bills soon coming due, childcare not being available or affordable, depression and other mental illness being exacerbated by stress and social distancing, and rumors of food shortages. Not only will their staff and facility capacities be taxed, but also the resources that they will be able to provide to those in need.

Limited access to virtual testing/assessments

Many of our partner programs rely on testing to determine skills and needs. There is limited capacity for in-person testing at this time. Online testing options are needed for the TABE, GED, WIN, and other occupational skills certifications.

Non-traditional Virtual Work Experience

Youth services need additional Work Experience options to be able to meet the 20% expenditure requirements. Non-traditional Work Experience training options that are available via digital or E-Learning and

can be performed from any location (as long as there is a computer and internet/Wi-Fi) would give students continued opportunities that can occur during social distancing. We have found that many employers are not looking for Work Experience placements during social distancing.

Availability of online training

Training providers are working hard to convert classes to web-based training. However, Corporate and Community Education classes were not awarded the same funding that credited classes were to make the switch. Therefore, CCE is attempting to find creative ways to make the conversion. Online training schools are already ahead of the curve, but their classes are usually more expensive. Some of the ETPL classes have shut down completely due to the nature of the training, welding for example. In-person classes will be available; however, social distancing may make attending in-person harder than previously.

Section II: Strategic Vision and Goals

A description of the local board's strategic vision to support regional economic growth and self-sufficiency, including:

WORKLINK'S VISION AND MISSION

The WorkLink Workforce Development Board (WorkLink) finalized its five year strategic plan in the fall of 2015. Out of this Strategic Plan, the Board reconfirmed our vision and mission developed in the Spring of 2009 with our first five-year strategic plan.

Our vision provides a directional statement; a "picture" of a future state of the organization (what we are striving to become); it provides inspiration; it gives us a framework for our area of influence/responsibility. **Our vision is "To have a fully-employed, skilled workforce in Anderson, Oconee, and Pickens Counties, SC."**

Our mission is a brief description of the organization's fundamental purpose of our reason for what we do and our existence, articulated for those inside and outside of the organization. **"We develop the link between employers and the workforce in Anderson, Oconee, and Pickens Counties, SC."**

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

Youth Committee Vision:

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

Mission: The WorkLink Youth Committee facilitates collaboration and the delivery of services for youth, leading to educational, workplace and personal success. WorkLink Youth Service Provider (Eckerd-Palmetto Youth Connection-PYC) strive to deliver all WIOA youth program services and components to eligible youth within our three county area with purpose, quality of service, customer centered, and per the WIOA rules and regulations.

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

STRATEGIC PLAN GOALS

The board's goals grew out of an analysis of the region's focus group and survey results, recent and potential changes within the community and the workforce development industry, our identification of the characteristics of successful/winning workforce systems, and a SWOT analysis.

As a result of this planning process, the following goals were established to address the most immediate challenges:

- 1) Increasing system-wide coordination and interaction between workforce development partners, business partners and the education system.
- 2) Improving coordination between partners and reduce fragmentation of services within the workforce development delivery system.
- 3) Increasing the number of residents who obtain a marketable and industry-recognized credential or degree.

The goals address the immediate challenges identified and present objectives to strive for through continuing initiatives and strategies. These four goals are as follows:

- Improve the skill level of the workforce to meet the demands of business and industry.
- Increase employer engagement in WDB and WDB Activities.
- Build upon existing partnerships and collaborations between workforce system service providers to better integrate the workforce development system.
- Increase and improve outreach to inform and promote the SC Works Centers services and activities pertaining to workforce development.

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

Each goal was assigned to one of the WorkLink Workforce Development Board Committees and will oversee the achievement of each Strategic Plan goal through carrying out the strategies and objectives adopted.

The Youth Committee went through a strategic planning process at the same as the full Board.

Youth Committee Strategic Plan Goals

The youth goals listed below address the immediate challenges and the identified objectives once accomplished will reflect the future.

The Four Goals of the Youth Council

- 1) Reduce fragmentation in the youth workforce development system.
- 2) Combating soft skill, basic skill and work ethic challenges.
- 3) The need of more workers to have industry recognized credentials.
- 4) Increasing work-based learning and general employer engagement in the Workforce Development System.

- A description of how the local board will work with core and required partners to align local resources to achieve the strategic vision and goals referenced above.

ALIGNMENT OF RESOURCES

The WorkLink Workforce Development Board will endeavor to engage core programs and required partners through Board membership participation and assignment to committees. Other partners will be brought in as ad hoc members of each committee as necessary to pursue Strategic Planning initiatives.

Furthermore, core and required partners meet quarterly as a group to discuss system ideas, issues, and initiatives. In an effort to align local resources, each partner is engaged in Memorandum of Understandings and Individual Funding Agreements that detail referral processes and resources available through each organization.

Each year partners review the agreements and strive for process improvement along with resource mapping. The partners' group has already begun the process of fine-tuning our relationships, not just with the Board, but also with community organizations that directly and indirectly support employment and training activities.

- **Step 1:** Finalize SC Works System Memorandum of Understanding to include: Cost allocation, referral processes, mutually beneficial services, relevant release of information forms, and co-location/system contributions as well as grievance procedures.
- **Step 2:** Map out services available in the community. Determine needs and communication protocols.
- **Step 3:** Evaluate the SC Works System in the WorkLink region and determine what areas we excel in and what areas need improvement. Evaluation and implementation of OneStop Certification Standards is a group effort.
- **Step 4:** Provide appropriate training to the Partners.

WorkLink's Local Board Youth Program strategies consist of: further development of resources, identifying/addressing gaps in the community (service integration), awareness/education, outreach, work readiness, emphasis on work-based learning opportunities, and emphasis on career pathways. These strategies will assist in carrying out the WIOA youth core programs and involve partners to align local resources.

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 officials, local board, and core and required partners were involved in the development of the plan.

DEVELOPMENT OF THE LOCAL PLAN

WorkLink staff relied upon an amalgamation of board policies, strategic planning, partner relationship documents (MOUs, IFAs, statements of work, etc.) and collaborative exercises to develop the bulk of the local plan.

Through their participation in the strategic planning process, development of local policies and general engagement during board and committee meetings, board members heavily influenced the process. Board members are also presented with an opportunity to review and recommend edits and ultimately approve the local plan draft in advance of a final signature from the board chair.

The Chief Local Elected Officials, via their quarterly meetings with the WorkLink board chair and Executive Director, provided guidance regarding the overall direction of local workforce activities, governance of the board and commitment to serving the people of Anderson, Oconee and Pickens Counties.

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

WORKLINK SC WORKS SYSTEM DESCRIPTION

The one-stop delivery system brings together a series of partner programs and entities responsible for workforce development, educational, and other human resource programs to collaborate in the creation of a seamless customer-focused service delivery network that enhances access to the programs' services. Partners, programs, and providers collocate, coordinate, and integrate activities so that individuals seeking assistance have access to information and services that lead to positive employment outcomes for individuals seeking services.

The system is broader than the SC Works Centers in a given area. The system brings together partners and programs to provide universal access to career and training services in a seamless fashion. The goal is to increase system access for all customers. Not all system programs will be universal; that is, all programs will not be able

to serve all people. However, all people can be served somewhere in the system. The system is about defining "common turf" across programs and integrating career and training services provided by partners into the SC Works Centers. No individual program is required to violate its governing statute.

With approval of the Local Board and chief elected officials, the following workforce development system was established in the WorkLink local area.

Comprehensive Center

Clemson SC Works Center

1376 Tiger Blvd, Suite 102

Clemson, SC 29631

8:30am-5:00pm, Monday-Friday

Satellite Centers

Anderson SC Works Satellite Center

Tri-County Technical College Anderson Campus

Quickjobs Development Center

512 Michelin Blvd

Anderson, SC 29624

8:30am-12:00pm, 1:00pm-5:00pm, Monday- Friday

Easley SC Works Satellite Center

Tri-County Technical College

Easley Campus

Quickjobs Development Center

1774 Powdersville Road

Easley, SC 29642

8:30am-12:00pm, 1:00pm-5:00pm, Monday & Tuesday

Seneca SC Works Satellite Center

Tri-County Technical College Oconee Campus

Quickjobs Development Center

104 Vocational Drive

Seneca, SC 29678

8:30am-1:00pm, 2:00pm-5:00pm, Monday-Friday

Access Points

Access Points for job search services are also available at local libraries, adult education centers, and other community centers. Access Points offer access to a computer, through which job seekers will find online links to the several of the career services or job seeker services available at WorkLink SC Works Centers in Anderson, Oconee and Pickens Counties.

Official Access Point locations include Anderson County Library System, Oconee County Public Library System, Pickens County Library System, United Way of Pickens, Goodwill Job Connection of Anderson, Pickens County Adult Education, Oconee County Adult Education, Anderson County Adult Education – Districts 1 & 2, Anderson County Adult Education – District 3, 4, & 5, SHARE of Oconee County, and Anderson Interfaith Ministries.

Services

Career services will be provided by all partners in the SC Works Centers. Career Services include but are not limited to:

- **Initial Assessment:** Begins with intake and an initial assessment that sorts for customer needs and available options. A focus will be on determining customer's job readiness, including workforce skills, and available appropriate services.
- **Job Counseling:** Either individually or in group sessions that helps the jobseeker make the best use of the information and services available.
- **Job Referral:** Services that are tailored to the needs of specific employers and jobseekers. Both workers and employers may also choose to post job announcements and resumes on an electronic system that is open to all.
- **Employer Services:** Access to labor market information; recruitment, screening, and referral of qualified applicants; assisting employers with regulations; access to economic development information and resources; allocating job vacancies; brokering customized job training; connecting firms to SC Works information; technical assistance on assessment, recruitment, and human resource strategies; advocacy for targeted employers in key economic sectors; assistance with major layoffs and plant closures.
- **Labor Market Information:** Current and projected occupational supply and demand information, current occupational wage information; occupational skill standards; nonproprietary information on employers; and information on education and training program outcomes, including completion rates, placement rates, and wage rates of graduates.
- **Information and Referral:** Access to information regarding services needed by jobseekers, such as income assistance, housing, food, or medical care. Referrals to off-site services within the system will be made electronically.
- **Training and Retraining Information:** Access to and information about vocational exploration, basic skills and literacy training, job search skills, self-employment/entrepreneurial training, training leading to the award of skills certificates, work-based learning, two-year or four-year degree programs and state-approved apprenticeship programs.
- **Unemployment Insurance Information:** Phone accessibility to file for unemployment insurance benefits. Internet Claims filing can be done via the internet. Partner staff will assist those with disabilities in filing their initial claim.
- **Eligibility Determination:** Access to information regarding employment and training services needed by job seekers – eligibility for federal and state funded programs.
- **Outreach/Intake/Orientation:** Local activity, website is one source marketing. Intake—ability to register for programs. Orientation to services – description to state's SC Works services/link to areas.
- **Performance Information on Local SC Works Centers:** How the local area is performing on the local performance measures and any additional performance information with respect to the SC Works delivery system in the local area.
- **Follow-up Services:** Including counseling regarding the workplace. Local responsibility – retention services.

SC Works Centers provide services to individual customers based on individual needs, including the seamless delivery of multiple services to individual customers. There is no required sequence of services.

DURING PANDEMIC (COVID-19) CONDITIONS

WorkLink in conjunction with the OneStop Operator and the SC Department of Employment and Workforce Regional Manager developed a Standard Operating Procedure for staff to follow in the event of a Health Emergency.

In summary, SC Works Center leadership will follow the recommendations and requirements of the Center for Disease Control (CDC), the SC Department of Health and Environmental Control, the SC Emergency Management Division, the US Department of Labor (specifically OSHA), our local elected officials, the Governor of South Carolina, and the President of the United States.

Services and Hours of Operation

The WorkLink Workforce Development Board will approve any adjustments to SC Works Center hours of operation, services, and policies as well as adjust budgets to purchase technology and Personal Protective Equipment (PPE) needed to be able to continue serving customers.

Services will be prioritized for job searches and unemployment insurance access. All SC Works services will continue to be provided to every extent possible, either through remote access (by telephone and internet-based technology) or to walk-in traffic.

Flexible Work Schedules/Locations

If the health emergency warrants social distancing measures, including isolation and/or quarantine, to increase the physical distance between employees and others, then each SC Works Center staff member will follow the direction of their supervising agency in regards to their work schedule and where they should report to work.

Center Cleaning

Center Leadership will assess the needs for additional cleaning and purchasing of PPE. At a minimum, Leadership will provide staff with disinfecting wipes and other general cleaning supplies to wipe down their work area and resource room throughout the day.

Other

Each Center will be evaluated and prepared according to CDC and OSHA guidelines to create a safe and healthy environment for staff and customers. Additional direction and guidance will be provided to staff on social distancing expectations for serving customers and staff.

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

KEY PARTNERS

The SC Works system brings together a series of partner programs and entities responsible for workforce development, education, and other human resources programs to collaborate in the creation of a seamless customer-focused service delivery network that enhances access to the programs' services. Partners are represented in the following programs:

SC Works Center Partners in the WorkLink Region	
1 Adult, Dislocated Worker, and Youth Programs	Eckerd Connects Inc
2 Adult Education and Family Literacy Act Programs	Anderson District 1 & 2 Adult Education
	Anderson Adult Education Center 3, 4 & 5
	Oconee County Adult Education
	Adult Learning Center of Pickens County
3 Wagner-Peyser Employment Services Programs	SC Department of Employment and Workforce
4 Rehabilitation Programs for Individuals with Disabilities	SC Department of Vocational Rehabilitation
5 Post-Secondary Education Programs (Perkins)	Tri-County Technical College
6 Community Services Block Grant Employment and Training Activities	Sunbelt Human Advancement Resources (SHARE)
7 Veterans Employment and Training Programs	SC Department of Employment and Workforce
8 Senior Community Service Employment Programs	Goodwill Industries of the Upstate/Midlands of SC
9 Trade Adjustment Assistance Programs	SC Department of Employment and Workforce
10 Unemployment Compensation Programs	SC Department of Employment and Workforce
11 Temporary Assistance for Needy Families (TANF) Programs	SC Department of Social Services
Other Partners	
(Listed below are partners that are required by WIOA, but are not located in or do not provide Employment and Training services in the WorkLink region)	
12 Native American Programs	Indian Development Council
13 HUD Employment and Training Activities	Housing Authority
14 Job Corps Programs	Dynamic Education Systems (DESI)
15 Migrant and Seasonal Farmworker Programs	Telamon
16 YouthBuild Programs	
17 Second Chance Programs	

- How the Local Board will support strategies for service alignment among the entities carrying out workforce development program in the local area.

WorkLink has incorporated an overarching, ongoing goal of aligning resources for better coordination and alignment across partners.

MEMORANDUM OF UNDERSTANDING

The SC Works Memorandum of Understanding is one of the primary tools the Board uses to ensure a seamless delivery of services among employment and training funded organizations. The Memorandum of Understanding details the common SC Works Center budget, outlines fair share of costs, details partner responsibilities, and integrates referral systems between partners.

CO-ENROLLMENT

The State Plan says, “Co-enrollment across programs and streamlining intake systems and referral processes will have the greatest impact on coordination of services for the benefit of SC Works customers. Co-enrollment in multiple programs can improve outcomes for individuals, especially individuals with barriers to employment.” WorkLink has taken steps to see this come to reality through partnerships on grant opportunities. Partners are invited to the table and discuss how they can align services to provide the best path forward for mutual customers.

One example of this can be seen in the recently awarded Re-Entry Grant. In this grant awarded by the State Workforce Development Board, offenders that have a release date within six months will begin working with Anderson County to identify resources to help with basic necessities such as housing, transportation, identification, and ultimately assistance with training and employment. Vocational Rehabilitation will be the first partner they work with prior to release, followed by SC Works to meet employment and supportive service needs, and one of our training providers to meet their training needs. These individuals will also be connected with additional partners as their needs are identified and cannot be met through the existing network of partners within the grant.

PARTNER MEETINGS/REFERRALS

WorkLink is a convener of partners. To this end, Business Service Integration Team Meetings and Partner Meetings are held at least quarterly to discuss current happenings across the agencies as it relates to job seekers and employers. As part of these meetings, referral processes are fine-tuned and service delivery integration happens on an organic level to meet the needs of a mutual customer or a group of job seekers that we are seeking to serve in a unique way.

For example, during the COVID-19 Pandemic, ReadySC, SC Department of Employment and Workforce, and WorkLink staff members came together via Zoom conference calling to address how to facilitate a social-distancing compliant job fair to meet the needs of BorgWarner. Although they were negatively impacted by the recent Tornadoic event in Oconee County and the pandemic itself, they have bounced back and have been actively recruiting to fill positions available within their manufacturing facility. As a result, this team of partners met, strategized, and aligned resources to deliver a safe job fair opportunity for the employer. Furthermore, WorkLink staff has initiated the planning process with additional partners to expand upon the opportunity to hold social-distancing job fairs in each county that we serve.

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

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

STRATEGIES FOR EXPANDING ACCESS

Shrinking WIOA Federal dollars has caused us to evaluate and implement new ways to expand access to services. Below are some of the strategies that we are using to expand service:

- Cementing our presence online through Social Media platforms and revise/updating our Website.
- Posting information about job openings in SC Works Online Services, and hot jobs shared to Facebook.
- Encouraging co-location of SC Works Center Partners, which frees up federal funds for WIOA to invest in participants.
- Applying for grants that will be mutually beneficial to our customers as well as co-applicants.
- Partnering with other agencies to cost share in Job Fair expenses.
- Leveraging outside grant funding first for scholarships and supplementing the participant's budgets with WIOA dollars and their attendance in programs of study with supportive services.
- Re-evaluated our supportive service policy to allow additional participants access to needed transportation and other supportive services;
 - Added legal aid services to our program offerings to assist those with backgrounds in overcoming this particular barrier; and
 - Added language in the supportive service policy to specifically allow anyone in WIOA services to be provided with translation services or accommodations if needed/requested.
- Participating in or coordinating planning sessions to better serve mutual customers, for example serving offenders through the Re-Entry Navigator Grant.
- Providing services at various sites if needed in order to take services to rural communities, specifically through Rapid Response and Job Fairs.

STRATEGIES FOR EXPANDING ACCESS TO THE YOUTH PROGRAM

WorkLink's Local Board Youth Program strategies consist of:

- Further development of resources;
- Identifying/addressing gaps in the community (service integration); and
- Awareness/education and outreach regarding work readiness
- Placing increased emphasis on work-based learning opportunities, career pathways, and industry recognized credentials.

These strategies will assist in carrying out the WIOA youth core programs and involve partners to align local resources.

STRATEGIES FOR EXPANDING ACCESS DURING COVID-19 PANDEMIC

The COVID-19 Pandemic has also caused us to re-evaluate the way we deliver services. Some of the strategies we have adopted during the Pandemic and which we may find useful in carrying forward are as follows:

- Reconfigured telephones to forward calls to knowledgeable employees, based on the options that were chosen by the caller. Unemployment Insurance questions are directed to job seeker staff in the hopes that we can assist the customers with answering questions about the UI portal.
- Holding SC Works Orientations weekly through WebEx. This Orientation gives an overview of the SC Works system, the partners, and the WIOA program. We have posted how to sign up for the Orientation on Facebook.
- Giving workshop information one-on-one via telephone. We are looking closely at how to adapt workshops to web conferencing as well; however, staffing levels are down and attention is focused on UI assistance.
- Completing Eligibility determination applications virtually. Career Counselling, Training approvals, and follow-up are also being completed via phone or web conferencing.

- In an attempt to provide a virtual “resource room” for job seekers and businesses, created a web page on our website for the public to quickly find relevant information about our services during the pandemic.
 - Placed turnstiles outside each SC Works Center with tutorials on how to file for Unemployment Benefits, partner information, hotspot Wi-Fi locations, mental health tips, email basics, etc.
- Improve access to activities leading to a recognized post-secondary credential, including an industry-recognized certificate or certification that is portable and stackable;

STRATEGIES FOR IMPROVING ACCESS TO CREDENTIALS IN THE SC WORKS CENTERS:

- Brochures and flyers are available in the resource room and online that promote lifelong learning through Adult Education and various post-secondary training providers, and demonstrate the importance and value of obtaining credentials.
- SC Works Staff review how to access SCPath.org, which hosts South Carolina’s Eligible Training Provider List (ETPL), with customers during the SC Works Orientation.
- Training Providers are encouraged to present information about courses of study that can lead to in-demand occupations at SC Works Orientations.
- Information on Financial Aid and additional sources of training scholarships can be accessed through our resource room computers and through knowledge Staff.

STRATEGIES FOR IMPROVING ACCESS TO CREDENTIALS IN THE ADULT/ DISLOCATED WORKER PROGRAM:

- WIOA Participants are encouraged to enter training that have portable, stackable credentials. To this end, many of our training providers have set up their programs of study to reflect a pathway that allows students to jump in and out of the programs of study with a credential at multiple points along the way to their occupation of choice (i.e. Patient Care Technician at Tri-County Technical College).
- Case Managers review labor market information with customers so they can make informed choices about training options that lead to self-sufficient, sustainable careers (not just jobs), and promote success stories of those that have been able to be successful in completing training and entering a new career.
- Customers that enter programs of study, discuss with their case managers the next steps needed to progress along the Career Pathway upon completion of their training.
- Case Managers review Financial Aid application processes, available grants, partner services, and WIOA funding options with participants to help them identify funding sources to cover training costs and personal costs while attending training.
- The WIOA Program Manager has also developed relationships with each of the Training Providers in the local area to facilitate better communication on behalf of participants.
- At the WorkLink Board staff level, we continue to look for grant opportunities to expand access to training opportunities.
- Outreach efforts promote access to scholarships and supportive services, specifically for Dislocated Workers.

The COVID-19 Pandemic also caused WorkLink to reevaluate their Adult/Dislocated Worker supportive service policy to allow for social distancing measures. WIOA participants may be supplied a laptop and internet access if deemed necessary for participation in online classes.

STRATEGIES FOR IMPROVING ACCESS TO CREDENTIALS IN THE YOUTH PROGRAM:

Youth Program strategies to improve access to credentials currently includes:

- WIOA eligible youth are given extensive career path information and development to include participation in assessment, career coaching and steering towards an identified career path.
- Students are provided access to virtual and in person tours through the local Technical College.
- The local Technical College also sends representatives to the students via Adult Education and the SC Works Centers to provide information concerning in demand career and training options.

One potential way to improve on what is already in place would be to provide access to virtual on-demand tours that do not require registration or conference call meeting.

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

STRATEGIES FOR FACILITATING ENGAGEMENT OF EMPLOYERS:

- Key engagement of employers in the local area is outreach, largely consisting of employer site visits, participation in business focused organizations such as chambers of commerce, economic development activities, and the Society of Human Resource Management local chapters.
- WorkLink has also placed special emphasis on quarterly and ad hoc hiring events for local employers. The success of these events has also been an important outreach tool, by which a number of employers that were not engaged in local workforce development activities have become active in the system.
- WorkLink business services staff members each have an individual goal to engage at least 30 employers per month.

STRATEGIES FOR FACILITATING ENGAGEMENT OF EMPLOYERS FOR YOUTH:

Local and small employers are being engaged to offer work experience opportunities for youth in in-demand sectors. Current strategies for employer engagement include:

- Outreach and promotion of the benefits of Work Experience for youth.
- Once engaged, the employer participates in planning and training to be a work experience host site.
- Ongoing communication throughout the Youth's work experience provides real-time feedback and progress reports on how the Youth is progressing and what the Employer's needs are.

One possible enhancement, if funding allows, would be to host an Information Fair for employers interested in partnering to work with WIOA participants.

One significant barrier that exists in engaging small businesses in work experience partnerships centers on the limits of the state insurance policy. Small businesses cannot afford to "chance" working with the WIOA youth in the WorkLink local area because trainees are not covered under Worker's Compensation.

STRATEGIES FOR ENGAGING EMPLOYERS DURING COVID-19 PANDEMIC:

- WorkLink business services staff participates in industry-led virtual meetings to ensure that we are educated on the current needs of employers. For example, during the COVID-19 Pandemic WorkLink's Business Services Liaison has participated in several sessions facilitated by the Greater Upstate Manufacturing Sector Partnership, in which the primary focus was to allow employers to share best practices and concerns regarding COVID-19 in the workplace.
- WorkLink business services staff organizes and/or facilitates social-distancing job fairs and hiring events for area employers. Preparation may include ensuring appropriate PPE is readily available, creating a safe jobseeker flow, and addressing any other safety needs of the employer(s) and jobseekers.
- WorkLink Business Services Liaison provides direction to area employers who are facing furloughs and/or layoffs by distributing appropriate material and announcements related to South Carolina

Unemployment Insurance Benefits. WorkLink staff also ensures that employer questions directly related to Unemployment Insurance Benefits are quickly and appropriately answered.

- The Youth program's 20% work experience requirement may be difficult to meet in PY2020 due to the COVID-19 restrictions on businesses. However, the WorkLink Youth Services Manager and our service provider, Palmetto Youth Connections, are seeking out best practices on possible remote work experience opportunities for youth and will implement those if allowable under WIOA.

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

STRATEGIES FOR SUPPORTING LOCAL BUSINESS NEEDS

- The process of ensuring that the local workforce development system meets the needs of employers in the local area begins with the engaged business representatives on the WorkLink Workforce Development Board. These members influence policy decisions and rulemaking within the WorkLink area in such a way that the system positively affects both employers and jobseekers.
- WorkLink also reviews relevant labor market information to ensure staff and board members are aware of current and future market trends. This information is validated through regular visits with employers and meetings with partners such as local and regional economic development entities and chambers of commerce.
- The attached Employer Service Strategy and Business Engagement Plan further outline WorkLink's business service strategy.

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

STRATEGIES FOR COORDINATING WORKFORCE AND ECONOMIC DEVELOPMENT

In addition to having representation from each county's economic development entity serving on the workforce development board, WorkLink and SC Works staff maintain a robust relationship with economic development staff by communicating and meeting regularly for the purposes of:

- Coordinating business and industry outreach efforts;
- Planning hiring events and job fairs; and
- Remaining up-to-date regarding recruitment and retention efforts.

Economic development representatives from all three counties participate in the quarterly Business Service Integration Team meetings with workforce development partners from around the area. WorkLink staff also provides technical support and labor market information as a means of supplementing economic development initiatives.

- Strengthen linkages between the SC Works delivery system and unemployment insurance programs.

MEMORANDUM OF UNDERSTANDING & UNEMPLOYMENT INSURANCE

The WorkLink Memorandum of Understanding (MOU) for the SC Works System states: "WIOA requires that a collaborative process exist among workforce partners and UI programs.

Some of the strategies Unemployment Insurance has agreed to in the MOU:

- **Referrals** - DEW staff provides claimants of UI programs information and assistance with filing claims and connecting with reemployment services, including referring to the services appropriate for their individual needs through SC Works partner programs.

- **Staffing** - UI shares in the cost of the workforce system through the presence of RESEA staff in all comprehensive SC Works centers.
- **UI Training Resources** - DEW makes UI-related training resources to assist all frontline SC Works staff in providing meaningful assistance with filing UI claims and correctly answering common claimant questions with ease and consistency.
- **WIP Portal Access** - The Workforce Information Portal (WIP) provides a secure method for partner staff to obtain the necessary UI data that is used to determine an individual's potential eligibility for training and employment services programs under WIOA. Partner staff are allowed to submit their information to find out if they may have access to the WIP portal for the purpose of eligibility determination.

Other strategies that SC Works has used to further coordinate with Unemployment Insurance have come about due to recent layoffs and the COVID-19 pandemic.

- **Mailers** – Unemployment Insurance has been allowed to share mailing information of those that are receiving unemployment insurance and been laid off through no fault of their own (as they have also registered with their mailing address in SCWorks Online Services). Staff mailed information about what the SC Works Centers can offer to those that may qualify for Dislocated Worker or Rapid Response funds in regards to employment and training as well as upcoming events sponsored by the SC Works Centers.
- **Intake System** – WorkLink has also revised some of our intake systems to better accommodate those laid off during the COVID-19 Pandemic. Various partners took turns assisting with checking people into the Center and routing them to the appropriate locations. Other process and procedures were introduced to facilitate answering questions in a timely manner. Partners also provided support to employers needing assistance with filing claims for their employees.
- **Staff Training** - SC Works Center Staff have received training to better answer Unemployment Insurance related questions.
- **Information Sharing** - Information about Unemployment Insurance was shared via social media to assist with communication to those accessing our services. WorkLink also shared the UI Hub webpage DEW created for COVID with partners, and created a local homepage on the website to share UI handouts, guides, and relevant links.

4. A description of how the strategies discussed in Question 3 above will be aligned with the priorities outlined in the State Plan; specifically:

- Increasing participation in work-based (WBL) activities, including registered apprenticeship programs;

WORK-BASED LEARNING

Youth Strategies: Alignment with State Plan

Funding will determine the increase or decrease of youth participants allowed to participate in WBL activities. WorkLink Youth Program incorporates year-round work-based learning (with emphasis on work experience) within the formula funded youth grant to meet the mandated 20% goal requirement.

Current WIOA program funding is expended at the mandated rate in the WorkLink area. All WIOA eligible youth are invited to participate in WBL classes and work experience training and are made aware of the opportunity during the recruitment, eligibility and program services phase of the WIOA youth program. Registered apprenticeships have typically been a career center in-school youth/technical college partnership that has not been accessible to the WIOA youth program. Out of school youth are identified at the technical college level for apprenticeship programs.

The WorkLink youth provider is always looking for new opportunities and employers that align with the goals of your youth participant. Since Covid-19, the emphasis of incorporating sustainable essential work experience sites will be a focus moving forward.

Adult/Dislocated Worker Strategies: Alignment with State Plan

On-the-Job Training has been a priority for the WorkLink area for several years; however, interest in OJT has waned as the unemployment rate dipped below 3%. Employers needed immediate hires that did not allow time for extra processes that the employer and employee may have to go through. However, with unemployment rates up once again due to COVID-19, we anticipate additional companies may be interested in OJT again once social distancing measures have been finalized and the number of COVID-19 cases decreases.

Incumbent Worker Training appears to be the most successful model for our area. The employers are able to train their existing workforce to remain competitive while giving their employees an opportunity to keep their jobs or advance in to new positions. Specifically, the use of Rapid Response IWT will likely become even more critical as a layoff aversion tool, due to the impact of COVID-19.

- Increasing the formal assessment and provision of soft-skills training;

ASSESSMENT AND SOFT SKILLS

SC Works Center Strategies: Alignment with State Plan

The SC Works Centers are equipped to provide soft skills training through workshops. Case managers are also trained to identify soft skills needs and provide career counselling to eligible participants from various partner agencies.

Adult/Dislocated Worker Strategies: Alignment with State Plan

As part of the intake process, the Adult/DW program requires that applicants complete a few steps at the beginning to help with the formal assessment stage after enrollment.

The applicant is given homework assignments at orientation. The results of these homework assignments are reviewed formally after enrollment during the assessment process. Assignments are the completion of the following: registering in SCWOS, creating a resume, collecting documents needed for the application, contacting the case manager with questions, and completing the WIN/WorkKeys assessment.

This process demonstrates a customer or participant's mastery of soft skills from communication skills, computer skills, basic skills, motivations, etc. As a result, the case manager can formally guide the participant towards soft skill development either through one-on-one counselling or through soft skills classes, such as workshops provided through SC Works or through Workforce Skills 21st Century for online learning.

The evaluation process is ongoing throughout program participation, and is observed through changes or behavior and demonstration of knowledge.

In the On-the-Job Training program, contracts require that the employer provide a formal feedback of occupational and soft skills achievement and demonstration at the beginning and the end of a contract period.

Youth Strategies: Alignment with State Plan

Case managers work closely with employers regarding youth work experience assignments. Youth are required to participate in Career Smart (soft skills training) classes prior to entering a work experience opportunity. They are also required to demonstrate those skills for employer evaluation during their

work experience period. Employers are encouraged to give honest, helpful feedback that case managers can review and reinforce with the youth participants.

- Facilitating the development of career pathways and increasing co-enrollment across partner programs, as appropriate;

CAREER PATHWAYS AND CO-ENROLLMENT

Adult/Dislocated Worker Strategies: Alignment with State Plan

The WorkLink region has an established Business Services Integrated Team that serves as a workgroup to share and discuss on-going employer needs. We plan for someone from the WIOA service provider team (either operator or training) to participate in these meetings. By doing so, the latest information on employer needs are relayed back to the entire service provider team. As skills gaps are identified, this information is shared with participants or potential participants so that they can effectively choose an in-demand occupation from a career cluster.

More often than not, customers choose to enter the WIOA program specifically for training assistance. The WIOA staff maintain strong relationships with both secondary and post-secondary training providers and facilitate training requests according to WorkLink's identified career clusters. Participants are encouraged to not just think about the job or training they are currently seeking but to think ahead about advanced careers with increased income potential down the "career pathway". Upward movement through a career pathway is career ladder. Our Career Coach team emphasizes that where you begin is not where you have to end.

The Adult/DW program will continue to collaborate with partner programs in areas where co-enrollment would be beneficial to the participant and will do so in a manner that streamlines the process. We have a great line of communication with some partners that allows us to work closely with each other to see how we can both better serve the participant. Our current process with the WIOA Youth allows the Career Coaches to email each other if someone is 17-24 years of age and discuss what option would be best for the participant or if co-enrollment is best.

Youth Strategies: Alignment with State Plan

In the WorkLink Local Work Development Area, I-Best (Integrated Basic Education and Skills Training) is offered and have been adapted for Anderson, Oconee, and Pickens Counties by Tri County Technical College. I-Best programs are created, offered, and enhanced through collaborative partnerships between the college, local school districts, Adult Education Centers, and employers through the Tri-County's service area. Co-enrollment and collaboration is encouraged amongst the WIOA youth program and Adult Education Centers to refer youth participants to career pathways offered via I-Best programs and occupational training courses per the youth participant's choice and goal(s) on their Individual Service Strategy (ISS) plan.

- Implement cross-program staff training to enhance service delivery to businesses and job seekers;

CROSS-PROGRAM TRAINING

The WorkLink SC Works Centers are committed to cross-training staff and partners in order to better serve the job seekers and employers in our service area:

- All SC Works staff are going through SC Works 101. This should help to inform each partner of the other services available.
- SC Works staff will be encouraged to participate in free and low-cost trainings from partner programs, including DEW sponsored training for Business Services, Customer Service, and similar topics.

- The operator encourages and emphasizes cross training to encourage knowledge sharing by the partners. Staff training is organized and planned for once per quarter at the beginning of the program year. All SC Works Center staff are required to attend and participate in the following types of activities: learning about partner programs and services, reviewing referral processes, participating in team-building activities, reviewing customer service and Center policies and procedures, and sharing upcoming Center events.
- Orientations are also updated as needed for better understanding of the system's services and programs.
- Workforce Development partners also come together quarterly to learn about partner services in the area, share best practices, and share upcoming and ongoing events in the area.

- Streamline intake and referral processes;

INTAKE AND REFERRALS

SC Works Centers: Alignment with State Plan

The SC Works Operator, Eckerd Connects, serves as the gatekeeper for partner information. The Operator leads discussions on referrals at partner meetings, insuring that processes are updated as needed. Upon completion, updated referrals processes and procedures are shared among SC Works staff and workforce development partners. Partners are strongly encouraged to use SCWOS to send partner referrals back and forth; however, a paper referral process is still available to those that do not have access to SCWOS.

Intake processes into the SC Works Center have changed with the addition of the SCWOS greeter. Customers entering the Centers check-in via iPad kiosks, which allow Resource Room Attendants to easily check customers in and appropriately route them to services that they requested. Now services can be reported more quickly and more effectively. The orientation process is updated based on need to ensure job seekers understand what services are offered and available in the Centers. SCWOS is able to track services and case notes for the programs.

Youth: Alignment with State Plan

The Youth Program has a streamlined process in place for referrals. A simple referral form was developed that can be easily completed and forwarded to a partner for a services, and can also be used in reverse by a partner agency. The referral form can be used by a partner agency for contacting a potential youth regarding interest in their services or by WIOA to schedule of next steps and eligibility determination for WIOA services.

In addition to the referral form, customers can also accept referrals in the following ways: Youth referrals are accepted via phone and walk-in, and by attending an orientation. A youth provider staff member is easily and readily available at orientations to distribute WIOA program information and promote services in-person to orientation attendees.

The referral process is only as successful as the interest level of the youth in taking part in WIOA career pathway focused education and training.

The COVID-19 National Emergency has caused the WIOA youth program to follow the remote services provision options concerning referrals and eligibility for WIOA services. During this time frame, a streamlined virtual eligibility process was utilized to include face time, email, and web based meetings were to determine eligibility.

- Developing strategies that increase access to reliable transportation, affordable housing and access to identification and vital records;

INCREASE ACCESS TO BASIC NEEDS: TRANSPORTATION, HOUSING, DOCUMENTATION

The State Plan calls for action on identifying ways and setting policies for how to serve Priority Populations, specifically in regards to transportation, housing, and documentation. WorkLink will support the State's initiatives by adopting State policies and adapting best practices that will benefit these populations. Some ways that we are already addressing these needs are described below.

SC Works Center: Alignment with State Plan

The SC Works Operator continually seeks ways to offer and increase access to basic needs through identification and refinement of referral processes. Upon receipt of information or identification of new resources, the Operator shares information with the SC Works Center staff on key program elements and referral processes. In particular, we have referred participants to the Ride-to-Work program a low cost sharing ride program started by the Golden Harvest Food Pantry. Through a partnership with Uber, Golden Harvest Food Bank, and a local bank, the customer pays a small fee (around \$5 per week) to have a guaranteed ride to work each day.

Other examples of ways we are increasing access to basic needs include:

- SC Works Centers are located strategically along bus routes.
- Bus route maps for all three communities are available in each Center.
- WorkLink recently worked with the Electric City Transit to expand access to a remote portion of Anderson County to further connect key businesses with the Belton-Honea Path residents.
- SC Works Center services can be offered at alternate sites as requested by partners. We have historically offered services at Housing Authorities and similar community organizations.
- WorkLink was recently awarded a Re-Entry Navigator Grant that will work with the pre-release inmates at the local Detention Centers on preparing for employment upon release. Some key needs that most recently release offenders need assistance with centers on documentation, housing, and transportation. As a requirement of the grant some written policies and toolkits will be developed to share with SC Works Center staff.
- Our Adult/DW program has worked with the Haven of Rest Men's ministry (alcohol and drug abuse recovery housing) to bring employment and training services to the men living there.
- SC Works Centers have recently moved many of our services to remote access due to COVID-19 pandemic. As a result, we adapted some of our documentation requirements to be provided via live online meetings, ensuring that we could match identities with documentation, but not requiring the person to arrive at the Center.

Adult/Dislocated Worker: Alignment with State Plan

The Adult/ DW training program directly provides some supportive services determined through individual need and within compliance of the local supportive service policy. The supportive service policy is reviewed regularly for to ensure participants' needs are being met.

Types of Supportive Services include:

- Transportation
- Childcare and Dependent Care
- Training Related Needs
- Work Related Needs
- Legal Aid Services
- Emergency Assistance

Community-based organizations and faith-based organizations specialize in niche training and support opportunities that can be layered into our traditional service delivery. These organizations share an invested interest in the positive development of citizens in the community. Understanding that WIOA is

the payor of last resort, these valuable partnerships provide services which include: Emergency housing/shelter, transportation services, Faith-based counseling and mentorship, Self-sufficiency training and workshops, College sponsorships. We have strong partnerships and with local social service agencies like DSS and SHARE for financial assistance with childcare, food stamps, rental assistance, utility assistance, and many other financial needs. We will continue to strengthen relationships with community and partner agencies.

The Adult/Dislocated Worker program also seeks to reduce the burden of documentation on participants. Case managers have been trained to use self-attestation in compliance with data validation when the burden of proof is too cumbersome to obtain. The case management staff also has been able to assist participants with attaining some documentation through State-level agreements to share information under the authorization of release of information signed by participants, and confidentiality agreements signed off by appropriate signatory authorities.

Youth: Alignment with State Plan

Many WIOA eligible youth in the WorkLink area have the barrier of not having a Driver's License. Driver's Training is offered as a resource by the area with a local registered driver's training provider. Interested WIOA eligible youth take advantage of this training every program year. The biggest issue is that youth do not have their own vehicle and they have issues finding others to drive them to and from training, education or employment.

Strategies that have been utilized to assist WIOA eligible youth concerning reliable transportation include problem solving one/one with the youth and discussing with the youth participant at least three (3) means of transportation they have access to and training the youth to utilize each as needed when unforeseen circumstances occur. Assisting the youth and helping them make plans ahead of time has helped those without a driver's license or a vehicle to be able to attend and finish training successfully.

For affordable housing, United Way's 211 data base is provided and used as a resource. Partner agencies such as The Housing Authority are provided as options, as well. Case managers have a list of affordable housing options and the steps it takes to apply for each.

Case Manager's provide written instructions on how to access vital records and prepare WIOA youth for the process to obtain vital records.

- Supporting industry-led, sector partnerships; and

INDUSTRY-LED SECTOR PARTNERSHIPS

WorkLink has consistently supported industry-led, sector partnerships over the past several years as a way to address both the employment needs of employers and the education and skills needs of job seekers across the region.

WorkLink has actively participated in regional meetings that include Greenville, Upper Savannah, and Upstate areas.

Members of the region-wide sector strategies have included: members of each local workforce development board, economic development entities, K-12 education, DEW, the region's four technical/community colleges, DSS, and community-based organizations such as Goodwill Industries and Able SC. As a region, the group was able to complete self-assessments and asset mapping exercises, and have held six Regional Team Meetings, during which self-assessment and asset mapping, and LMI data were reviewed. The group selected Diversified Manufacturing as our first sector to target, received tours of different education and training organizations, listened to speakers talk about different partnerships

that are currently working in Diversified Manufacturing, divided into five workgroups (Data Workgroup, Career Pathways Workgroup, Sector Training Workgroup, Best Practices Workgroup, and Business and Industry Workgroup), and discussed business engagement for the sector strategy initiative. Since establishing our workgroups, several have held meetings (Data, Sector Training, Best Practices, Business and Industry). Areas for improvement were identified for the workgroups so that participation increased and in order to memorialize the meeting discussion.

Since the initial launch meeting in March 2019, three action areas were recognized: Build a Workforce Pipeline into Manufacturing, Address Gaps in Middle-Skill Technical Jobs, and Infrastructure & Regulations. WorkLink's role is to join other partners in understanding the needs of the business community and help implement shared solutions effectively. The Greater Upstate Sector Partnership group has hosted virtual meetings during the COVID-19 pandemic to allow manufacturers to discuss and find solutions to uncharted workplace barriers as a result of the pandemic.

- Sharing best practices across partner programs in order to increase awareness of partner services, promote a workforce environment of growth and continuous improvement, and support a system viewpoint.

BEST PRACTICES

The State Plan calls for best practices to be shared across partners. Most sharing of best practices happens at an organic level, developing out of informal conversations between co-workers and partners. Quarterly staff meetings and partner meetings allow this to happen naturally; otherwise, most best practices are shared as staff members encounter each other in the halls and at downtimes during the workday. Each staff member is encouraged to look for new innovative ways of providing services.

In addition to this, program management-level leadership spends dedicated time researching and implementing best practices. For example, the COVID-19 pandemic has caused the WorkLink area to re-think how to provide services remotely. As a result, our program service provider, Eckerd Connects, sought ways to meet the soft skills needs of our customers and has invested in an online curriculum platform that will better serve WIOA participants in the area.

5. A description of how the local board will work with core, required, and other partners, including economic development, to implement the strategies and services discussed in Question 3.

COORDINATION WITH SC WORKS PARTNERS TO IMPLEMENT STRATEGIES

The WorkLink WDB Board members include representatives from core, required, and other partners, such as economic development. Each Board committee member is assigned to a strategic plan topic surrounding priority populations, SC Works Operations, and Youth services. Each committee will review the local and state plan and will work with WorkLink staff to develop appropriate strategic plan objectives to align with the State Workforce Development Board plan.

Further, partners and SC Works staff will adapt processes and procedures that encourage the furtherance of appropriate strategies, and will be able to provide feedback on the process during quarterly partner and staff meetings.

6. A description of the Adult, DW, Youth assessment processes of soft-skills and subsequent provision of soft-skills training, including descriptions of formal tools or resources utilized.

ASSESSMENT

Adult/Dislocated Worker: Alignment with State Plan

The Adult/DW program views assessment not as a singular one-time event but instead approaches assessment as a continuous process. It includes interviews, career guidance assessments, basic skills assessments, observations, and soft skills assessment.

The SCWOS Comprehensive Objective Assessment Summary is used to review academic and occupational skill levels, as well as the service needs and strengths of the customer. Information is then used to create an IEP tailored for each participant.

Through on-going assessment, we ensure that individual needs are met. Assessment tools include but are not limited to:

- **TABE:** We will utilize TABE pre-post-assessments to measure progress and learning gains in reading, and math skills. Individuals who are high school dropouts are tested with TABE by adult education.
- **Career One-Stop Interest Assessment:** www.careeronestop.org
- **Skills Profilers:** www.careeronestop.org
- **O*Net My Skills My Future:** www.myskillsmyfuture.com
- **O*Net Interest Profiles:** www.mynextmove.org
- **WIN or WorkKeys Testing:** Academic and employability skills testing
- **SCWOS Comprehensive Objective Assessment Summary:** The assessment includes a review of academic and occupational skill levels, as well as the service needs and strengths of the customer.
- **Employability Training Workshops:** Group and on-on one soft skills training workshops either in person or via digital platforms.

Youth: Alignment with State Plan

Initial assessment of youth soft skills takes place during enrollment of youth into the WIOA program. The majority of youth have little to no soft skills training at program entry. Youth are assessed based on their previous and current employability skills and knowledge that include, but are not limited to the following; attendance, punctuality, workplace appearance, taking initiative, quality of work, communication skills, response to supervision, teamwork skills, problem solving and critical thinking and workplace culture/safety knowledge. Case managers discuss soft skills training that utilized the Career Smart curriculum that was locally developed, as a part of the program, with the youth participant and schedules them up to attend Career Smart soft skills classes that include: Financial Literacy, Resume Writing, NIOSH safety training, Employability skills (critical thinking, dressing for success, social media, and work ethic), and Entrepreneurial skills. WIOA youth, who engage in the Career Smart classes that are a pre-requisite to hands on Work Experience training, can then be placed on work sites to gain valuable real life experience in soft skills that will help them not only gain future employment opportunities, but maintain future employment. Due to COVID-19, Career Smart classes were able to be offered to WIOA eligible youth using virtual resources and web meetings to maintain crucial soft skills service levels for youth participants during the national emergency.

7. 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 strategies, 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.

EMPLOYER SERVICES STRATEGIES

WorkLink Workforce Development Board adopted an Employer Service Strategy and Business Engagement Plan that outlines WorkLink's general employer service strategy. In a nutshell, the Business Service Liaison will serve as the convener of Business service partners in the community and will assist with facilitating and coordinating

business services to employers. This strategy leverages existing relationships with partners ranging from Chambers of Commerce to the Department of Employment and Workforce to local chapters of the Society of Human Resource Management. These partnerships ensure the swift dissemination of relevant information, the efficient use of resources, and the broader engagement of employers in the WorkLink area.

Our aim is to eliminate duplication of efforts and outreach to employers. A Business Service Integration Team has been formed to address this effort. A complete list of current team members for the local Business Services Integration team, whose quarterly meetings and communications are coordinated by the WorkLink staff, can be found with the Business plan. The quarterly meetings, and the relationships curated within them, serve to foster an even greater spirit of cooperation among partners.

WorkLink offers the following Employer Services:

Registered Apprenticeship (RA)

WIOA emphasizes the importance and value of Registered Apprenticeships as a component of potential training and employment services that the workforce system can provide to its customers. A two-fold benefit, Registered Apprenticeships may be used as a career pathway for job seekers and as a job-driven strategy for employers and industries.

Section 122(a)(3) of WIOA provides a new opportunity for Registered Apprenticeship programs to be more directly connected to the public workforce system. Registered Apprenticeships automatically qualify to be placed on WorkLink's Eligible Training Provider List (ETPL), allowing ITAs to support participants in Registered Apprenticeship programs, and more directly connect those programs to SC Works centers. Staff is strongly encouraged to promote registered apprenticeships in our area and work with Apprenticeship Carolina in order to register apprenticeship programs with Department of Labor.

In order for WIOA funds to be invested in Registered Apprenticeships, the employer or intermediaries providing the Apprenticeship training has:

1. An Apprenticeship registered with Department of Labor (DOL)
2. Has applied, been approved, and placed on the Eligible Training Provider List; and
3. Has met all qualifications consistent with the Work Place Safety checklist.

On-the-Job Training

OJT continues to be a key method of delivering training services to adults and dislocated workers. WIOA allows for up to 50 percent of the wage rate of the participant to be reimbursed to employers for the costs of training while the participant is in the program. However, WIOA also allows local areas to increase the reimbursement level to up to 75 percent when taking into account the following factors:

- The characteristics of the participants (e.g. length of unemployment, current skill level, and barriers to employment);
- The size of the employer (e.g. small and medium-sized business often have more barriers to participation at lower reimbursement rates);
- The quality of employer-provided training and advancement opportunities; and
- Other factors the State or local boards may determine appropriate (e.g. the number of employees participating in the training, wage and benefit levels of the employees (both pre and post participation earnings)), and relation of the training to the competitiveness of the participant).

WorkLink will reimburse according to the following:

Employers providing an OJT can receive reimbursement for a portion of the hourly pay rate – typically up to 50%--which is considered payment for extraordinary costs to the employer associated with training a new employee.

WorkLink will increase the employer reimbursement for on-the-job training (OJT). This waiver permits the following reimbursement amounts: 1) up to 75% for employers with 1-250 employees. For employers with more than 250 employees, the statutory requirement of up to 50% applies.

WorkLink will also use a sliding scale for employer reimbursement based on the length of the participant's unemployment. Reimbursement amounts are as follows: 1) up to 75% employer reimbursement where OJT is provided to individuals unemployed for 16 weeks or more, and 2) where OJT is provided to individuals unemployed less than 16 weeks, the current statutory requirements of 50 percent will apply.

Staff will evaluate each business based on employee counts first, and then based on the number of weeks the jobseeker being placed on the OJT contract is unemployed. The OJT contract may be written for whichever provides the highest reimbursement rate. A staff member may evaluate each employer and reimburse at a lower percentage amount if warranted. Justification should be documented in the case file.

Incumbent Worker Training

Incumbent Worker training provides both workers and employers with the opportunity to build and maintain a quality workforce. Incumbent Worker training can be used to help avert potential layoffs of employees, or to increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for the employers. Under section 134(d)(4) of WIOA, local boards can use up to 20 percent of their adult and dislocated worker funds to provide for the federal share of the cost of providing Incumbent Worker training. Incumbent Worker training needs to take into account the following factors:

- The characteristics of the participants in the program;
- The relationship of the training to the competitiveness of a participant and the employer; and
- Other factors the State or local boards may determine appropriate (e.g., the number of employees participating in the training, wage and benefit levels of those employees (both pre- and post-participation earnings)), and the existence of other training and advancement opportunities provided by the employer).

Employers are required to pay for a significant cost of the training for those participants in incumbent worker training; this can be done through both cash and/or in-kind payments. The wages paid to participants, while in training, may be considered as a source of matching funds.

Rules for matching funds are provided in the Uniform Guidance and DOL exceptions at 2 CFR 200.306 and 2 CFR 2900.8, respectively. Under section 134(d)(4)(D) of WIOA, the minimum amount of employer share in the Incumbent Worker Training depends on the size of the employer:

- At least 10 percent of the cost, for employers with 50 or fewer employees;
- At least 25 percent of the cost, for employers with 51 to 100 employees; and
- At least 50 percent of the cost, for employers with more than 100 employees.

In order for Incumbent Worker to be funded at this level, the Board must first approve up to 20% of local allocations to be designated by the Board in its budget.

An ad hoc committee will determine the process for soliciting and allocating IWT contract awards. The committee will also be charged with highlighting the WDB's priorities by potentially including additional local priorities or preferences to the IWT award process.

Transitional Jobs

Transitional jobs are a new type of work-based training that is allowed under WIOA.

Transitional jobs are time-limited work experiences that are subsidized and are in the public, private, or nonprofit sectors for individuals with barriers to employment who are chronically unemployed or have an

inconsistent work history, and are combined with comprehensive career and supportive services. The goal of transitional jobs is to establish a work history for the individual that demonstrates success in the workplace, and develops the skills that lead to entry into and retention in unsubsidized employment. Unlike OJT, there is no assumption that the individual will be retained in their transitional job after the experience is over, though that would be a successful experience and outcome. Under section 134(d)(5) of WIOA, local boards may use up to 10 percent of their adult and dislocated worker funds to provide transitional jobs to individuals.

Career Pathways

According to Department of Labor's Career Pathway Toolkit, "career pathway development is a broad approach for serving populations that may experience significant barriers to employment...Career pathway programs offer a clear sequence, or pathway, of education coursework and/or training credentials aligned with employer-validated work readiness standards and competencies." They put forth that there are six elements to career pathway development:

1. Build cross-agency partnerships and clarify roles
2. Identify industry sectors and engage employers
3. Design education and training programs
4. Identify funding needs and sources
5. Align policies and programs
6. Measure system change and performance

WorkLink has been involved with the development of Healthcare and Manufacturing career pathways for contextualizing Adult Education and GED programs. Our main role is providing feedback on labor market information and providing information about grant funding available in the area.

Sector-Based Strategies

Sector-based Strategies take Career Pathways one-step further, "by aligning educational offerings with business needs, career pathways systems engage business in the development of educational programs up front." Thus, the employer becomes a partner and a co-leader and co-investor in the development of the workforce, instead of a customer. WorkLink has begun to partner with employers and community agencies to convene employers in a setting that provides a voice to the employer's needs, gives them the power to develop programs that lead to the skills that they need.

The WorkLink Business Services Liaison serves as a core team member of the Link Upstate Sector Partnership Initiative. The Greater Upstate Sector Partnership team, which is comprised of 14 counties, has chosen Diversified Manufacturing as the focus industry. This industry-led partnership launched on March 14, 2019 and over 25 manufacturers participated. The forum provided these employers with an opportunity to identify shared issues, network and troubleshoot together, and to define solutions moving forward. As a result of the launch meeting, three action areas were recognized: Build a Workforce Pipeline into Manufacturing, Address gaps in Middle-Skill Technical Jobs, and Infrastructure & Regulations. WorkLink's role is to join other partners in understanding the needs of the business community and help implement shared solutions effectively. The Link Upstate Sector Partnership group has hosted virtual meetings during the COVID-19 pandemic to allow manufacturers to discuss and find solutions to uncharted workplace barriers as a result of the pandemic.

Another example of this was led by Tri-County Technical College. TCTC convened a group of Pre-Highway Construction companies in the upstate region in order to be able to find out what their needs were and how we as partners and education providers could meet those needs. WorkLink was at the table partnering and brainstorming how to move forward.

8. A description of how the local board will coordinate local workforce investment activities with regional and economic development activities that are carried out in the local area, including how the local board will promote entrepreneurial skills training and microenterprise services.

REGIONAL COORDINATION EFFORTS

WorkLink is actively participating in regional efforts to collaborate and share processes and procedures. A couple of key efforts surround employer services:

- **Regional Recruitment of Entry Level Applicants** – the group is working to develop a region-wide strategy that increases the draw of entry level applicants from the four Local Workforce Development Areas so as to be more responsive in meeting employer demand. WorkLink has also participated and supported region-wide job fairs.
- **Regional Recruitment of OJT Job Orders** – another project the group is working towards is developing a region-wide strategy that increases the draw of qualified entry level OJT applicants and improves the time it takes to fill OJT vacancies. Cooperative agreements may be executed to enable local areas to invest in specific recruitment efforts and in targeted OJT openings.

ECONOMIC DEVELOPMENT EFFORTS

WorkLink actively engages with our Economic Development entities on an ongoing basis through partnerships, collaborative meetings, or through Board interaction. Our partnerships with Alliance Pickens, Anderson County Economic Development, Oconee Economic Development, and ReadySC, have varying levels of involvement based on the project or the level of activity within our region.

Two recent examples include partnerships with:

- **Anderson County Economic Development**
WorkLink recently collaborated with Anderson County Economic Development in planning a Drive-Thru Job Fair. The Drive-Thru Job Fair will host ten employers and allow jobseekers to visit with them in a “drive-thru” format. WorkLink frequently partners with Anderson County Economic Development to develop events, participate in employer meetings, and provide other support as needed.
- **Oconee Economic Alliance and ReadySC**
Most recently, WorkLink partnered with ReadySC and Oconee Economic Alliance to plan a job fair for BorgWarner, which is located in Seneca. WorkLink business services staff and ReadySC staff also partner to screen job applications for area employers, like Michelin.

ENTREPRENEURIAL AND MICROENTERPRISE SERVICES

The WorkLink area has identified small business start-up resources to share with the general public, such as the Business OneStop website (<https://scbos.sc.gov/>), the Small Business Development Center (SBDC), and the Tri-County Entrepreneurial Development Corp. The Small Business Development Center and the Tri-County Entrepreneurial Development Corp. offers free seminars and mentoring programs for those interested in starting their own small business.

Microenterprise and Entrepreneurial services are often positions listed under the Professional, Scientific and Technical industry cluster. This in particular is one of the industry clusters the Board has decided to invest WIOA training dollars in. If there are participants who would like to take entrepreneurial classes, then they will be covered under this industry cluster.

Youth Service elements require that youth be provided with opportunities to engage in entrepreneurial services. To this end, classes are identified at Tri-County Technical College if appropriate for a student to engage in. They are also offered opportunities to connect with the Small Business Development Center located in Oconee County.

Section IV: Program Design and Evaluation

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

SC WORKS CENTER INTAKE PROCESS

If a customer is interested in SC Works Center services or in WIOA specifically, the customer can contact staff to find out more about how to access those services. In some instances, a customer may be referred by another partner to a particular service. In general, all customers are referred to the SC Works Orientation to find out more about services they may qualify for.

Upon entering the SC Works Centers, the customer will check-in at the greeter kiosk or with the resource room attendant. They will fill out a basic questionnaire about who they are, services they need, and how they may be contacted for follow-up. The customer is allowed to use the computers for job search, unemployment insurance, or training related activities, or they will be routed to their appointment contact person.

WIOA ADULT/DW PROGRAM INTAKE PROCESS

Customers interested in WIOA services are scheduled for an orientation, through one of the following options: one-on-one, group, or via WebEx (for social distancing purposes or transportation issues). After participating in orientation, customers are asked to establish a SCWOS account and fill out the virtual resume through the background wizard found in SCWOS. Interested applicants for the WIOA program are asked to complete a SCOIS assessment available free online, and begin gathering personal information for the eligibility determination process.

Customers are scheduled appointments with career coaches for completion of the WIOA application. During the pandemic, the application process was being completed via telephone and/or WebEx as opposed to in-person. Customers are emailed a secure version of their completed application to review and sign, or they can stop by the Center to review and sign in person. If social distancing allows or pandemic conditions ease, the applicant will be allowed to attend eligibility determination appointments in-person.

Once the application has been completed and documentation collected, the customer moves into the case management portion of the WIOA program. Services typically begin with an assessment interview and the drafting of an individual employment plan. Services included in the IEP may be focused on training, supportive services, and soft skills and will be determined by the customer based on the results of their assessments and the guidance the Case manager can provide. The customer will exit at the conclusion of services and will enter a twelve month follow-up period to document return on investment.

- 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 jobseekers;

METHODS FOR ENSURING CONTINUOUS IMPROVEMENT

WorkLink takes the quality of services available to Anderson, Oconee, and Pickens County citizens seriously. To this end, we use the following strategies to insure that our Service Providers are providing quality services in the following ways:

- **Formal annual monitoring** – The WorkLink staff conducts annual monitoring to review processes and procedures in accordance with federal statutes and regulations, state policies, local workforce development area instructions, and contract requirements. For the One Stop Operator, the State Workforce Development Board One Stop Certification Standards are used to determine whether or not they are in compliance. During the annual monitoring, the WorkLink staff looks for new and best practices and encourages those activities in the formal monitoring reports.

- **Informal ongoing monitoring** – WorkLink staff also conducts informal ongoing monitoring via desktop and period walk-throughs of the Centers and visits with program staff. WorkLink staff encourages innovation and ideas on how to better serve our customers.
- **Staff Training** – The SC Works Center Operator has established a Center training schedule that allows staff from across the WorkLink region to gather to share ideas, refresh on old policies, and be trained on new and upcoming practices and procedures.
- **Encouraging Innovation** - Staff are encouraged to bring ideas to their supervisors to share prior to implementation. One idea that has come about through the Pandemic is a drive-thru Job Fair. Employers will have information on hand to give out to interested job seekers who never leave their car.

- How the local board will target rural communities, including facilitating increased access to services provided through the SC Works delivery system through the use of technology and other means;

As described in 20 CFR 678.305(d)(3), 34 CFR 361.305(d)(3), and 34 CFR 463.305(d)(3), WIOA allows for services to be provided remotely within a reasonable time, by phone or through a real-time Web-based communication, by a program staff member who can provide program information or services, including career services, to the customer.

IMPACTS OF COVID-19

The 2020 COVID-19 Pandemic brought the need for remote and technology-based services into sharp focus. WorkLink suspended walk-in access for a period of time in late March to mid-May in response to directives from the Governor of South Carolina; however, customers still needed access to both SC Works Center services and the WIOA Title I program. In response to the increased demand for services related to job searches and unemployment insurance, WorkLink adopted the SC Department of Employment and Workforce Remote Services Memorandum that laid out the ground rules for providing remote and technology-based services.

Some of the changes that we made in response to COVID-19:

- Reconfigured telephones to forward calls to knowledgeable employees, based on the options that were chosen by the caller. Unemployment Insurance questions are directed to job seeker staff in the hopes that we can assist the customers with answering questions about the UI portal.
- Holding SC Works Orientations weekly through WebEx. This Orientation gives an overview of the SC Works system, the partners, and the WIOA program. We have posted how to sign up for the Orientation on Facebook.
- Giving workshop information one-on-one via telephone. We recently began adapting workshops to web conferencing as well.
- Posting information about job openings in SC Works Online Services, and hot jobs shared to Facebook.
- Completing Eligibility determination applications virtually. Career Counselling, Training approvals, and follow-up are also being completed via phone or web conferencing.
- In an attempt to provide a virtual “resource room” for job seekers and businesses, created a web page on our website for the public to quickly find relevant information about our services during the pandemic.
- Placed turnstiles outside each SC Works Center with tutorials on how to file for Unemployment Benefits, partner information, hotspot Wi-Fi locations, mental health tips, email basics, etc.

PROVISION OF REMOTE/VIRTUAL SERVICES TO INDIVIDUALS

WorkLink continues to offer the following Job Seeker services:

Via Phone	Labor exchange services; provision of labor market information; program referrals; initial skill assessments; career counseling; follow-up services
Via Phone & Web Conference Call	Eligibility determinations; provision of information on programs and services; specialized assessments; developing an individual employment plan; occupational skills training; skill upgrading and retraining; Job readiness training
Via Phone/Web Conference Call (or on hold pending DOE guidance)	Adult education and literacy activities, including activities of English Language
On hold (or as requested by Employer)	On-the-job training; work experiences; incumbent worker training; programs that combine workplace training with related instruction; customized training

MOVING FORWARD WITH RURAL COMMUNITIES

WorkLink has historically tried to remove the walls from the Centers and travel to centrally located partners within rural communities. We piloted OneStop On-the-Go for many years, but as resources have dwindled so has our ability to be mobile in serving our communities.

In an effort to maintain access for our smaller towns and cities, such as Belton, Honea Path, Starr, Iva, Westminster, West Union, Pumpkintown, and others, we have tried to locate our Comprehensive Center at the geographic center of our region versus in the largest population center, and locate all of our satellite Centers in the most populous city in each County. We have also partnered with Adult Education to serve the Belton-Honea, Powdersville, Pelzer area with SC Works services as needed, and provided rapid response transition centers at local manufacturers, an example of which was Shaw Industries in Central, SC in 2018-2019. We also provide job fairs in our remote communities to give job seekers information about services available in our Centers as well as opportunities to speak with employers about job openings.

Some of the technology changes that we have locally adopted:

- **WorkLink website** – WorkLink hosts a local website that discusses our services in-depth and provides guidance to those visiting our webpage on how to access services.
- **Conference Call-in Options for meetings** – As our Board members become busier in their professional lives, attendance at meetings has decreased; in an effort to re-engage Board members in a way that better accommodates their schedules, WorkLink began offering conference call-in options for those that could not attend in person.
- **Social Media platforms** – Social media platforms have changed the way we reach the community. Advertising of events and activities the SC Works Centers are inexpensive with a high return on the investment.
- **Access Points** – WorkLink developed a page within our Website that acts as an access point for job seekers to use from any partner location or internet enabled computer.

However, the pandemic has opened up new avenues and started broader conversations regarding remote access. Some positive changes that technology has allowed and we will seek to continue even after the pandemic has faded are as follows:

- **Conference Call/Webinars** – Having the conference call-in platform for our Board members made it easy to transition our services to conference call/webinars. Workshops and Orientations to the SC Works Centers has offered us an opportunity to reach these rural communities in ways that we haven't been able to before. Eligibility Determinations have also been successful

through webinars and conference calls. The camera feature allows us to verify a person's identity with their driver's license and social security card via the web conference. We have ensured that (to the best of our ability) that the conferences are private by requiring a passcode to enter.

- **Smartphones** – In addition to the conference calling feature, we have also been able to adapt many of our case management procedures to technology based services. Those that may not have transportation can still receive photos through their smartphone, and in most cases, find a way to print, sign, and return those documents via their phone.
- **Adobe Documents/Docusign**- We have been able to utilize Adobe and Docusign software for obtaining secure signatures.
- **21st Century Workplace Skills** – our Service Provider saw a need to provide soft skills in a remote access friendly way. They have purchased the software for 21st Century Workplace Skills which will allow participants to access soft skills remotely through learning modules. The case managers will be able to follow-up with the participants after reviewing their progress.

Although these items have been available in the market for many years, WorkLink has relied on in-person services as the primary way of providing access, even to rural communities. However, the Pandemic has encouraged us to think outside the box for the general population, and the ideas that we have implemented will be useful in continuing to serve rural communities going forward.

WorkLink also understands that there are challenges that rural communities face that we may be unable to address through our reach and our technology, such as lack of internet access. In these instances, we have tried to identify hotspots that a customer can use to access our services in remote communities. We also understand that the need for broadband access across our State is bigger than we can locally address, but will support our State in their discussions on how to expand access to all of our rural communities.

- 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 (ADA) and the ADA Amendments Act of 2008 (ADAAA) 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

AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY

WorkLink has an EO Opportunity and ADA Compliance Officer appointed for the region to handle complaints and EO related issues. The EO Officer conducts, or arranges for a qualified partner to conduct an EO and ADA monitoring at least annually (if not more frequently).

Our EO and ADA Officer monitors and reports the demographics of the population on WIOA caseloads and among the population in the region. Each program monitors and adjusts outreach to reflect the population as appropriate.

Our EO and ADA Officer serves as the liaison to our Priority Population committee and our safety team meetings ensuring that partners are informed of appropriate accommodations for those with disabilities and recommendations for facility access improvements are explored to the extent possible.

Outreach materials are developed to be inclusive of all individuals. WorkLink strives to reflect the populations that live within our service area through program design and our outreach materials. Outreach materials are shared with various groups of partners and Board members to review for correct information, for appropriate language, and for inclusivity prior to publishing for the general public. All

outreach materials include the appropriate EO and ADA statements to insure customers recognize that we do not discriminate and we will provide appropriate accommodations. WorkLink also tries to share success stories that cover all demographics and backgrounds of those that commonly use the SC Works Centers.

SC Works Center staff have been issued guidance and trained on how to serve those with disabilities using resource room equipment, proper language and etiquette to use for those with disabilities (to include service animals), and proper procedures to use during safety team meetings for those that need additional assistance.

Policies for protecting personally identifying information, including disabilities and backgrounds, have been distributed, and case managers have received training on this as well.

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

PARTNER ROLES AND RESOURCE CONTRIBUTIONS

SC Works Center partners share a mission in serving customers through employment and training services. Each of these partners plays a vital role in the system, while attempting to avoid duplication of efforts.

The partners seen below have distinct roles and each contributes to the SC Works system as follows:

Funding	Program Administrator	Resource Contributions
Adult, Dislocated Worker, and Youth Programs	WorkLink Workforce Development Board	Oversight
Adult Education and Family Literacy Act Programs	Adult Education Centers: Anderson 1&2, Anderson 3,4&5, Easley, Seneca	TABE and WIN testing and Proctoring; Cash Payment
Wagner-Peyser Employment Services Programs	SC Department of Employment and Workforce	Cash Payment
Rehabilitation Programs for Individuals with Disabilities	SC Vocational Rehabilitation	Brochures, Referrals as appropriate, Cash Payments
Post-Secondary Education Programs (Perkins)	Tri-County Technical College	Reduction in SC Works Satellite Center costs
Community Services Block Grant Employment and Training Activities	SHARE	Access Point location
Native American Programs	Indian Development Council	Brochures and referrals as appropriate
HUD Employment and Training Activities	Housing Authority of Easley	Referrals as appropriate
Job Corps Programs	Dynamic Educational Systems, Inc	Brochures, referrals as appropriate

Veterans Employment and Training Programs	SC Department of Employment and Workforce	Cash Payment
Migrant and Seasonal Farmworker Programs	Telamon	Brochures, referrals as appropriate
Senior Community Service Employment Programs	AARP, Goodwill	Work experience participants to serve in the resource rooms
Trade Adjustment Assistance Programs	SC Department of Employment and Workforce	Cash Payment
Unemployment Compensation Programs	SC Department of Employment and Workforce	Cash Payment
YouthBuild Programs	Partner being identified	Referrals as appropriate
Temporary Assistance for Needy Families (TANF) Programs	SC Department of Social Services	Facilitate workshops, Business Service Representative, cash payment
Second Chance Programs	Partner being identified	Referrals as appropriate

2. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

WorkLink's SC Works Centers will help all area job seekers and employers. Eckerd Workforce Services uses technology to provide information and basic job seeking/career planning assistance to the public in a cost-effective manner. Job Seekers are encouraged to help themselves, but staff is available to answer questions.

The following types of services are available in the WorkLink local area:

BASIC CAREER SERVICES

- **Orientation to the SC Works System** - an orientation that informs individuals of the full array of services available in the Center, including all partner services conducted at the SC Works site and any other pertinent resources to ensure successful return to employment. The orientation also includes an overview of the processes and procedures for participating in the WorkLink WIOA program.
- **Referrals to partner programs** – SC Works staff refer individuals to partner agencies to determine whether or not their services will meet their needs.
- **Initial assessments** – Assessments can be used to identify skills, strengths, and deficiencies, and attitudes relating to vocational training, basic education, and employment. Assessments may be used for career discovery and specific job applications.
- **Labor exchange services** - Staff Assisted Labor Exchange Services: include job search assistance, job development assistance and job referrals, and can be characterized as service which is conducted one-on-one or in small groups.

INDIVIDUALIZED CAREER SERVICES

- **In-depth assessment** - A thorough assessment of a participant should identify whether or not a participant has:

- Adequate basic education, skills, and work background for their choice of WIOA services or employment opportunities.
- Required occupational tasks and any skills the participants must develop to achieve their employment goals.
- Realistic job seeking skills and the work maturity (attitude) to get and keep a job.
- Sources of additional support needed for success and the agencies that can provide this support.
- **Development of an individual employment plan** – The Individual Employment Plan (IEP) is developed with the participant based on the results of the completed comprehensive assessment. The IEP shall:
 - Identify all educational and employment goals to be achieved.
 - Describe the training activities and appropriate services the Adult or Dislocated Workers will receive to achieve those goals and overcome existing barriers.
 - Include objectives and planned outcomes, including specifics (who, what, when, where, and how) should be identified.
 - Detail non-WIOA funded services received during participation in WIOA and marked as a partner funded service (i.e. Pell Grant).
- **Counseling** - Adults (those 18 and older) and Dislocated Workers who cannot find a suitable job may wish to participate in career counseling sessions in a one-on-one atmosphere. Enhanced, individualized career services offered by SC Works Center partners are available to those that qualify. These career counseling services assist those that have barriers to getting and keeping a job.
- **Short-term skills upgrading** - Workshops, job clubs, short-term skills upgrading, GED preparation, and work experience assignments may be part of the individualized career services offered through the Centers. Some participants may need additional services to assist their vocational training, such as job readiness training, literacy activities including English language training, and customized training.
- **Follow-Up Services** - Appropriate follow-up services will be conducted for a minimum of 12 months following the participant's first date of employment. Follow-up services can be useful for participants in order to maintain employment. SC Works Center staff can provide workplace information and tips for success in a workplace environment. Additionally, follow-up services provide a continuing link between the participant and workforce system; these services allow the one-stop to assist with other services the participant may need once he or she obtains employment. Examples may include assistance with employer benefits, health insurance, and financial literacy and budgeting assistance.

TRAINING SERVICES

Training services are provided to equip individuals to enter the workforce and retain employment. Training services may include, for example, occupational skills training, OJT, registered apprenticeship which incorporates both OJT and classroom training, incumbent worker training, pre-apprenticeship training, workplace training with related instruction, training programs operated by the private sector, skill upgrading and retraining, entrepreneurial training, and transitional jobs. Training services are available for individuals who, after interview, evaluation or assessment, and case management are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. The participant must be determined to be in need of training services and to possess the skills and qualifications to successfully participate in the selected program.

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

RAPID RESPONSE

Rapid Response Services, as mandated by DOL, are services delivered to businesses and employees of companies that are experiencing downsizing through layoffs or closure and may have also been impacted by a Worker Adjustment & Retraining Notification (WARN) issued by the State. The Department of Employment and Workforce operates the Trade Adjustment Assistance program and coordinates the Rapid Response teams

across the State of South Carolina. The Operator participates as necessary in Rapid Response outreach teams, arranging for WIOA Services to be presented on-site as requested by the Employer.

The WorkLink SC Works Centers provide the following Rapid Response Services to employees of businesses issuing WARN notices, in conjunction with the Department of Employment and Workforce and the local Economic Development offices in the WorkLink region. Services include:

- Developing a plan for averting layoff(s) with the affected business and/or in consultation with State or local economic development agencies, including private sector economic development entities;
- Reviewing affected workers' assistance needs;
- Coordinating and conducting Rapid Response workshop presentations to assist with career transition, job search tools and skills, résumé preparation, and interviewing techniques;
- Assessing re-employment prospects for workers in the WorkLink region;
- Providing information on available resources to meet the short and long-term needs of affected workers;
- Establishing a process of referring affected employees to the SC Works System;
- Developing recruitment/job development activities including job fairs, positive recruitments, job lead development, and general recruitment notifications;
- Providing Rapid Response Information Packets with appropriate information relating to potential dislocations, available adjustment assistance, and the effectiveness of Rapid Response strategies; and when appropriate, including information on TAA program; and
- Developing a business visitation program that improves service coordination, or a workforce transition committee comprised of representatives of the employer, the affected workers and the local community.

In the early part of 2020, the Local areas agreed to further integrate our services with the Rapid Response team at DEW by coordinating information and services for smaller layoff events (such as those that have fewer than 50 individuals that have been affected). We contact the employer, at the behest of the DEW Rapid Response team leader, to set up a Rapid Response time and coordinate information for the affected workers. DEW has provided videos and materials to communicate key pieces of information in a consistent manner, and local staff have been trained to answer questions or give the appropriate contact information for their questions to be answered.

During the pandemic, we are prepared to continue offering Rapid Response services and will implement social distancing measures or conference call options as appropriate.

4. A description and assessment of the type and 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.

YOUTH SERVICES

Palmetto Youth Connections provides case management to ensure all youth are successful. Case Management is a participant-centered, goal-oriented approach to the delivery of services designed to coordinate comprehensive educational, employment, career pathway goals, and plans to ensure that participants have access to necessary training and support services. The Fourteen (14) Youth Program Elements is the foundation of the youth comprehensive delivery of services. WorkLink Local Area focus on serving out-of-school youth ages 17-24 in our three counties (Anderson, Oconee, and Pickens) that are WIOA eligible.

Due to Covid-19 (Coronavirus) or extenuating circumstances: The youth service provider may need to transition to remote delivery of services for the WIOA Youth Program. The youth service provider will adhere to the Provisions of Remote WIOA Services Memo (SCDEW issued 03/2020) and follow further guidance from the WorkLink Staff and/or Local WDB.

5. A description of how the fourteen youth program elements are integrated in program design, including a description of partnerships or formalized agreements in place for the provision of program elements not provided by the local program.

14 YOUTH ELEMENTS

Intensive case management must be provided to ensure all youth are successful. Services provide transitional support including occupational information, job search assistance, placement, job development, and follow-up (retention) services. Participants who are eligible for more structured occupational training will be provided information, and where appropriate, referred or assigned to the following:

1. Tutorial, Study Skills Training, Basic Skills:

Palmetto Youth Connections (PYC) uses Learning Express-Workforce Skills for 21st Century Success. Learning Express offers a multitude of items: GED test prep, practice for career certification exams, tutorials for computer skills and software, comprehensive job search platform, resume and letter writing, workplace and job skills improvement, and offers progressive lessons to improve skills. This approach offers constant immediate feedback reporting for each student to acknowledge his/her progress.

In the WorkLink area all Basic Skills Remediation, GED preparation, High School Diploma preparation, study skills, and tutoring support are provided and/or coordinated by Adult Education in all three counties. PYC focuses on small group or individualized instruction through direct instructor support and the use of interactive software that will accelerate outcomes. Academic deficiencies are addressed, and each online learning platform is documented to establish benchmarks for progress. The software ensures positive feedback, detailed administrative reporting, and proper documentation will be placed in the participant's hard file.

Students work independently and as a group in instructor led activities. PYC provides ongoing, consistent support to maximize each student's effort and performance.

2. Alternative Secondary School or Drop-Out Recovery Services:

As a primary task, PYC assists enrolled youth to attain a level of academic proficiency needed to succeed in the workplace. The partnership with the Adult Education Centers in the three counties provides a unique opportunity for participants to receive GED preparation with a familiar community based organization. Adult Education staff is highly trained to work with all levels of learners and resources to provide a quality academic program.

At the direction of the Local WDB and/or Youth Committee, formal collaboration with the Alternative Schools or Education Programs such as Title-One High Schools and At-Risk programs within the School Districts will be developed when the option to serve in-school youth is a focus, with those most in need as the priority. Alternative Schools or Education Programs will continue to be a referral resource if a student should leave/drop-out of school. High School students will be targeted in the spring of each school year to increase WIOA awareness in the area to reach graduates who need one/one career coaching to move forward towards a Career Pathway.

3. Paid and Unpaid Work Experiences, including Internships, Job Shadowing, On-the-Job Training or Pre-Apprenticeships:

PYC seeks Work Experience opportunities year round for youth beginning with the PYC Career Coach input, evaluation, identification, preparation, and referral of youth who are in need of obtaining work experience before entering the workplace, and/or for work related to the identified Career Pathway. Hourly Stipends are paid to participants during work experience. Private, Public and Non-Profit Businesses offer these work experience opportunities. The PYC Workforce Specialist establishes these opportunities and seeks businesses that may offer the opportunity for full time employment afterwards. Unpaid work experience will

be a component of the program as needed, and/or as a teaching method for soft skills after verbal and written opportunities for improvement have been given to the participant.

At the direction of the Local WDB Youth Committee, PYC will pursue the establishment of Pre-apprenticeship programs, Internships and On-the-Job training. Job shadowing opportunities will be offered, as warranted by the chosen Career Pathway.

A Summer Work Experience component will be offered based on the need and funding available. Our Out-of-School Youth program model runs year round and does not include a designated summer component. We do focus on these months for placement into work experiences and/or employment as there is often an influx of part-time opportunities to gain necessary work experience prior to permanent job placement. Summer related services can also include GED/high school diploma classes, WIN/WorkKeys assessment/classes, work related soft skills training, and academic tutoring.

4. Occupational Skills Training:

Local area in-demand industry sectors or occupations drive occupational skills training and are a part of the Career Pathway process. PYC has developed a voucher system in which participants seeking short-term vocational training at the Technical College or through any approved training provider. All of our participants will have the opportunity for career exploration and planning based on the desired outcome of self-sufficiency. Staff will work with each student to provide them with the necessary knowledge including labor market information to pursue post-secondary education programs and will assist students in linking with the local resources available to assist them in completing Free Application for Federal Student Aid (FAFSA) applications, Pell Grant application, and Lottery Tuition Assistance if they choose to pursue post-secondary education. PYC provides occupational skills training by using the structured guidance of the WorkLink Workforce Development Board approved high growth, high demand industries: Administrative and Support, Health Care and Social Assistance, Manufacturing, Professional, Scientific and Technical Services, Information Technology, and Construction. Youth participant training requests outside of the WDB approved in-demand industries must be verified to be in- demand, allowable, and submitted for final approval by WorkLink Executive Director.

Effort is placed on training for jobs requiring competencies to compete in the labor market. Particular emphasis is placed on training for jobs requiring skill and technology offering higher wages, benefits, and self-sufficiency.

5. Education Offered Concurrently with and in the Same Context as Workforce Preparation Activities and Training for a Specific Occupation or Occupational Cluster:

PYC provides education with concurrent workforce preparation within the local in demand career clusters (as funding allows). Palmetto Youth Connections provides/offers integrated education and training that includes workforce preparation activities, basic academic skills and hands on occupational skills training that are taught within the same timeframe and connected to training in a specific occupation, occupational cluster, or career pathway.

6. Leadership Development Opportunities, which may include such Activities as Positive Social Behavior and Civic Behaviors, Soft Skills, Decision-Making, and Team Work:

The Grantee provides leadership development activities to all youth.

Leadership Development may include, but is not limited to, the following:

- Exposure to post-secondary educational opportunities
- A tour of the regional technical college, which includes financial aid information and exploration of their resource center.

- A tour of other local post-secondary institutions, which includes financial aid information and exploration of their resource center.
- A presentation of military service opportunities by recruiters representing all branches.
- Peer centered activities including peer mentoring and tutoring
- Tutoring provided through peer groups, such as the National Honor Society of the participant's school.

Citizenship training

- Attending a City or County Council meeting(s) within the participant's home community.
- Registering to vote.
- Workforce Skills Citizenship Component
- Budgeting of Resources

Employability Activities

- At least one tour of the local SC Works to explore the employability resources available to participants
- Positive social behaviors and training in decision-making, including determining priorities
- Presentation of local Drug and Alcohol Abuse programs
- Presentation of Pregnancy Prevention/Safe Sex programs
- Motivational/self-esteem programs
- Career Development programs
- Participation on the Youth Committee

All Leadership Development Opportunities are developed in conjunction with the county's appropriate agencies through linkages, and should be designed to be fun, informative, and motivational.

7. Supportive Services:

PYC understands many of the needs of the youth population. As these participants' may not have adequate resources, we look to community linkages to assist each youth. One of the most important linkages we help put in place for every youth is knowledge of and registration with the SC Works Center where many community resources are co-located. This also brings other professionals into our network of support and opens the door for a variety of referral services. We feel that this strategy is the most effective in that it prevents duplication of services being provided in any area and helps to connect the youth to a system that can assist them in their adulthood.

Whether we have to coordinate a tour for our youth at a SC Works facility or if their staff can visit our classroom sites, we make certain every youth is offered opportunities to learn of all available SC Works resources. Certainly every youth have access to and will be made aware of the 211 community resources system as a guide to services and learn how to access needed services.

PYC provides supportive services based on the funding available and the direction of the WDB Youth Committee. Examples of supportive services include, but are not limited to transportation reimbursement, child care, purchase of work related clothing/equipment, work related pre-screenings, and emergency assistance.

Based on the WorkLink Workforce Development Board's Supportive Service Policy, childcare and transportation assistance is an allowable supportive service. However, childcare needs are coordinated first by the participant through referrals to other applicable agencies. The participant may request supportive services through the Grantee only after documenting that no other resources are available in the local area and that such supportive services are required in order for eligible youth to participate in Title I WIOA.

Supportive Services are identified and driven by the youth participants Individual Service Strategies (ISS) plan.

Note: A separate service from supportive services that is offered and allowed are incentives earned and designed around the youth participant's benchmarks and attainment of goals they have established on their ISS. (See attachment of the Local Youth Supportive Services and Incentive Policy)

8. Adult Mentoring:

Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months that may occur both during and after program participation.

PYC provides youth with adult mentoring through teachers, instructors, job shadowing or work site supervisors, tutors, and community organizations. An established partnership with a community based agency that provides mentoring is a referral source for interested youth. The Grantee will be responsible for identifying and developing these relationships in Anderson, Oconee, and Pickens counties. Mentors will develop a mentoring schedule and meet with their mentoring students at least two times per month to discuss goal setting, school issues, and problem solving.

Key to the success of any youth program or activity is an adult or adults within the community who are committed to serving as mentor(s) or role model(s) for all participating youth. Adult mentors should serve as role models and impart standards or expectations for these youth with respect to employment decisions, life skills, self-sufficiency and/or education achievement.

The adult mentors assigned to participants at the completion of the PYC program will have the responsibility of contacting participants approximately two (2) times per month (by telephone or in person) during the year. The role of the adult mentor is that of coach, advocate, counselor, and friend. The parent/guardian will be notified for participants under the age of 18, and/or when appropriate and together (participant, parent and mentor) will attempt to identify community resources that might provide assistance.

9. Follow-up (Retention) Services:

Follow-up (Retention) services are provided by PYC for each participant, and may occur both during and after WIOA program participation. Every exited participant will have a 12-month follow-up completed, which reviews his/ her needs, status, and progress. PYC documents such services in the participants' files and SC Works Online Services. All youth must receive follow-up services.

Follow-up (Retention) services may be different for each individual based on his/her needs. Follow-up (retention) services, for not less than 12 months after completion of participation, include but are not limited to, the provision of on-going support, encouragement, counseling, tutoring, mentoring, and other non-financial support and personal assistance as necessary to enable these youth to obtain or retain employment, enroll and attend training, enlist in the military, maintain their grades in school or training, etc.

PYC will provide 12 month follow-up tracking on all participants who complete the year round training components. Quarterly progress reports will be obtained on all participants. These reports/documentation will be maintained in participant's files and SC Works Online Services.

10. Comprehensive Guidance and Counseling:

To include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual.

PYC provides comprehensive guidance counseling to youth that will take place in the form of follow-up calls, coordination of services, ISS updates, issuance of support services, mentor updates, etc.

Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, must be provided to each youth participant in any youth activity and tracked to ensure assistance is received and needs met.

Comprehensive guidance and counseling strategies should include, but are not limited to:

- Regularly scheduled contact with the participants (a minimum of bi-weekly).
- Support and intervention in time of crisis, assistance in development and implementation of a crisis plan.
- Intensive and personal follow-up activities which will be based upon the needs of the individual and documented in the case notes.
- Use of the ISS benchmarks to measure progress
- Provision of linkages, coordination of services, and resources that support the achievement of participants individualized goals (ISS).

The basic objective of this component is to monitor participant progress in fulfilling the ISS. Where progress is slow or in reverse, Career Coaches must be proactive in identifying the problem and solving it before the participant quits without achieving a recorded positive outcome. Referrals to outside agencies may be needed.

11. Financial Literacy Education:

PYC currently has a Financial Literacy component requirement through the Career Smart workshops offered to students as a pre-requisite to work experience training. Participants are exposed to financial management techniques that are building blocks to lifelong self-sufficiency and long term financial planning. PYC will pursue other community resources, such as financial institutions, as appropriate, to provide financial guidance and education in the form workshops/Seminars to youth in the service area.

PYC has numerous and free online financial literacy education and training resources available, for one/one and self-directed training options. Examples of these money smart resources are: fdic.gov and khanacademy.com. Other resources will be explored based on the differing learning styles of the youth served and the available funding.

12. Entrepreneurial Skills Training:

Palmetto Youth Connections currently has an entrepreneurial component requirement through the Career Smart Workshops offered to youth as a pre-requisite to work experience training.

PYC has numerous and free online entrepreneurial skills training resources available for one-on- one and self-directed training options to be offered to the youth in the service area. Examples of these resources are: BusinessMajors.about.com and myownbusiness.com. Other resources will be explored based on the differing learning styles of the youth served and the available funding. For students who are on the career pathway to own their own business, a certificate course option can be explored through corporate and community education and the local technical college.

13. Service that Provides Labor Market and Employment Information about Local In-Demand Industry Sectors or Occupations:

As a part of the Career Pathway process, each participant is required to review one/one with their career coach the local in-demand career clusters for informed decision making concerning the local job market. Other resources, such as Careeroutlook.us, can also be used to provide self – directed virtual career coaching and state by state career outlook information/comparisons.

14. Activities that Help Youth Prepare for and Transition to Post-Secondary Education:

As a part of the Career Pathway exploration process, the steps to enter post-secondary are reviewed. Students are encouraged to pursue post-secondary education as related to the career pathway. Participants have the support of a one/one career coach to assist with the following: scheduling tours, financial aid workshops through the institution, and follow up and support during the transition to college. Staff will also outreach to the post-secondary education institutions and career institutes to expose youth to the various options they have to continue their education.

PYC staff will also connect youth who are interested to the armed forces and Job Corps.

6. If using the basic skills deficient definition contained in WIOA Section 3(5)(B), what is the LWDAs policy that further defines how to determine if a youth is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society. If your area continues to use TABE for determining youth basic skills deficiency, a local policy is not required.

BASIC SKILLS DEFICIENCY POLICY FOR YOUTH SERVICES

The WorkLink area continues to use the TABE Assessment for determining youth basic skills deficiency. The WorkLink youth provider will follow the TABE Assessment Guidance provided initially by SCDEW at the onset of the COVID-19 pandemic and, if appropriate, will implement this guidance during other special circumstances.

7. 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.

COORDINATION WITH SECONDARY AND POST-SECONDARY EDUCATION

The WorkLink Workforce Development Board has coordinated with secondary and post-secondary education programs in the following ways:

- Adult Education Centers house our Palmetto Youth Connections WIOA Youth program, as well as host a member of the Adult/DW WIOA program staff only on a weekly if not permanent basis. This allows students participating in a GED program to have easy access to case managers.
- Tri-County Technical College has provided facilities to us at a reduced rate for the three SC Works Satellite Centers in Anderson, Seneca and Easley. These facilities offer mutual customers access to short-term training, job search services, and case managers in one place.
- The Clemson SC Works Center offers GED classes throughout the school year as a service provided by Adult Education of Pickens County.
- The Eligible Training Provider List is maintained locally as well as State-wide to ensure that prospective students through the WIOA program will be gaining access to quality, relevant programs of study. The Board votes to establish criteria for Providers to serve the local area, and the types of training in which we will invest funds.
- WorkLink and Tri-County Technical College have partnered on several grant applications in order to enhance services for our community.
- We also have worked together to coordinate strategies in serving mutual customers (jobseekers and employers) through our annual Job Fair as well as attending each other's Orientations to talk with customers.
- We have also periodically participated in or hosted strategic planning sessions to coordinate how we will serve a local business through ReadySC or Corporate and Community Education.
- WIOA Training Services pays training costs associated with WIOA-approved training programs. WIOA funds are coordinated with other resources, such as Trade Adjustment Assistance (TAA), federal Pell Grants and partner funds.

8. A description of how the local board will coordinate the WIOA Title I workforce investment activities with the provision of transportation, child care, and other appropriate supportive services in the local area.

ADULT/DISLOCATED WORKER SUPPORTIVE SERVICES

The WorkLink Workforce Development Board issued a Supportive Service Policy (WL Instruction Letter PY19-02) that details how we will coordinate supportive services such as transportation, child care, and other supportive services under the Adult /Dislocated Worker funding.

At this time supportive services are capped at no more than \$3,000 per customer per program year. We have also established criteria and limitations on who may receive supportive services.

Any that are eligible for WIOA assistance, determined in need of assistance, and participating in an approved WIOA activity may use the following supportive services: transportation assistance, training support materials, medical or related assistance (necessary to gain employment or enter training), background checks, interpreter services, or legal aid services.

For those that are eligible for WIOA assistance, are low-income, determined in need of assistance, participating in a WIOA service, they may also access emergency or specialized assistance and child care assistance. During COVID-19 pandemic conditions, low-income participants may also be provided a personal computer or laptop and internet access to allow them to participate in programs of study that are requiring an online presence.

Needs-Related payments are allowable for low income participants that may have otherwise exhausted or are ineligible for Unemployment Insurance. At this time, Needs-Related Payments are not funded in our Service Provider's budget.

YOUTH SUPPORTIVE SERVICES

The Youth Services provider utilizes a portion of the WorkLink Workforce Development Board's funding for supportive services. These supportive services are used to coordinate transportation, child care, and other supportive services (such as one-time emergency costs and training related materials). The youth participant must be determined in need and identified on the youth participant's Individualized Service Strategies (ISS).

9. 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.

COORDINATION WITH WAGNER-PEYSER SERVICES

Wagner-Peyser is a key partner in the SC Works Center, serving as the initial point of contact when a customer comes to visit.

- **Resource Room** – Wagner-Peyser plays a critical role in the Resource Rooms.
 - Coordinating and facilitating access for job seekers to basic career services in the Resource Room.
 - Offering guidance to ensure customers are registered and their resume started in the SCWOS database.
 - Conducting an initial informal assessment that many of the partners cannot provide prior to enrollment.
 - Providing information on partners and job listings.
 - Providing basic information through workshops on soft skills and ensure that customers are referred to the appropriate partner for assistance.
- **Employment Services** – Wagner-Peyser plays a major role in employer services by providing job listings and coordinating job fairs. They also offer key outreach to employers regarding job openings, and keeping partners and customers updated on the latest labor market information.

Some strategies that we have used to maximize coordination, improve service delivery, and avoid duplication:

- **Center Management Team** – The SC Works Centers adopted early on a management team effort in overseeing the Centers. Our Operator is responsible for ensuring the seamless coordination of these efforts, but relies heavily on Wagner Peyser to assist in the management efforts of the Centers. Therefore, the DEW Regional Manager is part of our management team, providing input into Center decisions and leadership for DEW staff. The Center Management Team is focused on maximizing the coordination and improvement of service delivery.
- **Quarterly Meetings** - Our Operator meets with the SC Works Center Partners at least quarterly to map out ways to better serve our customers.
 - **Partner Meetings** - During these meetings each partner discusses referral processes, eligibility requirements and the like.
 - **Staff Meetings** - Further we have instituted quarterly training for SC Works Center staff that communicates partner program information and referral processes.
 - **Business Service Team** - WorkLink has also developed a Business Services team that also meets quarterly to address employer needs in the community. This team comes together to collaborate and coordinate efforts in order to avoid duplication.

10. 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.

COORDINATION WITH ADULT EDUCATION AND LITERACY

The WorkLink Workforce Development Board over the years has established good relationships with our Adult Education providers in the WorkLink region. The Adult Education Centers have been designated in such a way that residents are referred to the closest Adult Education Center to them. The Adult Education Centers currently offer WorkKeys, Literacy, HSD and equivalencies, and English as a Second language.

The following services and collaborations are currently in place in the WorkLink area:

- Adult Education Centers house our Palmetto Youth Connections WIOA Youth program, as well as host a member of the Adult/DW WIOA program staff only a weekly if not permanent basis. This allows students participating in a GED program to have easy access to Career Coaches.
- The Clemson SC Works Center offers High School Diploma equivalency and English as a Second Language classes throughout the school year as a service provided by Adult Education of Pickens County.

REVIEW OF ADULT EDUCATION RFP SUBMISSIONS

WorkLink has received instructions regarding the review process for the Adult Education service providers. The review process will be facilitated through the SC Works Operations Committee or designated ad hoc committee of the WorkLink WDB. The process will be as follows:

- WorkLink will receive notification from the SC Department of Employment and Workforce or SC Department of Education, which will include the following:
 - Information on the upcoming Adult Education RFP and WIOA requirements for the WDB's review of proposals; and
 - An outline of the proposal review process and timeline.
- The WorkLink Board staff will work with the WorkLink Board Chair to determine who will serve on the Adult Education RFP review committee.
- WorkLink WDB will receive Proposal Review Training via live webinar.
 - During the webinar, WorkLink WDB members will be provided with an overview of the proposals, instructions on how to review proposals, and how to use the proposal review rubric. WorkLink WDB members will have an opportunity to ask questions during the webinar. A webinar playback option will be available.

- WorkLink staff will provide training to the RFP ad hoc committee members of the Board if they do not attend the State Training.
- A point of contact will be available during the review process to answer questions and to clarify any information.
- Any WorkLink WDB members with potential conflicts of interest will recuse themselves from the review process. For example, technical college representatives should not review any proposals if a technical college within their area submits a proposal.
- Upon receipt of all grant applications, SCDE - Office of Adult Education staff will screen all applications to determine eligibility to apply for funds. All applications deemed eligible will be sorted by and forwarded to the WorkLink area for distribution.
- Board members will use the rubric to review each proposal for alignment with their Local Plan.
- Once the review process is complete, all forms and other supporting documentation will be forwarded to the Office of Adult Education for consideration in the grant competition process.
- SCDE - Office of Adult Education staff will review WorkLink WDB comments and feedback on Local Plan and one-stop alignment and consider the results of the review.

11. A description of how the local board will coordinate with partner programs to conduct affirmative outreach to include members of groups protected by the Equal Opportunity provisions of WIOA § 188, including individuals of various religions, racial and ethnic backgrounds, individuals of limited English proficiency, individuals with disabilities, and individuals of different age groups and sexes.

OUTREACH: AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY

Outreach materials are developed to be inclusive of all individuals. WorkLink strives to reflect the populations that live within our service area through program design and our outreach materials. We are currently sharing our outreach materials with various groups of partners and Board members to review for correct information, for appropriate language, and for inclusivity. All outreach materials include the appropriate EO and ADA statements to insure customers recognize that we do not discriminate and we will provide appropriate accommodations. WorkLink also tries to share success stories that cover all demographics and backgrounds that commonly use the SC Works Centers.

Further WorkLink has an EO Opportunity and ADA Compliance Officer appointed for the region to handle complaints and EO related issues. The EO Officer conducts, or arranges for a qualified partner to conduct, an EO and ADA monitoring at least annually if not more frequently. Our EO Officer monitors and reports on the demographics of the population on the WIOA caseloads and in the region. Each program monitors and adjusts outreach to reflect the population as appropriate.

Section V: Operations and Compliance

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, 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.

SEE ATTACHED DOCUMENTATION

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

WORKLINK'S ADMINISTRATIVE ENTITY

The Appalachian Council of Governments (ACOG) is a voluntary organization of local governments in the Northwest corner of South Carolina, serving a region that includes the counties of Anderson, Cherokee, Greenville, Oconee, Pickens, and Spartanburg.

Since its formation in 1965, the Council has served the dual mission of tackling issues of regional significance and providing services to local governments. Economic and community development, transportation, infrastructure development, resource management, aging services, and workforce development are all issues of regional importance in which ACOG takes an active role. At the local level, the agency's services include general administration, technical assistance, training, planning, grantsmanship, and information/mapping services.

As the administrative entity for the WorkLink Workforce Development Board, the ACOG provides the financial functions and activities of the Board and the human resources role for the staff to the Board. These functions and activities include:

- Budget preparation and administration
- Cost allocation
- Payroll/Fringe Benefits
- Grants and Contract administration
- Monitoring and Technical assistance to service providers
- Accounts Payable and Billing
- Property inventory, General accounting and fixed assets records
- Custody of funds
- Distribution of pass-through funds
- Cash flow
- Investments
- Debt administration and Risk management
- Internal and External financial reports, statutory and tax reports.

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

BOARD'S ROLE IN COMPETITIVE PROCUREMENT PROCESS

Each Fall/Winter the WorkLink Board reviews the progress of the Service Provider to determine the adequacies of services delivered to participants and customers in the SC Works Centers and WIOA programs. Upon review, the Board will determine whether or not to extend the contract (unless the maximum number of extensions has been reached) or to release a request for proposals to the public.

Once a determination has been made to release a request for proposals, a committee is formed to review how the services should be delivered and what the expected outcomes should be as a result of a grant award. The RFP is then released for approximately 6-8 weeks.

Upon the closing of the RFP process, all proposals are reviewed by the RFP committee and a recommendation is made to the full Board. The Board votes to enter into negotiations with the recommended service provider, and then votes to accept the final budget upon completion of negotiations.

DURING PANDEMIC (COVID-19) CONDITIONS

All in-person meetings will be moved to conference call platforms in order to insure social distancing measures are maintained.

APPALACHIAN COUNCIL OF GOVERNMENTS PROCUREMENT POLICY

WorkLink's administrative entity, the SC Appalachian Council of Governments (ACOG), issued a procurement policy that details how to insure that grants are awarded under a competitive process.

WorkLink also follows this policy. Below is a snapshot of how WorkLink procures services in accordance with guidance from the ACOG:

The acquisition of all services, equipment, or construction by the Council of Governments in an amount of \$15,000 or more will be acquired according to the following procedures.

Step	Action
1	The staff member will prepare and submit a completed check requisition to the WorkLink Executive Director in advance of the time goods or services are required. The cost of the item or service is indicated on the form.
2	The WorkLink Executive Director will determine that the item or service is authorized by the budget and that funds are available for purchase. The check requisition will be sent to the Finance Director of the COG for review and authorization by the COG Director, attaching necessary supporting information
3	The COG shall check to see if the item can be purchased on State contract.
4	The Staff member responsible for the project that will benefit from the purchase will prepare request for bids and specifications or request for proposals, list the potential vendors, and prepare proposed newspaper legal advertisement. The newspaper advertisement includes: 1) Brief scope of services; 2) Name and telephone number of the person to contact for a copy of the RFP or bid specifications; 3) Deadline for submitting proposal or bids; and 4) Statement that the Council of Governments does not discriminate.
5	The WorkLink Executive Director shall review and approve the requests for bids and specifications or RFP's, list of vendors and proposed newspaper advertisement.
6	The staff member shall send out RFP's or bid request to list of vendors and advertise in Anderson, Greenville, and Spartanburg papers. He/she shall allow a minimum of ten (10) calendar days for submission of proposals or bids.
Process for Bidding	
7	The staff member will hold public bid opening at time and place announced, and tabulate bids, and the WorkLink Executive Director will submit results to the WorkLink Committee that oversees the project that will benefit for selection of a successful bidder.
8	The WorkLink Executive Director shall award a contract to the vendor most advantageous to the Board. The staff member will maintain records of quotes for at least one year. (WorkLink staff will follow procedures 6-9 of the COG's Small Purchases Procedure (Policy 9-3) that details how invoices, checks, and reconciliation will be handled.)
Process for Proposals and Subcontracting	
7	The staff member that will oversee the grant will conduct a preliminary review of proposals and submit them to the WorkLink Board's RFP ad hoc committee for approval.
8	The appropriate committee shall select the best proposal.
9	The WorkLink Executive Director will submit committee recommendations to the WorkLink Board for approval.
10	The WorkLink Board reviews and approves selection.
11	In the event that there is only one proposal submitted, the Executive Director shall, if appropriate, request approval from the funding agency for employment of the contractor.
12	The staff member shall prepare draft contracts with successful bidder using Grant Award forms or the "Guide Form for Personal Services Contract" and "Additional Provisions" as appropriate and submit the draft grant or contract to the WorkLink Executive Director
13	The WorkLink Executive Director shall review and approve or require revisions to draft grant award or contract and return to appropriate staff member. The staff member will finalize the contract, attach a Document Certification Form, and will submit to the WorkLink Executive Director for final approval.
14	The WorkLink Executive Director will submit to the COG Finance Director.

15	The COG Finance Director shall review the final contract and submit it to the COG Executive Director for signature.
16	The COG Executive Director will sign the contract
17	Following the signature by the COG Executive Director, the staff member will obtain the subcontractor's signature.
18	The staff member will have an original copy of the contract filed in the finance department and in central files.

4. Agreed upon local performance goals after negotiations are finalized.

LOCAL WIOA PERFORMANCE MEASURES

The local WIOA Performance measures have not yet been finalized for PY2020 and PY2021. However, State Performance Measures have been listed below:

<i>STATE PERFORMANCE MEASURES</i>	PY2020	PY2021
WIOA Title I Adult		
Employment Rate 2nd quarter after exit	77.3%	77.8%
Employment Rate 4th quarter after exit	73.5%	74.0%
Median Earnings in the 2nd quarter after exit	\$5,300	\$5,350
Credential Attainment Rate	60.0%	60.5%
Measurable Skill Gains	49.5%	50.5%
WIOA Title I Dislocated Worker		
Employment Rate 2nd quarter after exit	80.6%	81.1%
Employment Rate 4th quarter after exit	76.5%	77.0%
Median Earnings in the 2nd quarter after exit	\$7,300	\$7,300
Credential Attainment Rate	60.0%	60.5%
Measurable Skill Gains	48.0%	48.5%
WIOA Title I Youth		
Education or Training Activities or Employment in the 2nd quarter after exit	77.1%	77.6%
Education or Training Activities or Employment in the 4th quarter after exit	69.5%	70.0%
Median Earnings in the 2nd quarter after exit	\$3,250	\$3,250
Credential Attainment Rate	68.6%	69.1%
Measurable Skill Gains	48.0%	49.0%
WIOA Title III Wagner-Peyser Employment Services		
Employment Rate 2nd quarter after exit	68.0%	68.5%
Employment Rate 4th quarter after exit	67.5%	68.0%
Median Earnings in the 2nd quarter after exit	\$4,700	\$4,750

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;

ONE STOP EFFECTIVENESS AND CONTINUOUS IMPROVEMENT CRITERIA

In pursuit of having certified centers in our region, WorkLink Workforce Development Board staff will use the SC Works Certification Standards issued by the State Workforce Development Board to evaluate each of the SC Works Centers in the WorkLink region. In order to be certified, the centers must meet 100% of the Standards by the deadlines established either by the State or by the local Workforce Development, whichever date comes first.

These standards address Management, Job Seeker, and Business Services, and require that a current Business Engagement Plan and a current SC Works Operational Plan be included in the final documentation process.

The following outlines the process that will be used in certifying the centers in the WorkLink region:

Notification to the Operator(s) and Service Provider(s)

WorkLink Workforce Development Board staff issues a monitoring schedule at the beginning of each program year to notify the Operator(s) and service provider(s) of planned visits. The monitoring guide and/or schedule will detail deadlines for submission of documentation associated with SC Works Certification Standards as well as confirm dates of on-site visits to conduct a final review, to include observation and in-person staff interviews.

In addition to this, WorkLink staff will issue an email notification to the Operator(s) 30 days prior to the on-site visit. Further details will be included in the email regarding planning for the visit and how to submit documentation for evaluation.

Submission of Documentation

WorkLink has chosen to allow the Operator to provide appropriate proof of achieving the Certification Standards using the suggested “Proposed Evaluation” methods outlined in the associated “Proposed Evaluation” column of each standard. In addition to this, the Operator may provide current photo or video evidence of items such as posters, outreach materials, signage, Orientations, computer links, etc. There must be a date stamp included on the photo or video that falls within 90 days of the scheduled on-site visit of WorkLink staff. The Operator(s) will gather appropriate documentation as outlined in the Standards. All documentation should be submitted to WorkLink staff in its entirety 10 days prior to the on-site evaluation visit. Technical assistance needs, cost prohibitive items for purchase, and noted deficiencies must be sent via email to WorkLink staff upon immediate identification.

WorkLink will begin reviewing the documentation upon receipt, and will communicate with the Operator(s) for corrections or clarifications to be given at the time of the on-site evaluation visit.

During the Visit

WorkLink staff will hold an entrance conference to explain the purpose of the on-site evaluation, collect updated information and documentation from the 10 day review, issue a final schedule of observations/interviews to be conducted in each location, and answer any questions or concerns the Operator(s) may have at that time. During the visit, the WorkLink staff will verify the documentation that was received is accurate and activities in the Center are compliant with the standards.

A wrap-up exit conference will be scheduled at the end of the on-site evaluation period to discuss questions and any further clarifications that may be needed.

After the Visit

WorkLink will issue a written report to the Operator(s) within 30 days of the evaluation period regarding the status of the evaluation of the Centers certification. The report will include whether or not a Standard was met and recommended corrective actions. The Operator(s) will provide a written response accompanied by appropriate documentation showing proof of the correction or a timeline for the expected correction.

Committee and Board Consideration

Upon receipt of all final documentation a formal report will be presented to the SC Works Committee. The Committee will review the report and make a recommendation to the full Board for Certification of the Centers.

Upon approval of the Board, the Operator(s) will be awarded on behalf of the Center a “Certification” in the form of a certificate declaring that the Center has been certified and meets the SC Works

Certification Standards. The Certificate will include the period of time that the Centers will be certified for. Each Center will display their Certification for the public to view.

- A description of fiscal and program performance goals beyond the federal measures and how progress will be tracked and made publically available;

PROGRAMMATIC

- As part of budget negotiations, the Service Provider submits a participant cost tool along with a projected number of customers to be served by the program.
 - *The Service Provider is monitored by the WorkLink Board in regards to the number of individuals actually served versus planned. Note: Although this is a negotiated number based on best estimates, actual numbers of participants to be served will follow the amount of funding available in the Service Provider's approved budget.*
- The Strategic Plan WorkLink developed for the period of 2015-2020 included goals in regards to Workshop attendance, WIN/WorkKeys testing, and profiling of jobs.
 - *The Board reviews the status of the Strategic Plan goals throughout the year in SC Works Committee meetings and Board meetings.*

Adult and Dislocated Worker Specific

- The local area is required to serve at least 70% of WIOA program customers that are basic skills deficient, or low income.
 - *This is tracked monthly and reported out to the Board at each meeting.*

FISCAL

- The Service Provider must expend at least 90% of their grant award in order to be in compliance with their grant.
 - *This measure is monitored monthly by WorkLink Board staff and presented to the WorkLink Board at each Board meeting.*

Adult and Dislocated Worker Specific

- The Adult/DW Service Provider is tasked with assisting the WorkLink Board in reaching its goal of 30% expenditures on participant-related costs. To this end, the Service Provider is required to dedicate a minimum of 40% of the program budget to participant-related costs.
 - *This is monitored during each budget modification request, and must be approved by the WorkLink Board. Expenditures and goal progress are tracked and reported to the Board on an ongoing basis.*

Youth Specific

- The Youth Service Provider is tasked with assisting the WorkLink Board in reaching its goal of 20% expenditures on work experience related costs.
 - *This is monitored as part of the monthly invoice review process. Expenditures and goal progress are tracked and reported to the Board on an ongoing basis.*

- A description of the methodology used by the local board to allocate SC Works center infrastructure funds; and

METHODOLOGY

WIOA and its related regulations and guidance establish, as a starting point, the expectation that Partners will share proportionately in the infrastructure and shared services cost of the SC Works

system. Therefore, the Partners in the SC Works WorkLink region agree that costs will be shared based on the Full-time Equivalency (FTE) model. Shared costs will be allocated on the basis of a partner's number of staff assigned to work in a facility (enjoying the benefits of being in the building) on a weekly basis and counted proportionately by day as defined below:

- One Day - .20 (20% of a work week);
- Two Days - .40 (40% of a work week);
- Three Days - .60 (60% of a work week);
- Four Days - .80 (80% of a work week); and
- Five Days - 1 (100% of a work week).

Staff assigned to work only "half-days" in a facility on a weekly basis will be counted proportionately as defined below:

- One Day - .10 (half of 20% of a work week);
- Two Days - .20 (half of 40% of a work week);
- Three Days - .30 (half of 60% of a work week);
- Four Days - .40 (half of 80% of a work week); and
- Five Days - .50 (half of 100% of a work week).

Affiliate locations where services are provided only on a monthly basis will not be included in the proportionate share.

Staffing levels will determine the proportionate share percentage of infrastructure and additional shared services costs for which each Partner will be responsible for by location and program. Billing of each individual Center's costs will be based on the staff count as indicated in the Staffing Addendum attached to the Memorandum of Understanding. The addendum must be completed and signed by all cost-sharing Parties with the execution of this MOU. Staff counts must be based on planned staffing levels for the duration of the PY at the time of signature. Permanent adjustments to staffing levels for the duration of the PY (outside those of routinely occurring vacancies) will require the addendum and effective date to be revised and signed by all Parties. Any Party may request a new staffing addendum be executed at any time based on permanent staffing changes. The staffing addendum will be submitted to the Parties with invoices and supporting documentation reflecting actual expenses for payment.

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

PARTNER ROLES

Each WorkLink SC Works Partner agrees to:

- (a) Provide access to its programs or activities through the SC Works delivery system;
- (b) Use a portion of funds made available to the partner's program, to the extent consistent with the Federal law authorizing the partner's program and with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards in 2 CFR Part 200 and as supplemented by specific Federal agency Parts and CFRs, to:
 - (1) Provide applicable career services; and
 - (2) Work collaboratively with the State and Local Board to establish and maintain the SC Works delivery system. This includes jointly funding the one-stop infrastructure costs through partner contributions that are based upon:
 - (i) A reasonable cost allocation methodology by which infrastructure costs are charged to each partner in proportion to use and relative benefits received; and
 - (ii) Federal cost principles;
- (c) Enter into an MOU with the Local Board relating to the operation of the SC Works system; and

(d) Participate in the operation of the SC Works system consistent with the terms of the MOU, requirements of authorizing laws, the Federal cost principles, and all other applicable legal requirements.

The development and implementation of this System will require mutual trust and teamwork between the Parties all working together to accomplish shared goals and in keeping with the main purposes and priorities of WIOA.

Purposes:

- Increasing access to and opportunities for the employment, education, training, and support services that individuals need, particularly those with barriers to employment;
- Supporting the alignment of workforce, education, and economic development systems;
- Improving the quality and labor market relevance of a demand-driven workforce that meets the needs of businesses and job seekers;
- Promoting improvement in the structure and delivery of services; and
- Providing workforce development activities that increase opportunities of participants and that increase post-secondary credential attainment and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet skill requirements of employers, and enhance productivity and competitiveness of the nation.

The Partners agree to:

- Actively participate in the strategic planning process for the local SC Works system;
- Serve on the Business Services team and participate in industry or sector partnerships, as applicable;
- Participate in SC Works Partner meetings, as appropriate;
- Coordinate and integrate activities so that individuals seeking assistance will have access to information and services that lead to positive employment outcomes; and
- At a minimum, provide electronic access to programs, activities and services:
 - Services provided through electronic means will supplement and not supplant those provided through the physical SC Works delivery system. The term “electronic” includes Web sites, social media, internet chat features, and telephone.

COST ALLOCATION

Each partner agrees to provide the resources necessary to fund their proportionate share of the costs as contained in the Shared Operating Budget which is attached to the MOU. The IFA should include, but is not limited to the following infrastructure cost items:

- Lease/Rent
- Utilities
- Landscaping
- Janitorial and cleaning maintenance
- Building maintenance and repairs
- HVAC maintenance
- Equipment rental expenses
- Security System
- Pest Control
- Supplies (public access and common spaces only)

The Partners may also share other costs that support the operations of the centers, as well as the costs of shared services that are authorized for and may be commonly provided through the SC Works partner programs to any individual, such as initial intake, assessment of needs, identification of appropriate services to meet such needs, evaluation of basic skills, referrals to other partners, and business services.

6. A description of how adult and dislocated worker training services will be provided through the use of individual training accounts (ITAs), including:

INDIVIDUAL TRAINING ACCOUNTS

Under the Workforce Innovation and Opportunity Act (WIOA), classroom training for individual adults and dislocated workers must be provided through Individual Training Accounts (ITA's). [PL 113-128 Section 134 (c) (3) (G)]. ITAs can only be issued for training programs that are listed on the South Carolina State Eligible Training Provider list (ETPL).

The Service Provider manages the Individual Training Account (ITA) funds disbursements and balances in accordance with Generally Accepted Accounting Principles and with policies and procedures established by the WDB. Funds authorized under an ITA are paid directly to the training provider using the Service Provider's fiscal system for tracking obligations, vouchers, and purchase orders. The Service Provider is required to track all expenditures, obligations, and encumbrances in a timely, accurate fashion; and report obligations and encumbrances accurately across program years and across program fund streams.

The State has issued a Training Cap of \$14,000 for a participant's lifetime. However, WorkLink has further defined the Training Cap as not to exceed \$5,000 per program year, and not to exceed \$10,000 in a lifetime. (WorkLink WIOA Instruction letter 10-07, Participant Lifetime Training Account (ITA) Cap) The Service Provider is tasked with not exceeding these limits without written authorization from WorkLink to do so.

- If contracts for training services will be used;

CONTRACTS FOR TRAINING

At this time, WorkLink has no immediate plans to offer contracts for training services. However, depending on availability of training during the COVID-19 pandemic, WorkLink will pursue other avenues such as contracts for training services to be able to serve participants in WIOA.

- How the use of training service contracts will be coordinated with the use of ITAs; and

COORDINATION OF CONTRACTS FOR TRAINING WITH ITAS

In the event that contracts for Training become necessary, WorkLink will identify whether or not the training program is available through the Eligible Training Provider List. If the program of study leads to an in-demand occupation and is only offered by one training provider in the area, WorkLink will negotiate a contract with the Training Provider to a set number of students.

By only offering training contracts to 9a Training Provider that offers unique programs of study, we will insure that Training Providers offering similar programs of study are treated equitably and have the same opportunities to serve customers on our WIOA caseloads through ITAs. The only exception to this would be if an employer requests a particular program of study at a particular Training Provider and has committed to hiring individuals from that training class.

- 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.

CUSTOMER CHOICE

Customer choice is a guiding principle of WIOA where participants have freedom in making informed decisions about their ITA training/occupational goal. Participants are expected and required to take an active role in managing their employment future through the use of ITA's. Adults and dislocated workers who request an ITA must complete career exploration activities to ensure that they obtain the information they need to choose training for a demand occupation. Career exploration activities include

comprehensive assessment, informational interviews with employers, and research of the labor market, demand occupations and Eligible Training Providers. [PL 113-128, Section 107(d)(11)]

The State has made SCPath.org a user-friendly searchable website with the approved Eligible Training Providers listed. The customer is shown how to explore the ETPL through SCPath.org and encouraged to look at Labor Market Information associated with the program of study in which they are interested. As part of the learning process, the Service Provider requests that the participant conducts a job search with the desired occupation in mind, explore what the job duties will be, and talk with the Training Provider before they make the choice to enroll. The Service Provider has also established relationships with each Eligible Training Provider in the local region, and is able to guide participants to appropriate programs of study based on likelihood of participant success, cost of training, Training Provider success rates (placement in unsubsidized employment), and whether or not the program of study will lead to self-sufficient, sustainable wages in an in-demand occupation.

Although the Board can set limitations on what training will be invested in and how much to invest, it is ultimately the customer that makes the final decision on which training they will participate in based on information they have explored and guidance provided to them by case managers.

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 the businesses, labor organizations, and education.

30-DAY PUBLIC COMMENT PERIOD

WorkLink will post the local and regional plans on our website (www.worklinkweb.com) with instructions for submitting comments, and will also send notices to the local newspapers for printing, email the local and regional plans to our Board members and partners, and post information on social media platforms to inform stakeholders and the general public of the 30-day public comment period. We will encourage those receiving the information to share the links to the regional and local plans with others.

Traditionally, we have provided an in-person option for sharing comments; however, due to COVID-19 pandemic concerns, we will make a zoom conference call available for any that would like to provide comments “in-person” on 9/10/20 from 10:00AM until 11:00AM at the WorkLink SC Works Comprehensive Center in Clemson.

In an effort to reach Business, Labor and Education, WorkLink will utilize existing relationships with chambers of commerce and economic development entities to ensure those representatives of business had ample opportunity to review the local and regional plans. A similar strategy will be employed to reach members of the K12, Adult Education and Higher Education entities in the local area, as well as direct contact with representatives of labor that serve on the WorkLink Board.

8. A description of how the local area 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.

INTAKE AND CASE MANAGEMENT INFORMATION SYSTEMS

Technology is one of the primary tools we use for breaking down the brick and mortar walls of the SC Works Centers to serve hard-to-reach areas, and also to communicate with other partners in real-time.

Case Management

SC Works WorkLink has implemented SC Works Online Services (SCWOS), the Management Information system (MIS) by Geographic Solutions (www.scworks.org), as our primary database for intake and case management. WIOA, Wagner-Peyser, and Trade Adjustment Assistance have signed on to utilize our system to the fullest

extent possible, while other partners have opted to maintain a separate system. The SCWOS database has four levels of security so that those that are not fully integrated may have viewing rights. Partners can use a Staff Account Request Form and Confidentiality Agreement to apply for viewing access. WorkLink offers training and technical assistance to service providers and partners that have or request access to SCWOS.

Intake System

Integrated into the SCWOS database is a Visitor kiosk that has allowed WorkLink to set up iPad kiosks for customers to check into the SC Works Centers. The customer is able to tell us what services they are visiting the Center for and allows staff to quickly access their information or be able to prompt the customer to register for work if they do not have an account.

9. A description of how the local board ensures compliance with the adult priority of service requirements under WIOA Title I.

ADULT PRIORITY OF SERVICE POLICY

WorkLink has issued an Adult Priority of Service policy for the local area and has trained our Service Provider to internally monitor this on an ongoing basis.

All adult funded enrollments are completed in order of the priority listing below:

- First Priority - *Low-Income Veterans and Eligible Spouses*
 - Veterans and eligible spouses who are low-income, to include recipients of public assistance, or who are basic skills deficient. All Veterans and eligible spouses must meet the WIOA definition of a Veteran and provide a valid DD-214.
- Second Priority - *Low-income Individuals, including Public Assistance Recipients or Basic-Skills Deficient*
 - Individuals who are low-income, to include recipients of public assistance, or 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.*
- Last Priority - *Individuals outside of the groups listed in the priorities*
 - 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, to include public assistance recipients, or basic skills deficient.

Monitoring Tool

WorkLink and our Service Provider use the Priority of Service ad hoc report to capture the most recent status for Adult Priority of Service.

Internal Service Provider Monitoring

Our Service Provider is actively tracking Adult eligible applicants, and monitoring the number of Adults that fall in the “Third Priority” and “Last Priority” categories. They have created an Excel spreadsheet that allows them to accurately determine which applicants should be enrolled as soon as a slot is available. Veterans that fall into the “Third Priority” category automatically rise to the top of the list in order of eligibility determination date, followed by non-Veterans in the “Last Priority” category.

Informal Monitoring

Adult priority of service is informally monitored on a monthly basis, and included in a report out to the WorkLink WDB as part of a snapshot summary of WIOA services provided to participants.

Formal Monitoring

WorkLink formally reviews the Adult priority of service annually as part of the Service Provider's monitoring. A status update is usually included in the formal monitoring report to let Service Providers know how they are tracking as it relates to compliance with the established priorities.

10. A description of how the local board is serving priority populations, including those with barriers to employment, as required by WIOA.

PRIORITY POPULATIONS SERVICES

SC Works WorkLink strives to assist any individual that visits our SC Works Center and to be inclusive of all individuals.

Strategies to Serve Priority Populations:

- Outreach materials are reviewed for correct information, for appropriate language, and for inclusivity prior to publishing for the general public.
- Outreach materials include the appropriate EO and ADA statements to insure customers recognize that we do not discriminate and we will provide appropriate accommodations.
- Success stories are shared about individuals that reflect various demographics and backgrounds of those that commonly use the SC Works Centers. For example, we have a series of success stories that reflect a variety of age, race, disability, gender, and backgrounds that are promoted within our SC Works Centers.
- Program design and outreach materials are constantly reviewed and adjusted to serve priority populations. For example, COVID-19 has influenced how we are serving the public in order to protect those most vulnerable to the virus. The brochures and materials were uploaded to our website, whereas before they were only available in print.
- Dedicated EO Opportunity and ADA Compliance Officer appointed for the region to handle complaints and EO related issues.
- Annual review and monitoring of ADA access. The EO and ADA Officer conduct, or arranges for a qualified partner to conduct, an EO and ADA monitoring at least annually (if not more frequently). The EO and ADA Officer recommends improvements and purchases for expanding access to priority populations. For example, we recently purchased new ADA equipment for our resource rooms in order to provide those with disabilities with updated equipment.
- Training and guidance provided annually on EO, etiquette to use when serving those with disabilities (including service animal etiquette) or language barriers, and safety team procedures for those that may need additional assistance during an emergency.
- Policies for protecting personally identifying information, including disabilities and backgrounds, have been distributed, and case managers have received training on this as well.

WorkLink is willing to change and adapt to meet the needs of those we serve. Below are a couple of initiatives that have not been mentioned above:

Limited English Speaking Services

For example, a WorkLink area employer recently laid off close to 200 employees, a large percentage of them Spanish speaking. As a result we worked with DEW and Spanish translators to insure that Spanish related materials and interpreters were available to work with this population. We are in the process of continuing to update our materials to reflect the growing Spanish speaking population within our area.

Services for those with Backgrounds

Another example of how WorkLink is working to conduct outreach to priority populations comes through the form of the Re-Entry Navigator grant we were just awarded by the State Workforce Development Board. The Anderson County Detention Center, Anderson County Economic Development Office, SC Works, and SC Vocational Rehabilitation will work together to serve pre-release inmates and those that have backgrounds in

re-entering society and the workplace. Many of these individuals have disabilities and will first begin working with Vocational Rehabilitation and then with wraparound services through the SC Works Centers. As a result of the grant, a toolkit will be developed and best practices will be shared with SC Works Center and partner staffs on how to assist those with a background and / or a disability overcome common issues that they may encounter in returning to society or to the workplace.

11. A description of the local area's fiscal and programmatic monitoring process.

OVERVIEW OF MONITORING

The purpose of monitoring is (1) to assist grantees in reaching the desired goals that lead to program efficiency and effectiveness, (2) to identify strengths and weaknesses in the operation of programs and delivery of services, and (2) to ensure compliance with the federal statutes and regulations, state policies, local workforce development area instructions, and contract requirements.

WorkLink monitors each of our service providers in regards to their implementation of the programs, services, and administrative and financial procedures outlined in their grant and in accordance with a formal monitoring guide that was issued June 2019.

The monitoring guide includes the tools and procedures used to monitor each grant for the following types of activities:

- SC Works Operations* as it relates to program delivery
- Adult/Dislocated Worker (DW) Program Delivery
- Youth Program Delivery
- Eligibility Determination
- Assessment
- Adult and Dislocated Worker Activities and Procedures
- Youth Elements, Activities and Procedures
- Follow-Up Procedures
- Equal Opportunity (EO) Law Requirements
- ADA Compliance
- SC Works Online Services
- Data Validation
- Financial Practices
- Property, Procurement and Inventory

*SC Works Operations is monitored under the SC Works Certification Standards issued by the State Workforce Development Board.

Notification of Monitoring

Monitoring begins as soon as the grant is fully executed and is on-going throughout the life of the grant award. At least one (1) visit to the grantee's office/training site will be made during the grant period. A formal monitoring schedule is issued at the beginning of each program year detailing the dates of that year's monitoring. A courtesy reminder email is sent out, with detailed instructions on items to be submitted to the WorkLink staff, at least 30 days prior to the start of the monitoring period. However, announced and unannounced monitoring visits may be conducted. Primarily announced visits will be made when the monitoring requires staff input.

Methods of Review

WorkLink conducts monitoring via desk-top review and on-site visits. WorkLink Staff visits each SC Works Center, Adult/DW program delivery site, and Youth program delivery site throughout the time period scheduled for monitoring.

1. *Desk-Top Review*

Desk-top reviews are conducted on an ongoing basis by the monitor to gather and analyze data for various purposes, including follow-up and investigations. The desk-top review may consist of the following:

- Grantee's compliance documentation
- Contract and subsequent modifications
- Financial reports and supporting documentation
- SC Works Online Services participant and performance data
- The Act and Regulations
- WIOA Ad Hoc Reports in accordance with the most recently issued LWDA instructions.

2. *On-Site Review*

On-site reviews are conducted at the grantee's site and may be performed during a monitoring visit, when providing technical assistance, or when conducting an investigation. On-site monitoring consists of the following:

- Review of participant files
- Interviews of grantee staff, participants, training site supervisors, and/or instructors
- Attending group activities, such as Orientation or workshops
- Review of program and financial records
- Observation of training facilities, instruction, etc.
- Inventory of property

Monitoring File

A monitoring file will be established and will include:

- a. The applicable sections of the monitoring guide.
- b. A letter to the grantee's signatory official summarizing the accomplishments and corrective action required, including a deadline date for the grantee's response in regard to corrective action.
- c. A response from the grantee, particularly when corrective action is required.
- d. Documentation of follow-up by the LWDA staff to ensure corrective action implementation, if necessary.

Monitoring Exit

An exit meeting will be conducted with the Program Management staff. The exit conference will be conducted to discuss accomplishments and to initiate corrective action, as required, without waiting for the written monitoring report. This also provides an opportunity for exchanging additional information, comments, and explanations.

Issuance of Monitoring Report

An official report is written and forwarded to the signatory official within forty-five (45) days of the on-site visit. The report identifies any deficiencies noted as a result of the monitoring, as well as outstanding areas of operation and program accomplishment.

The letter transmitting the report will:

- a. Request a response and corrective action plan within thirty (30) days of the date of the transmittal letter, if deficiencies are noted; or
- b. Advise the grantee that there were no deficiencies noted.

The WorkLink LWDA will review the response and notify the grantee of its decision within thirty (30) days of the date of the response:

- If the response is satisfactory, the grantee will be notified that no further action is required, aside from implementation of the corrective action plan.
- If the proposed corrective action plan is deemed unsatisfactory, the grantee will be so notified and asked to submit a revised corrective action plan within ten (10) days of the date of the transmittal letter.

The revised corrective action plan will be reviewed and the grantee will be notified of a disposition within thirty (30) days of the date of the response. Failure of any grantee to respond within the established time period will automatically trigger sanctions.

If necessary, the WorkLink LWDA will conduct a follow-up review within ninety (90) days of the date of the final disposition. Additional follow-up reviews may be conducted on an as-needed basis, depending on the Grantee's response and may include site visits.

Types of Monitoring and Frequency

- The **Administrative, SCWOS File Management, and Financial** portions of monitoring are conducted in an ongoing process (typically monthly or quarterly) throughout the contract period.
- **Performance Monitoring**, done at least quarterly, will allow a more frequent review of documents reflecting performance and may or may not be so structured as to require "formal" reports to be written. Grantees will be required to provide corrective action plans for areas of deficiency noted during the quarterly performance reviews.
- **Equal Opportunity Monitoring** is conducted on an ongoing basis by the WorkLink LWDA to ensure compliance with equal opportunity requirements. A formal review/self-assessment will be conducted at least annually.
- **Property Monitoring** is conducted at least once annually.
- **Data Validation Monitoring** will be conducted at least once annually in conjunction with the programmatic monitoring. Grantees must ensure that all data elements requiring documentation are supported by the sources outlined in the Data Element Validation Guide.

During Pandemic (COVID-19) Conditions

Monitoring will be conducted with CDC recommended social distancing measures in place. WorkLink will conduct as much of the monitoring as possible remotely in an effort to insure customers are given priority access to site locations. Site visits will be scheduled for low traffic days or while the offices are closed to the public. Depending on the severity of the pandemic, staff, partner, and customer interviews will be conducted through a conference call platform, such as Zoom or WebEx.

12. Copies of current local board policies and definitions, including:

- Supportive Services policy
- OJT reimbursement policy;
- IWT policy, when using local funds;
- Youth incentives policy;
- Local training cap policy;
- Youth BSD policy (if applicable);
- Local definition for youth who "require additional assistance"; and
- Adult and dislocated worker self-sufficiency definition(s) for training.

SEE ATTACHED DOCUMENTATION

13. Copies of current local workforce area documents, including:

- Memorandum(s) of Understanding, including signature sheets;
- Resources Sharing Agreements, including signature sheets;
- All service provider grants, including statements of work and budgets;
- Statements of work for in-house operational staff (where applicable);
- Current or most recent Grant Application Request(s)/Request(s) for Proposals;
- LWDB By-Laws
- LWDB and Committee meeting schedules;
- LWDB budgets; and
- Local monitoring schedules.

SEE ATTACHED DOCUMENTATION

Local Plan Signatures

Local Workforce Development Board:

WorkLink Workforce Development Board
Danny Brothers, Board Chair

Signature

Date

Local Grant Recipient Signatory Official:

WorkLink Workforce Development Area
Steven R. Pelissier, COG Executive Director

Signature

Date

WIOA Local Workforce Development Board Membership

Total Seats 23

Seats Occupied 23

Seats Vacant 0

Business (per Section 107(b)(2)(A))

No.	Name	Affiliation and Title	Contact Phone and Email	Address
1	Danny Brothers	Duke Energy – Large Business Account Manager	864.260.6051 danny.brothers@duke-energy.com	1636 Pearman Dairy Road Anderson, SC 29626
2	David Bowers II	JM Mold South – CEO	864.855.0450 david.bowers2@jimmoldsouth.com	807 Sheffield Road Easley, SC 29642
3	David Collins	Blue Ridge Electric Co-op – Manager of Finance	864.898.2017 david.collins@blueridge.coop	P.O. Box 277 Pickens, SC 29671
4	Stephanie Collins	AnMed Health – Human Resources Manager	864.512.1633 stephanie.collins@anmedhealth.org	800 North Fant Street Anderson, SC 29621
5	Cheryl Allmon	Baxter Manufacturing – Human Resources Manager	864.649.3326 callmon@baxterent.com	2319 Sandifer Boulevard Westminster, SC 29693
6	Melanie McLane	Arthrex	864.260.2046 melanie.mclane@michelin.com	6301 Hwy. 76 Sandy Springs, SC 29677
7	Shonna Williams	Engineered Plastic Components, Inc. – Human Resources Manager	864.633.4007 shonna.williams@epcmfg.com	105 Clemson Research Blvd. Anderson, SC 29625
8	Daniel Brazinsky (Pending Assignment)	Cornell Dubilier Marketing Inc.	864.843.2277	140 Technology Place Liberty, SC 29657
9	Ed Parris	Phillips Staffing - President	864.298.3442 eparris@sbphillips.com	P.O. Box 5664 Greenville, SC 29615
10	Mike Wallace	Print It – Owner	864.882.3609 Mike@printitincolor.com	P.O. Box 1707 Seneca, SC 29678
11	Jennifer Lannom	First Quality	864.437.2025 jlannom@firstquality.com	441 Masters Blvd. Anderson, SC 29626
12	Brooke Garren	Itron – Human Resources Manager	864.718.6557 brooke.garren@itron.com	313 N. Hwy. 11 West Union, SC 29696
13	Robert Halfacre	Carolina Alliance Bank – Senior Vice President	864.644.0301 rhalfacre@carolinaalliancebank.com	6501 Calhoun Memorial Hwy. Easley, SC 29640

Not Less Than 20% (per Section 107(b)(2)(B))

No.	Name	Affiliation and Title	Contact Phone and Email	Address
1	Edgar Brown	International Brotherhood of Electrical Workers (IBEW)(Labor)	731.298.1086 Thewalkingman852@yahoo.com	P.O. Box 537 Sandy Springs, SC 29677
2	Billy Gibson	SC Firefighters Association (Labor)	864.868.7381 pickenschief1@gmail.com	299 Pine Grove Church Rd. Sunset, SC 29685
3	Grayson Kelly*	Tri-County Technical College – Vice President (Apprenticeship)	864.646.1773 gkelly@tctc.edu	P.O. Box 587 Pendleton, SC 29670
4	Kristi King-Brock	Anderson Interfaith Ministries – Executive Director (CBO)	864.224.9256 Kristi.king-brock@aimcharity.org	P.O. Box 1136 Anderson, SC 29622
5	Allen Fain*	Pickens County Adult Education	864.397.3833 AllenFain@pickens.k12.sc.us	201 South Fifth Street Easley, SC 29640

Education & Training (per Section 107(b)(2)(C))

No.	Name	Affiliation and Title	Contact Phone and Email	Address
1	Allen Fain*	Pickens County Adult Education	864.397.3833 AllenFain@pickens.k12.sc.us	201 South Fifth Street Easley, SC 29640
2	Grayson Kelly*	Tri-County Technical College – Vice President (Higher Education)	864.646.1773 gkelly@tctc.edu	P.O. Box 587 Pendleton, SC 29670

Governmental, Economic, and Community Development (per Section 107(b)(2)(D))

No.	Name	Affiliation and Title	Contact Phone and Email	Address
1	Teri Gilstrap	Anderson County Economic Development – Existing Industries Manager (Economic Development)	864.260.4386 tcgilstrap@andersoncountysc.org	126 N. Mc Duffie Street Anderson, SC 29621
2	Patrick Pruitt	SC DEW – Regional Manager (Wagner Peyser)	864.722.8268 ppruitt@dew.sc.gov	1376 Tiger Blvd. Clemson, SC 29631
3	Lisa Gillespie	SCVRD – Area Supervisor (Rehabilitation Act)	864.224.6391 Lgillespie@scvrd.state.sc.us	3001 Martin Luther King Jr., Blvd. Anderson, SC 29625

Others as Chief-Elected Officials Determine Appropriate (per Section 107(b)(2)(E))				
No.	Name	Affiliation and Title	Contact Phone and Email	Address
1	Emily Hodge	Oconee Alliance – Existing Industry Manager (Economic Development / Other)	864.638.4210 ehodge@oconeesc.com	528 Bypass 123, Suite G Seneca, SC 29678
2	Jeromy Arnett	Alliance Pickens – Existing Industry Manager (Economic Development / Other)	864.898.1500 jarnett@alliancepickens.com	P.O. Box 149 Liberty, SC 29657

Denote multiple representation with an asterisk (*).

Total Number of Seats Filled	23
Number of Seats Filled Representing Business	13
Percentage of Seats Filled Representing Business	52%
Number of Seats Filled Representing Not Less than 20%	5
Percentage of Seats Filled Representing Not Less than 20%	20%
Number of Seats Filled Representing Education & Training	2
Number of Seats Filled Representing Gov't, Economic & Comm. Dev.	3
Number of Seats Filled Representing Others by Chief Elected Officials	2

**Local Administrative Entity
Roster of Workforce Staff**
(Non-operational Staff)

Name: Trent Acker	Workforce Job Duties/Responsibilities: Provides strategic leadership on Board initiatives. Also serves as Chief Operating Officer. Oversees the financial management of WorkLink funds. Serves as liaison to the Steering and Finance Committees.
Job Title: Executive Director	
Name: Sharon Crite	Workforce Job Duties/Responsibilities: Oversees all aspects of youth program offering WIOA and other services to our youth population in the WorkLink region. Serves as liaison to the Youth Committee. Provides education outreach efforts to the public and private education sectors of our tri-county area. Oversees the financial management of Youth contracts.
Job Title: Youth Services Manager/Education Outreach	
Name: Meredith Durham	Workforce Job Duties/Responsibilities: Provides clerical, administrative, and support services to the staff and Board. Coordinates the Business Services Integration Team. Manages Incumbent Worker Training Grants and On-the-Job Training contracts. Develops and implements strategic marketing and outreach.
Job Title: Office Manager/Business Service Representative	
Name: Windy Graham	Workforce Job Duties/Responsibilities: Oversees contracts and customer tracking system, provides training and technical assistance, and analyzes performance reports. Also serves as liaison to the Priority Populations Committee and EO Officer. Maintains inventory control system. In-house accounts payable.
Job Title: WIOA Performance & Reporting Manager	
Name: Jennifer Kelly	Workforce Job Duties/Responsibilities: Oversees SC Works System, Operations and WIOA Title I-B Adult and Dislocated Worker programs and grants. Serves as liaison to the SC Works Operations Committee. Oversees the financial management of Adult/DW contracts.
Job Title: Assistant Director	
CONTRACTUAL	
Name: Brandi Runion	Workforce Job Duties/Responsibilities: Provides financial monitoring, technical assistance, in-house OJT monitoring, and supports financial reporting efforts.
Contract Position: Financial Consultant	

Satellite SC Works Center

Name:	SC Works Anderson Center
Address:	512 Michelin Blvd, Anderson, SC 29624
Phone Number:	1-864-260-6780
Fax Number:	1-864-260-6789
Website:	www.worklinkweb.com
Hours of Operation:	8:30am-12:00pm, 1:00pm-5:00pm, Monday thru Friday
List of All Co-located Partners and Available Center Services:	<p>WIOA, Wagner-Peyser (co-located) UI, Vet Rep, TAA, and VR (rotating) All other partners linked electronically</p> <p><i>For job seekers</i> Resource Room to include the following:</p> <ul style="list-style-type: none"> • Labor exchange tools • Computer applications software • Résumé writing software • Career exploration software • Job, career, and skill self-assessment tools • Career, job, and labor market information • Career planning information • Job search information • Interviewing information • Information on writing résumés and cover letters • Information on job retention • Directories • Periodicals (may be print or electronic) • SC Works Center Orientation • Workshops for job seekers and employers <p><i>For employers</i></p> <ul style="list-style-type: none"> • Interview facilities at the Site; • Access to labor market and related information through SC Works Online System (SCWOS); • State and/or federally generated information on the ADA; • Information regarding workplace accommodations for persons with disabilities; • Information and referral to business start-up, retention and expansion services; • Information and referral to sources for developing customized training programs; • Information on career preparation activities; • Information on Trade Adjustment Act (TAA) and certification; • Information about incentives such as OJT programs, based on worker eligibility;

	<ul style="list-style-type: none"> • State and/or federally generated information on tax credits for new hires; • State and/or federal program information on Federal bonding; • Access to information and services through the Center and online; • Referrals of well-qualified SC Works customers including all served populations; • Basic job matching of résumés and applications; and • Other WDB approved business services.
During COVID-19:	<p>WIOA, UI, Vet Rep, TAA, Wagner-Peyser All other partners linked electronically</p> <p><i>For jobseekers</i> Resource Room services prioritized for job search and Unemployment insurance, all other resource room offerings available as social distancing allows or via telephone.</p> <ul style="list-style-type: none"> • SC Works Center Orientation (conference call or one-on-one); and • Workshops for job seekers and employers (virtual or conference call). <p><i>For employers</i> The following services are offered as social distancing allows or electronic means can be utilized:</p> <ul style="list-style-type: none"> • Interview facilities; and • Industry specific job fairs.

Comprehensive SC Works Center

Name:	SC Works Clemson Center
Address:	1376 Clemson Blvd, Suite 102, Clemson, SC 29631
Phone Number:	1-864-643-0071
Fax Number:	1-864-722-9250
Website:	www.worklinkweb.com
Hours of Operation: During CO	8:30am – 5:00pm, Monday thru Friday 8:30am-12:00pm, 1:00pm-5:00pm, Monday thru Friday
List of All Co-located Partners and Available Center Services:	<p>WIOA, UI, Vet Rep, TAA, Wagner-Peyser, DSS (Co-Located) Adult Ed, VR, Goodwill Industries SCSEP (rotational basis) All other partners linked electronically</p> <p><i>For job seekers</i> Resource Room to include the following:</p> <ul style="list-style-type: none"> • Labor exchange tools • Computer applications software • Résumé writing software • Career exploration software • Job, career, and skill self-assessment tools • Career, job, and labor market information • Career planning information • Job search information • Interviewing information • Information on writing résumés and cover letters • Information on job retention • Directories • Periodicals (may be print or electronic) • SC Works Center Orientation • Workshops for job seekers and employers <p><i>For employers</i></p> <ul style="list-style-type: none"> • Interview facilities at the Site; • Access to labor market and related information through SC Works Online System (SCWOS); • State and/or federally generated information on the ADA; • Information regarding workplace accommodations for persons with disabilities; • Information and referral to business start-up, retention and expansion services; • Information and referral to sources for developing customized training programs; • Information on career preparation activities; • Information on Trade Adjustment Act (TAA) and certification; • Information about incentives such as OJT programs, based on worker eligibility;

	<ul style="list-style-type: none"> • State and/or federally generated information on tax credits for new hires; • State and/or federal program information on Federal bonding; • Access to information and services through the Center and online; • Access to media to address the employment and training needs of businesses; • Avenues to place job openings as well as access to SCWorks.org; • Referrals of well-qualified SC Works customers including all served populations; • Staff-assisted employee pre-screening; • Basic job matching of résumés and applications; • Preliminary basic skills and other assessments; • Industry specific job fairs; • Positive recruitments; • Relevant business seminars and information sessions; • Job developer referrals and workshops; and • Other WDB approved business services.
During COVID-19:	<p>WIOA, UI, Vet Rep, TAA, Wagner-Peyser All other partners linked electronically</p> <p><i>For jobseekers</i> Resource Room services prioritized for job search and Unemployment insurance, all other resource room offerings available as social distancing allows or via telephone.</p> <ul style="list-style-type: none"> • SC Works Center Orientation (conference call or one-on-one); and • Workshops for job seekers and employers (virtual or conference call). <p><i>For employers</i> The following services are offered as social distancing allows or electronic means can be utilized:</p> <ul style="list-style-type: none"> • Interview facilities; • Preliminary basic skills and other assessments; • Industry specific job fairs; • Relevant business seminars and information sessions; and • Job developer referrals and workshops.

Satellite SC Works Center

Name:	SC Works Easley Center
Address:	1774 Powdersville Rd, Easley, SC 29642
Phone Number:	1-864-220-8990
Fax Number:	1-864-220-8995
Website:	www.worklinkweb.com
Hours of Operation:	8:30am-12:00pm, 1:00pm-5:00pm, Monday & Tuesday
List of All Co-located Partners and Available Center Services:	<p>WIOA, Wagner-Peyser (co-located) UI, Vet Rep, TAA, and VR (rotating as needed) All other partners linked electronically</p> <p><i>For job seekers</i> Resource Room to include the following:</p> <ul style="list-style-type: none"> • Labor exchange tools • Computer applications software • Résumé writing software • Career exploration software • Job, career, and skill self-assessment tools • Career, job, and labor market information • Career planning information • Job search information • Interviewing information • Information on writing résumés and cover letters • Information on job retention • Directories • Periodicals (may be print or electronic) • SC Works Center Orientation • Workshops for job seekers and employers <p><i>For employers</i></p> <ul style="list-style-type: none"> • Interview facilities at the Site; • Access to labor market and related information through SC Works Online System (SCWOS); • State and/or federally generated information on the ADA; • Information regarding workplace accommodations for persons with disabilities; • Information and referral to business start-up, retention and expansion services; • Information and referral to sources for developing customized training programs; • Information on career preparation activities; • Information on Trade Adjustment Act (TAA) and certification; • Information about incentives such as OJT programs, based on worker eligibility;

	<ul style="list-style-type: none"> • State and/or federally generated information on tax credits for new hires; • State and/or federal program information on Federal bonding; • Access to information and services through the Center and online; • Referrals of well-qualified SC Works customers including all served populations; and • Basic job matching of résumés and applications
During COVID-19:	<p>WIOA, Wagner-Peyser (co-located) UI, Vet Rep, TAA (rotating only as needed) All other partners linked electronically</p> <p><i>For jobseekers</i> Resource Room services prioritized for job search and Unemployment insurance, all other resource room offerings available as social distancing allows or via telephone.</p> <ul style="list-style-type: none"> • SC Works Center Orientation (conference call or one-on-one); and • Workshops for job seekers and employers (virtual or conference call). <p><i>For employers</i> The following services are offered as social distancing allows or electronic means can be utilized:</p> <ul style="list-style-type: none"> • Interview facilities; and • Industry specific job fairs.

Satellite SC Works Center

Name:	SC Works Seneca Center
Address:	104 Vocational Drive, Seneca, SC 29678
Phone Number:	1-864-646-1741
Fax Number:	1-864-646-1749
Website:	www.worklinkweb.com
Hours of Operation:	8:30am-1:00pm, 2:00pm-5:00pm, Monday thru Friday
List of All Co-located Partners and Available Center Services:	<p>WIOA, Wagner-Peyser (co-located) UI, Vet Rep, TAA, and VR (rotating) All other partners linked electronically</p> <p><i>For job seekers</i> Resource Room to include the following:</p> <ul style="list-style-type: none"> • Labor exchange tools • Computer applications software • Résumé writing software • Career exploration software • Job, career, and skill self-assessment tools • Career, job, and labor market information • Career planning information • Job search information • Interviewing information • Information on writing résumés and cover letters • Information on job retention • Directories • Periodicals (may be print or electronic) • SC Works Center Orientation • Workshops for job seekers and employers <p><i>For employers</i></p> <ul style="list-style-type: none"> • Interview facilities at the Site; • Access to labor market and related information through SC Works Online System (SCWOS); • State and/or federally generated information on the ADA; • Information regarding workplace accommodations for persons with disabilities; • Information and referral to business start-up, retention and expansion services; • Information and referral to sources for developing customized training programs; • Information on career preparation activities; • Information on Trade Adjustment Act (TAA) and certification; • Information about incentives such as OJT programs, based on worker eligibility;

	<ul style="list-style-type: none"> • State and/or federally generated information on tax credits for new hires; • State and/or federal program information on Federal bonding; • Access to information and services through the Center and online; • Referrals of well-qualified SC Works customers including all served populations; • Basic job matching of résumés and applications; and • Other WDB approved business services.
During COVID-19:	<p>WIOA, Wagner-Peyser (co-located) UI, Vet Rep, TAA, and VR (rotating) All other partners linked electronically</p> <p><i>For jobseekers</i> Resource Room services prioritized for job search and Unemployment insurance, all other resource room offerings available as social distancing allows or via telephone.</p> <ul style="list-style-type: none"> • SC Works Center Orientation (conference call or one-on-one only); and • Workshops for job seekers and employers (virtual or conference call only). <p><i>For employers</i> The following services are offered as social distancing allows or electronic means can be utilized:</p> <ul style="list-style-type: none"> • Interview facilities; and • Industry specific job fairs.

SC Works WorkLink Access Point(s)

Host Name (e.g., Goodwill, Library, etc.)	Address	Phone Number	Fax Number	Days and Hours of Operation (for Workforce Services)	Workforce Services Available
Goodwill Industries	2901 S Main St. Anderson, SC 29624	864-296-9034	864-964-8209	8:30 – 5:00pm Monday - Thursday	Resource Room, information about job referrals
Anderson Interfaith Ministries	1202 S Murray Ave Anderson, SC 29624	864-226-2273	864-225-0349	8:30am – 5:00pm Monday – Friday	Computer access for job searches and partner information
United Way of Anderson	907 N Main St # 202 Anderson, SC 29621	864-226-3438	864-226-3430	8:30 – 5:00pm Monday - Thursday	Computer access for job searches and partner information
United Way of Pickens County	PO Box 96. Easley, SC 29641	864-850-7094	864-306-8675	8:30 – 5:00pm Monday - Thursday	Computer access for job searches and partner information
United Way of Oconee County	409 E North 1st St, #A, Seneca, SC 29678	864-882-3130	864-882-9744	8:30 – 5:00pm Monday - Thursday	Computer access for job searches and partner information
Pickens County Library System	304 Biltmore Rd Easley, SC 29640	864-850-7077		9:00am – 6:00pm Monday – Friday	Computer access for job searches and partner information
Oconee County Public Library System	501 West South Broad Street, Walhalla, SC 29691	864-638-4133		9:00am – 6:00pm Monday - Friday	Computer access for job searches and partner information
Anderson County Library System	300 South McDuffie Street, Anderson, SC 29621	864-260-4500		9:00am – 6:00pm Monday - Friday	Computer access for job searches and partner information
The Dream Center of Pickens	111 Hillcrest Drive Easley, SC 29640	864-644-8885	864-644-8882	9:00am-4:00pm Monday - Friday	Computer access for job searches and partner information
Watkins Community Center	204 S Main St Honea Path, SC 29654	864-369-0532	864-369-0580	8:00am-5:00pm Monday - Friday	Computer access for job searches and partner information
SHARE of Oconee County	708 E Main St, Seneca, SC 29678	864-882-3495		8:30am-5:00pm Monday-Friday	Computer access for job searches and partner information

Local Plan Comments: WorkLink Local Plan PY2020-2023

Comment 1	
Originating Entity:	
Comment:	
Comment 2	
Originating Entity:	
Comment:	
Comment 3	
Originating Entity:	
Comment:	
Comment 4	
Originating Entity:	
Comment:	

WorkLink Workforce Development Area Service Providers

Entity Name	Contract Period	Program/Function
Eckerd Connects	7/1/2020 to 6/30/2021 (with grant extension options)	<ul style="list-style-type: none"> - Adult Program Services - Dislocated Worker Program Services - OneStop Operator - Youth Program Services