

SC WORKS

BRINGING EMPLOYERS
AND JOB SEEKERS TOGETHER

2013 – 2017

WorkLink

Workforce Investment Act

Local Plan



The Workforce Investment Act (WIA) gives Local Workforce Investment Boards a unique opportunity to develop employment and training systems tailored specifically to local area needs. The Local Plan should represent a collaborative process among the Chief Elected Official(s) (CEOs) and local workforce partners. This collaboration will create a shared understanding of the area's workforce investment needs, a shared vision of how the local workforce investment system can be designed to meet those needs, and agreement on the key strategies to achieve this vision. The plan should reflect the current and future strategies of the local area for the period July 1, 2013 – June 30, 2018.

The purpose of these guidelines is to assist Local Workforce Investment Boards (LWIBs) in developing a comprehensive five year Local Plan. The Local Plan should include input from WIA partner agencies such as: Adult Education; Job Corps; Wagner-Peyser Act; Veterans Services; Migrant and Seasonal Farmworker (MSFW); Trade Adjustment Assistance (TAA), as well as other local area required and optional partners. The development of a comprehensive Local Plan is critical to effective implementation of the Workforce Investment Act programs and services. The Employment and Training Administration's (ETA) Training and Employment Guidance Letter (TEGL) Number 21-11 significantly modifies the planning process and moves it beyond purely compliance to a strategic plan approach calling for better alignment of resources, increased coordination among programs and improved efficiency in service delivery throughout the workforce investment system. Plans must be developed in accordance with the ETA plan priorities, the State Integrated Workforce Plan 2012-2016, and State Workforce Investment Board priorities and objectives.

USDOL ETA Workforce Emphases and SWIB Priorities include:

- Alignment with state and regional economic development
- Cross-program alignment
- Dual-customer (employer and jobseeker) focus
- Credential attainment
- On-the-Job Training
- Effective use of Labor Market and workforce information
- Business engagement
- Serving target populations
- Targeted training
- Utilizing community resources
- Effective fund utilization
- Performance accountability

Section I. Local Workforce Investment Board Strategic Planning

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

Local Vision and Goals

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

The WorkLink Workforce Investment Board's goal is to have a fully employed, skilled workforce. To that end, we help jobseekers find the tools to build their careers, and we work with businesses to hire quality employees. WorkLink WIB funds programs for adults, dislocated workers, youth, and supports employers through On-the-Job and Incumbent Worker Training programs. We work with economic development agencies in the region to determine what skills are needed for the current and future markets.

Vision Statement - To have a fully employed and highly skilled workforce in South Carolina.

Mission Statement – WorkLink develops the link between employers / businesses, and the workforce.

Core Purpose – We strive to improve the workforce and the quality of life in Anderson, Oconee, and Pickens Counties. By being the vehicle for workforce development in Anderson, Oconee, and Pickens, South Carolina.

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

The WorkLink WIB is focused on four overarching goals in determining the needs of the Workforce System. Our goals and priorities for the remainder of the year are to accomplish the following:

Goal 1. We will understand the skill level of the workforce.

The WorkLink WIB must understand the current skill level of the workforce in Anderson, Oconee, and Pickens Counties in order to be able to attract economic development prospects to our region, and to be able to identify ways to improve the current skill level to make the region more marketable. We are currently using the WorkReady Communities to catalog the skill level of our workforce.

Goal 2. We will involve business in the WIB and WIB activities.

The WorkLink WIB recognizes that employers and businesses are our number one customer. Without the employer community, there would be no need for a workforce. The WIB made

involving businesses in Board activities a priority in order to better understand what employers needs are and how we can help meet their needs.

Goal 3. We will integrate the workforce development system.

The WIB recognizes that there are multiple agencies in the region that deliver workforce development activities. WorkLink's goal is to integrate those partners under one Operator through the SC Works Centers in order to avoid duplication of services, and better leverage resources in the community.

Goal 4. We will create a common theme for the WIB and the workforce system.

This particular goal has been achieved through the SC Works Center branding.

We are completing the Strategic Plan for 2009-2014 and will be writing a new strategic plan for 2014-2019 during program year 2013.

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

During the Strategic Planning process, the WorkLink WIB's focus groups identified the following as:

Strengths:

System One Stop Centers and One Stop On-the-go

- Strong technical school collaborative
- Location (interstate)
- Sincerity of providers (willingness to help)
- Well-funded
- Well-managed funds
- Able to serve a large number of people
- Always looking to change

WIB

- Private sector employers
- Knowledgeable staff
- WorkLink is a recognizable brand
- Board dedication/participation
- Strive to continuously improve
- More engaged
- New orientation
- Recruit better members

Weaknesses:

- Active participation—Board/committees
- Education of the Board members
- Consortium (has been replaced by our Operator Henkels and McCoy)

- Re-evaluation of the committee structure
 - Critical evaluation of data for improvement
 - Awareness of WorkLink in the community
 - Customer/employer perception of the One Stop
4. What action steps or projects are underway or will be implemented to align the current workforce system to the LWIB's vision?

During the Strategic Planning process the WIB identified the following action steps:

Goal I. Understand the skill level of the workforce.

- Objective:* Research and analyze WorkKeys® data.
- Objective:* Increase the number in the workforce assessed with WorkKeys® Readiness Certificate by 1000.
- Objective:* Increase by 10% per year the number of individuals who successfully completed GED or high school diploma through the workforce system.
- Objective:* Certify the basic work skills (soft and computer) of 1000 jobseekers that the SC Works Centers serve each year.

Goal II. Involve business in the WIB and WIB activities

- Objective:* Increase WorkKeys® Profiles by 10% per year throughout the workforce region through awareness.
- Objective:* Increase the # of employers using the workforce development system services by 2% per year.

Goal III. Integrate the workforce development system.

- Objective:* By the end of the calendar year 2009, a SC Works Operator will be in place that regularly convenes service providers and partner agencies.
- Objective:* By 2010, a SC Works Operator will be collecting the data to present to the WIB so they can certify/re-certify the SC Works Centers.

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

The WorkLink WIB formed committees to address each of the four goals.

- The Executive Committee addresses the immediate needs of the Board and personnel items.
- The Finance Committee sets the WIB's budget.
- The Youth Council sets policy for and oversees Youth Service Providers.
- The Workforce Skills and Education Committee addresses Goal One: Understanding the skill level of the workforce, and Goal Three: Integrate the workforce development system. They oversee the Adult and Dislocated Worker WIA programs and have direct oversight of the SC Works System and Centers.

- The Business Partnerships Committee addresses Goal Two: Involve business in the WIB and WIB activities. They oversee the Business Services provided in the SC Works Centers as well as Incumbent Worker Training Grants.

Each committee sets policies and priorities to be achieved in attaining each goal. A WIB staff member has been assigned to each committee in order to be able to assist with reporting. The Service Provider management staff have been provided copies of the strategic plan and goals. They are required through their Statement of Work to align their service delivery models with the WIB's strategic plan goals. All frontline staff members and partners have access to the Strategic Plan through the WorkLink WIB website. Each Service Provider reports to the respective Committee on actions that they are taking in providing services to the community.

Economic and Workforce Information Analysis

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

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

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

| Top 25 industries that are predicted to have the most future job openings in WorkLink. | | | | | |
|--|----------------------|----------------------|-------------------------|-----------------------|--------------------------------|
| Industry Title | 2010 | 2020 | Total Employment Change | Annual Percent Change | 2010-2021 Total Percent Change |
| | Projected Employment | Projected Employment | | | |
| Ambulatory Health Care Services | 4,336 | 6,268 | 1,932 | 3.80% | 44.60% |
| Food Services and Drinking Places | 12,037 | 13,502 | 1,465 | 1.20% | 12.20% |
| Educational Services | 7,464 | 8,482 | 1,018 | 1.30% | 13.60% |
| Specialty Trade Contractors | 3,006 | 3,958 | 952 | 2.80% | 31.70% |
| Administrative and Support Services | 4,463 | 5,414 | 951 | 2.00% | 21.30% |
| Religious, Grant making, Civic, Professional, and Similar Organizations | 3,760 | 4,622 | 862 | 2.10% | 22.90% |
| Transportation Equipment Manufacturing | 3,801 | 4,623 | 822 | 2.00% | 21.60% |
| Nursing and Residential Care Facilities | 2,510 | 3,172 | 662 | 2.40% | 26.40% |
| General Merchandise Stores | 3,209 | 3,801 | 592 | 1.70% | 18.40% |
| Plastics and Rubber Products Manufacturing | 1,478 | 1,925 | 447 | 2.70% | 30.20% |
| Professional, Scientific, and Technical Services | 1,551 | 1,995 | 444 | 2.50% | 28.60% |
| Machinery Manufacturing | 2,658 | 3,041 | 383 | 1.40% | 14.40% |
| Health and Personal Care Stores | 1,607 | 1,987 | 380 | 2.10% | 23.60% |
| Building Material and Garden Equipment and Supplies Dealers | 1,507 | 1,836 | 329 | 2.00% | 21.80% |
| Motor Vehicle and Parts Dealers | 1,583 | 1,892 | 309 | 1.80% | 19.50% |
| Amusement, Gambling, and Recreation Industries | 1,392 | 1,658 | 266 | 1.80% | 19.10% |
| Heavy and Civil Engineering Construction | 811 | 1,071 | 260 | 2.80% | 32.10% |
| Repair and Maintenance | 1,046 | 1,288 | 242 | 2.10% | 23.10% |
| Fabricated Metal Product Manufacturing | 1,684 | 1,900 | 216 | 1.20% | 12.80% |
| Construction of Buildings | 810 | 954 | 144 | 1.60% | 17.80% |
| Food and Beverage Stores | 3,090 | 3,226 | 136 | 0.40% | 4.40% |
| Truck Transportation | 529 | 656 | 127 | 2.20% | 24.00% |
| Merchant Wholesalers, Durable Goods | 1,367 | 1,459 | 92 | 0.70% | 6.70% |
| Merchant Wholesalers, Nondurable Goods | 762 | 849 | 87 | 1.10% | 11.40% |
| Utilities | 763 | 842 | 79 | 1.00% | 10.40% |

Please see the attached WorkLink Workforce Analyst report provided by EMSI in 2012 for an in-depth look at the WorkLink region.

Please see the attached Community Profile for the WorkLink area for the following information: current and projected employment opportunities and the priority ranked list of demand occupations and critical industries for the next five years.

According to the Anderson County Economic Development Office, Anderson County is placing its current and projected employment opportunities in Advance Materials, Automotive, Biosciences, Energy, and Sustainable Agriculture.

Pickens County targets the following industries: Automotive, Plastics and Metal Working, Advanced Manufacturing, and Biotech/Pharmaceutical and Research and Development.

Oconee Economic Development identified: Healthcare & bioscience/biomechanical manufacturing, product manufacturing, Automotive manufacturing, Energy product manufacturing, Warehousing, logistics, and distribution as its focus for economic development efforts.

Upstate Alliance (comprised of ten counties in the upstate region of SC) is placing its current and projected employment opportunities in Advanced Materials, Biosciences, Automotive, Energy and Aerospace.

The WorkLink Workforce Investment Board of Anderson, Oconee, and Pickens Counties will target training towards these five industries for PY'13:

- Administrative and Support and Waste Management and Remediation Services;
- Health Care and Social Assistance;
- Manufacturing;
- Professional, Scientific, and Technical Services; and
- Retail Trade

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

The WorkLink Workforce Investment Board identified its five in-demand, high growth industry clusters using several resources that included local Economic Development Offices, Upstate Alliance, Tri-County Technical College, South Carolina Appalachian Council of Governments Regional Strategic Plan, and Labor Market Information from SC Department Employment and Workforce, Department of Commerce, O*Net, and Bureau of Labor Statistics.

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

The **Administrative and Support and Waste Management and Remediation Services** sector comprises establishments performing routine support activities for the day-to-day operations of other

organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services. The administrative and management activities performed by establishments in this sector are typically on a contract or fee basis. These activities may also be performed by establishments that are part of the company or enterprise. However, establishments involved in administering, overseeing, and managing other establishments of the company or enterprise, are classified in Sector 55, Management of Companies and Enterprises. These establishments normally undertake the strategic and organizational planning and decision-making role of the company or enterprise. Government establishments engaged in administering, overseeing, and managing governmental programs are classified in Sector 92, Public Administration.

The **Health Care and Social Assistance** sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry. Excluded from this sector are aerobic classes in Subsector 713, Amusement, Gambling and Recreation Industries and nonmedical diet and weight reducing centers in Subsector 812, Personal and Laundry Services. Although these can be viewed as health services, these services are not typically delivered by health practitioners.

The **Manufacturing** sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing.

The **Professional, Scientific, and Technical Services** sector comprises 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 sector excludes establishments primarily engaged in providing a range of day-to-day office administrative services, such as financial planning, billing and recordkeeping, personnel, and physical distribution and logistics. These establishments are classified in Sector 56, Administrative and Support and Waste Management and Remediation Services.

The **Retail Trade** sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: store and nonstore retailers.

1. Store retailers operate fixed point-of-sale locations, located and designed to attract a high volume of walk-in customers. In general, retail stores have extensive displays of merchandise and use mass-media advertising to attract customers. They typically sell merchandise to the general public for personal or household consumption, but some also serve business and institutional clients. In addition to retailing merchandise, some types of store retailers are also engaged in the provision of after-sales services, such as repair and installation.

2. Nonstore retailers, like store retailers, are organized to serve the general public, but their retailing methods differ. The establishments of this subsector reach customers and market merchandise with methods, such as the broadcasting of "infomercials," the broadcasting and publishing of direct-response advertising, the publishing of paper and electronic catalogs, door-to-door solicitation, in-home demonstration, selling from portable stalls (street vendors, except food), and distribution through vending machines.

Educational Institutions in WorkLink Region

Anderson University
316 Boulevard
Anderson, SC 29621
864.231.2000
<http://www.andersonuniversity.edu>
2011 Degrees Awarded: 349

Forrest College
601 E River Street
Anderson, SC 29624
864.225.7653
<http://www.forrestcollege.edu>
2011 Degrees Awarded: 63

Tri-County Technical College
7900 U.S. Hwy 76
Pendleton, SC 29670
864.646.1500
<http://www.tctc.edu>
2011 Degrees Awarded: 1,060

Clemson University
201 Sikes Hall
Clemson, SC 29634
864.656.4636
<http://www.clemson.edu>
2011 Degrees Awarded: 4,518

Southern Wesleyan University
907 Wesleyan Drive
Central, SC 29630
864.644.5000
<http://www.swu.edu>
2011 Degrees Awarded: 719

Partnerships and Cross-Program Strategies

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

WorkLink has procured an Operator, Henkels and McCoy to address the integration of the workforce development system. The SC Works Center Operator has called together a consortium of partners (Adult Education, Tri-County Technical College, Department of Employment and Workforce) to advise on workforce system needs. In addition to this, the Operator calls quarterly partner meetings for all mandated and interested parties to discuss challenges in the system. The outcomes are centered on system improvements for quality services and achieving One Stop Certification Standards.

The WIB has established one Comprehensive SC Works Employment Center located centrally to the three counties in Clemson, SC, four satellite SC Works Centers in partnership with Department of Employment and Workforce and Tri-County Technical College, as well as access points through the Adult Education Centers in Anderson, Oconee, and Pickens Counties. Our Operator has partnered with Tri-County Technical College to provide soft skills and computer skills to jobseekers in the three counties.

The WorkLink WIB Business Services Representative is a member of the Workforce Development Alliance, a business services collaboration among all workforce development and economic development system partners in the community, seeking to understand employer needs and addressing those as a group. As a sub-set of this group, the Business Services Integration Team was formed by the WorkLink WIB in order to talk about current employer needs in the SC Works system,

improving services in the system, and in achieving Employer Services, One Stop Certification Standards.

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

We are working closely with Anderson Interfaith Ministries (a local faith-based organization), Goodwill of the Upstate/Midlands (Anderson location), the library systems in Anderson, Oconee, and Pickens counties, the United Ways, and the Parenting Place to provide informational access points to jobseekers.

Recently, WorkLink WIB partnered with the Anderson, Oconee, and Pickens County United Ways on their 2-1-1 project. The WorkLink WIB's goal was to understand what services were available in the community and be able to reduce duplication efforts through the SC Works system.

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

The WIB has strategically placed economic development agencies, education, and key business community leaders on our board in order to address skills gaps and workforce needs.

The WorkLink Youth Council supports the AOP Business and Industry Showcase as the annual Youth Forum. This event aligns with the Youth Council strategic plan for outreach to all youth in the community that may or may not be served through WIA funds. This event is a collaboration of the WorkLink Youth Council, Oconee County Economic Development, Business and Industry, and the K-12 Educational Systems in Anderson, Oconee, and Pickens Counties. Businesses from the WorkLink region come together to demonstrate their products and educate youth on what it takes to be competitive in the manufacturing arena.

WorkLink staff is participating on the PACE Board. PACE stands for Partnership for Academic and Career Education. The PACE Board was formed between the local community college, the area school superintendents, and local business and industry leaders to promote technical and career education for mid-level technology careers. This group focuses on a variety of topics including tech prep curriculum, transitional pathways between secondary and post-secondary technical education, teacher training, and school-to-work learning experiences.

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

The WIB is participating in the Ten at the Top forums along with Upper Savannah, Greenville, and Upstate WIBs in order to address workforce skill needs across the region. The Executive Director of WorkLink represents the region.

The Veteran's Job Fair is a regional collaboration among the three WIBs, Upstate, Greenville, and WorkLink. The SC Works Centers have collaborated to host this event for Veterans and their spouses for the last three years.

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

WorkLink WIB is supporting the WorkReady Communities Initiative in Anderson, Oconee, and Pickens Counties. The Executive Director of WorkLink will be on the steering committee of each county. The Adult, Dislocated Worker, and Youth programs have agreed to support the WorkReady Communities initiatives by encouraging all WIA participants to be WorkKeys® tested during their program participation. Our Business Services Integration Team is promoting the National Career Readiness Certificate (NCRC) to employers in the three counties, and our Service Providers are educating jobseekers on the value of the NCRC.

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

The Workforce Investment Act calls for WIA to be payor of last resort. WorkLink requires all other funding sources to be investigated prior to committing funds. WorkLink will identify partners in the region to provide funding for needed services, such as Financial Aid for classroom training. WIA will pay any remaining costs on behalf of the participant.

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

All outreach, intake, and orientation information and other services available through the WorkLink delivery system is provided to the public through universal access. Any individual will have access to the SC Works system and to core employment-related services. Information about job vacancies, career options, student financial aid, relevant employment trends, instruction on how to conduct a job search, write a resume, or interview with an employer is available to any jobseeker in the U.S., or anyone who wants to advance their career.

Our Operator coordinates the development of marketing strategies with WorkLink Board staff to ensure effective outreach and communication for recruiting of target populations. The Operator develops and coordinates an outreach plan with local chambers of commerce, economic development organizations, local units of government and other relevant business organizations to achieve the goal of reaching and providing quality services to businesses.

The WIB maintains a website (worklink.SCWorks.org) to allow customer's access to SC Works and Business Services information 24 hours a day. WorkLink is an Equal Opportunity Employer / Program and auxiliary aids and services available upon request to individuals with disabilities. We are following the guidelines set forth in the Americans with Disabilities Act, Sections 504 and 508 of the Rehabilitation Act, and Section 188 of Title I of the WIA. The SC Works Operator has identified

staff within the Centers that speak other languages, as well as providing access to a translator service via telephone.

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

AARP program representatives are co-located in the comprehensive center (currently located in Anderson). AARP provides work experience for their program participants in the SC Works Center Resource Rooms in Anderson, Oconee, and Pickens Counties. Their work experience participants' contributions in the resource room offset their financial responsibility for their program representative being housed in our Center. The frontline staff in the SC Works Centers are familiar with SCSEP program requirements and make referrals to potentially eligible jobseekers. AARP's program representative completes the intake and coordinates services for their program participants.

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

The SC Works Centers provide outreach to the community through the following ways:

- Participating in community events in the three counties; presenting information on WIA and SC Works Center offerings to community and civic organizations; distributing brochures, flyers, broadcast emails, and pamphlets; posting significant SC Works Center events through the WorkLink website; and through the radio.
- The Operator has developed referral processes with various organizations throughout the three-county region in order to identify those jobseekers in need of WIA services, and to provide wrap-around services to individuals that need more than WIA services can provide. WIA gives priority first to Veterans, and then those that are low-income individuals.
- In determining need for classroom training, Case Managers encourage jobseekers to consider non-traditional job opportunities. Case Managers also screen for Displaced Homemakers and for migrant-seasonal farmworkers. The WorkLink WIB is working with various agencies in the area to determine a pathway for ex-offenders seeking employment opportunities to find services.

Section II. Local Operational Planning

Participant Training

18. How many people in your area lack the basic education credential of high school diploma or GED? How is that significant barrier being addressed to build a workforce ready for further training and employment?

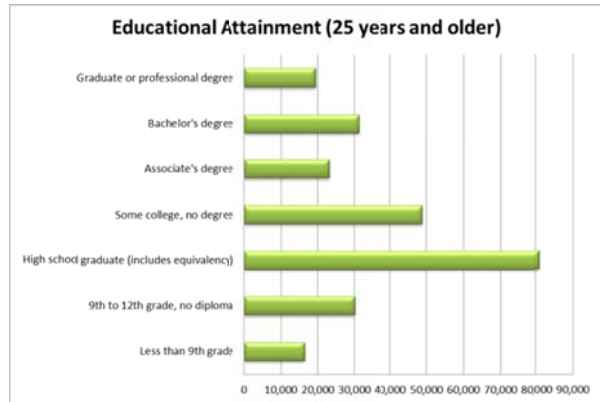
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SC Department of Employment and Workforce

June 14, 2013

According to the American Fact Finder, the WorkLink region's population equaled 380,623 individuals in the 2010 Census. Of those individuals counted in the 2010 Census, 249,717 were 25 years and older. Within the population of 25 years and older, 46,405 individuals lacked a High School Diploma or its equivalent, roughly 18.5%.



The WIB recognizes this as an area of concern, and we have developed a goal in our Strategic Plan in order to keep this as a priority for our Service Providers and for our region.

In understanding the skill level of the workforce in the WorkLink region, several objectives include Adult Education remediation and HSD/GED attainment. The Workforce Skills and Education Committee is addressing how to communicate the importance of a High School Diploma or GED credential to the WorkLink community. We have set a goal for the system to obtain at least a 10% increase in HSD/GED attainment levels each year through 2014. We have seen an increase in GED attainment levels over the last five years.

The LWIA/LWIB Youth Council affect the educational and occupational credentialing by supporting our Youth Provider (PYC) in their recruitment and/or referral of citizens (ages 17-21) to participate in our youth program for at-risk-youth.

Henkels and McCoy, as program manager for PYC and the Adult/DW programs, has established collaboration with the local Adult Education Centers in Anderson, Oconee, & Pickens counties to make available to each participant the opportunity to earn a GED or H. S. Diploma. Henkels and McCoy has a Memoranda of Agreement (MOA) with each Adult Education Center; this is a significant partnership and leveraging of funds. Basis Skills Remediation is addressed and WorkKeys® testing is offered. Occupational credentialing is aligned with the participants Individual Educational/Employment Plan (IEP) and the in-demand occupational training clusters identified for the WorkLink Region.

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

WorkLink area residents have access to adequate, quality training providers that are providing in-demand occupational training. We have the following educational providers in our Workforce area: Anderson University, Forrest College, Tri-County Technical College, Clemson University, and Southern Wesleyan University. Participants may also choose training with neighboring workforce investment areas' training providers such as Greenville and Piedmont Technical Colleges on a regular basis as well.

20. Describe any regional or sector-based training initiatives in which your local area is involved or planning to be involved in PY'13 and beyond. Explain how any regional activities have influenced or shaped the demand occupation and industry list provided for question 6.

WorkLink Workforce Investment Board includes educational and economic development representatives for Anderson, Oconee, and Pickens. They were heavily involved in the Board's decision to assign our in-demand, high-growth industry clusters. Regional or Sector-based training initiatives are found within our local workforce system. Several of the local school districts and/or career and technology centers have become involved in launching youth apprenticeship programs, collaborations, job shadowing, employment opportunities paid/unpaid, and internships with some of the local industries (Michelin, United Tool and Mold, Inc., and Electrolux). Our WIA youth provider offers work experience opportunities in our LWIA and has plans in PY13 to expand the quality of the work experiences influenced by the demand occupation and industry list. Youth Council plans to explore in PY13 out-of-school youth apprenticeship opportunities within the DOL youth activity code definition of apprenticeship along with a review and enhancement of local training opportunities for youth influenced by the demand occupation and industry list.

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

WorkLink Workforce Investment Board is represented on the South Carolina WorkReady Communities. Soft Skills training is provided through a partnership with Tri-County Technical College, Department of Employment and Workforce, and the Workforce Investment Act in our Centers and throughout the community. Referrals to Vocational Rehabilitation and other agencies and faith-based organizations are available to the public. WorkLink Workforce Investment Board is represented on the PACE Board and United Way Community Impact Vision Councils within our communities which has emphasis on soft skills issues/concerns within the school districts and community wide. Identified as part of the Youth Strategic Plan, is the WorkLink Work Readiness Tool for the WIA Youth Program. This tool is utilized to give businesses/employers an opportunity to evaluate a youth participate on a work experience assignment at the mid- point and end of the work experience in the areas of work readiness and soft skills. WIA Youth provider use identified soft skills curricula (Tackling the Tough Skills and Career Smart) with youth participants. LWIB has seen improvement over the years in local awareness and implementation of WorkKeys® within the workforce system.

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

Self-sufficiency has been defined as "household income 150% above the Lower Living Standard Income Level". We have established training coordination and satisfactory progress policies for both Youth and the Adult/DW program. The WIB has provided guidelines to the Service Provider on how

to determine need for training and how to determine whether or not an occupation is in-demand for our region.

Participant Services

Adult and Dislocated Workers

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

WIA §118 (b) (4): a description of the type and availability of adult and dislocated worker employment and training activities in the local area;

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

WIA provides the following three-tiered participant service levels to Adults and Dislocated Workers:

1. **Core Services** are self-service or informational. Core Services are designed to inform and educate individuals about the labor market, their employment strengths, weaknesses and the range of services appropriate to their situation are considered informational in nature, and therefore do not require registration or enrollment into WIA. Core Services does not require significant staff involvement. The following are offered as part of Core Services:
 - a determination of whether the applicable Adult or Dislocated Worker participant is eligible to receive assistance under provisions of the WIA;
 - outreach, intake, and orientation to the information and other services available through the SC Works delivery system;
 - initial assessment of skill levels, aptitudes, interests, and supportive services needs;
 - job search and placement assistance;
 - provision of employment statistics information including the provision of accurate information relating to local, regional, and national labor market areas including:
 - job vacancy listings in such labor market areas;
 - information on job skills necessary to obtain the jobs in field of skill level; and
 - information relating to local occupations in demand and the earnings and skill requirements for such occupations.
 - provision of performance information and program cost information on eligible providers of training services as described in Section 122 of the WIA, provided by program, and eligible providers of youth activities described in section 123 of the WIA, providers of Adult Education described in Title II of the WIA, providers of post-secondary vocational education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.), and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);
 - provision of information regarding 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;

- provision of accurate information relating to the availability of supportive services, including child care and transportation available in the local area, and referral to such services, as appropriate;
 - provision of information regarding and/or assistance in filing claims for unemployment compensation;
 - assistance in establishing eligibility for:
 - programs of financial aid assistance for training and education programs that are not funded under the WIA and are available in the local area;
 - follow-up services, including counseling regarding the workplace, for participants in workforce investment activities authorized under the WIA who are placed in unsubsidized employment, for not less than 12 months after the first day of exit, as appropriate.
2. **Intensive Services** are WIA staff-assisted job search and occupational development services. Intensive Services require eligibility determination and enrollment into WIA. The following are offered as part of Intensive Services to those that are eligible and suitable for WIA services:
- In-depth interviewing and evaluation to identify employment barriers;
 - assist in the design of individual employment plans (IEP) to identify employment goals, appropriate objectives, and appropriate combination of services for the participant to achieve the employment goals. The participant and the Intensive Services Case Manager should jointly complete this plan. The IEP should be reviewed every ninety (90) days and revised when/if the participant's objectives change. The Intensive Services Case Manager should document in the case notes that the IEP was reviewed with the participant and no revision is needed for this quarter. If revised, the Intensive Services Case Manager and the participant will sign the revised IEP and document in the South Carolina Works Online System (SCWOS) System. The IEP must be completed in the SCWOS system as required by the state of South Carolina.
 - group counseling;
 - continual counseling and career planning assistance;
 - continual or on-going assessment of the WIA participant's capabilities and potential for obtaining his/her self-sufficient unsubsidized employment goals and need for supportive services;
 - short-term pre-vocational services, including, but not limited to, communication skills, interviewing skills, punctuality, personal hygiene, and professional conduct, to prepare the individual(s) for self-sufficient unsubsidized employment or training services;
 - individualized case management services to WIA Adults and Dislocated Worker participants who are still unable to acquire self-sufficient unsubsidized employment through Intensive Services and have been recommended for training services.
3. **Training Services** pays job-training costs associated with WIA-approved training programs. WIA funds should be coordinated with other resources, such as Trade Adjustment Assistance (TAA), federal Pell Grants and other partner funds. The following are offered as part of Training Services as resources are available and the participant is determined in need:

- issue Individual Training Account (ITA) for any recommended allowable occupational skills training including training for non-traditional employment; or
- enter the participant in a program that combines workplace training with related instruction; or
- enter the participant in skills upgrading or retraining; or
- enter the participant in an appropriate entrepreneurial training activity; or
- enter the participant in an appropriate job readiness training activity; or
- enter the participant in an appropriate adult education and/or literacy activity provided in combination with services; or
- enter the participant in customized training conducted with a commitment by an employer or group of employers to employ the individual upon successful completion of the training.

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

Assessment identifies skills, strengths and deficiencies, and attitudes relating to vocational training, basic education, and employment. The assessment phase may be used for career discovery and specific job applications. It forms the basis for intensive services by measuring academic development, workplace skills, interests, job seeking and retention skills, financial situation, work readiness, employment and family barriers, and ability to learn to do work tasks.

The assessment relates to the formation of the participant's goals by addressing the need for:

- A) Adequate basic education skills and work background for the choice of services or jobs.
- B) Required occupational tasks and skills customers must develop to achieve their goals.
- C) Realistic job seeking skills and the work maturity (attitude) to get and keep a job.
- D) Sources of additional support needed for success and the agencies that can provide this support.

Case managers are required to provide on-going assessment of participant's capabilities and potential for obtaining educational, employment and training goals, and the need for supportive services.

The Case Managers use the following assessments in drafting an IEP:

- An assessment questionnaire from the SC Works Online System (SCWOS) - guides the conversation between the Case Manager and the participant
- TABE - The Test for Adult Basic Education gives basic skills scores for math and reading comprehension
- WorkKeys® - Gives basic skills scores for Reading Comprehension, Applied Mathematics, and Locating Information
- CareerScope - an interest inventory that allows the participant to discover their interests in a priority ranking
- SCOIS - an interest inventory that priority ranks their interests and matches them to school programs

- O*Net online - Career Exploration linked with transferable skills assessments

The **Individual Employment Plan** (IEP) is developed with the participant based on the results of the completed comprehensive assessment. The IEP will:

- A) Identify all educational and employment goals to be achieved.
- B) Describe the training activities and appropriate services the Adult or Dislocated Worker will receive to achieve those goals and overcome existing barriers.
- C) Include objectives and planned outcomes, including specifics (who, what, when, where, and how) should be identified.
- D) Detail non-WIA funded services received during participation in WIA and marked as a partner funded service (i.e. Pell Grant).

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

The Case Manager determines the participant's need for classroom training based on the assessment results. The Case Manager issues an Individual Training Account (or classroom training budget) using their proprietary software called Efforts to Outcomes (ETO) to each participant approved to attend classroom training. The Case Manager then issues vouchers (or invoices) based on the ITA budget line items on behalf of the participant for training costs. Per the WorkLink Workforce Investment Board, ITA budgets issued on behalf of a participant are not to exceed \$5,000 in a program year, and not to exceed \$10,000 in a lifetime.

The ETO system tracks all obligations and expenditures for the participants participating in classroom training. Administrative staff at the WorkLink WIB office have read-only access to ETO. WorkLink Staff are able to pull real-time ITA obligations at any time. The frontline staff are tasked with updating the ITA while the participant is sitting at their desk.

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

WorkLink WIB has issued a Monitoring Guide instruction Letter to our Service Providers. The WorkLink WIB staff monitors the Adult/DW program in a team effort:

Jennifer Kelly, Program Director, oversees and monitors the programmatic elements; Brandi Runion, Finance Director, oversees and monitors the Financials; Windy Graham, WIA Performance and Reporting Specialist, oversees eligibility determination processes, file management, and SCWOS data entry; and Renee Murdock, Business Services Representative, oversees the On-the-Job Training Contract portion of the grant. Jennifer Kelly is the primary contact for the Adult/DW grants with Henkels and McCoy.

In order to ensure WIA programs are operating in accordance with the federal statutes and regulations, state policies, local workforce investment area instructions, and the WIA grant, the WorkLink WIB monitors programs, services, and administrative and financial procedures in accordance with the monitoring guide.

The scope of the review includes (and others if deemed necessary):

- SC Works Operations
- Eligibility Determination
- Assessment
- Adult and Dislocated Worker Activities and Procedures
- On-the-Job Training Coordination
- Follow-Up Procedures
- Equal Opportunity (EO) Law Requirements
- SC Works Online Services
- Financial Practices
- Inventory

WorkLink Staff visits each SC Works Center throughout the week of monitoring to observe processes and procedures, review case files (both SCWOS and participant hard files), conduct staff interviews, and attend workshops. Other methods may be used as well. Technical Assistance is provided throughout the monitoring visit.

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

The Performance and Reporting Specialist provides reports monthly to the Program Director. The Program Director reviews the data. The Performance and Reporting Specialist conducts monthly desk top review and annual program monitoring of the data. When any clean-up of the data is required a request is sent to the service provider.

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

The following supportive Services are available to Adults and Dislocated Workers: Childcare assistance, transportation reimbursement, emergency assistance, and tools and uniforms assistance for those entering employment, work experience, or OJT opportunities. Those receiving supportive services must be determined low-income at the time of eligibility determination or may re-apply using the same income calculations guidelines as eligibility determination. Low-income status must be documented in the file and in a case note. Individuals must express need for assistance during ongoing assessment.

Youth

WIA §118 (b) The local plan shall include – (6) a description and assessment of the type and availability of youth activities in the local area, including an identification of successful providers of such activities;

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

Youth Council priorities are to direct and recommend to the Board how local WIA youth services are to be delivered, recommend WIA youth providers to the WIB, conduct oversight, and make sure funds are spent in a responsible manner. Broaden the youth employment and training focus in the community to incorporate a youth development perspective.

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

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

The Youth Council overall strategy is to evaluate the return on investment, satisfactory progress, and performance outcomes of our youth providers.

Challenges and skill gaps that youth face most often in the WorkLink area:

- Transportation
- Not having an active support system in their home
- Not having a consistent home to go home to/no security
- Lack of generational education. Families feel as though there is no reason for them to attain a higher education than a GED.
- No confidence in themselves
- No accountability in the past to anyone
- Lack responsibility/dependability
- Emotionally needy
- Parenting youth
- No prior experience in taking directives due to no accountability in the home
- History of abuse, trust issues etc.
- They give up easily because no one believed in them before and they do not believe in themselves
- Lack of resources
- Lack of relationships and relationship building, trusting
- Lack of work readiness skills
- Lack soft skills
- Lack of work experience
- Basic skills

30. What types of assessments are used to determine barriers, skills, and interests of youth? Discuss the types of activities available, and the outreach and intake processes used to attract and engage eligible youth. How and by whom is each of the ten Youth elements being provided? How are participants determined to be in need of and referred to particular services?

Youth Provider has been contracted to provide the following services as outlined in the Contract Statement of Work:

- Outreach & Recruitment to include Orientations, Community Presentations, Coordination with Adult Education & K-12.
- Assessments
 - TABE (Reading & Math Assessment)
 - SCOIS (Interest Inventory)
 - Aptitude Testing (as needed)
 - WorkKeys® (for those who enroll)
- WIA Eligibility Determination
- WIA Suitability
- WIA Program Enrollment
- Objective Assessment to assist in identifying and determining the needs of a youth participant and/or referral to a particular service.
- Individual Employment Plan or Service Strategy which identifies youth participant goals.
- Development One-on-One Career Counseling and Coaching
- Career Smart (Employability Workshops) including;
 - NIOSH Safety
 - Expungement Clinics
 - Financial Literacy
 - Parenting Classes
- Mentoring
- Supportive Services for Transportation, Childcare, and Emergency Assistance –documented in SCWOS/hard file by career coach entry of appropriate youth activity code, check and balance voucher system, attendance/ time sheet, participant signature, separation of duty of voucher process and payment of incentives and supportive services payments.
- Work Experience (Paid & Unpaid)
- Placement into Employment, Military, and/or Post-Secondary Education
- 12 Months of Follow-up

The Ten Youth elements are provided by the youth provider, and collaboration with partners and community agencies.

WIA Youth 10 Elements from the Regulations

(a) § 664.410 Must local programs include each of the ten program elements listed in WIA section 129(c)(2) as options available to youth participants? (i) Yes, local programs must make the following services available to youth participants:

1. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;
2. Alternative secondary school offerings;
3. Summer employment opportunities directly linked to academic and occupational learning;
4. Paid and unpaid work experiences, including internships and job shadowing, as provided in §§ 664.460 and 664.470;
5. Occupational skill training;
6. Leadership development opportunities, which include community service and peer-centered activities encouraging responsibility and other positive social behaviors;
7. Supportive services, which may include the services listed in § 664.440;
8. Adult mentoring for a duration of at least twelve (12) months, that may occur both during and after program participation;
9. Follow-up services, as provided in § 664.450; and
10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.
 - a. Local programs have the discretion to determine what specific program services will be provided to a youth participant, based on each participant's objective assessment and individual service strategy. (WIA sec. 129(c)(2).)

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

The data and analyses used by Youth Council/WIB: performance outcomes, enrollment, achievement of strategic priorities/goals set by Youth Council/WIB, activities/services offered to our youth participants, management of funds, budget versus actual expenditures/obligations.

Steps taken to address any/each unsatisfactory provider or deficiency are: technical assistance, frequent monitoring, corrective action plan, and sanction policy.

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

Sharon Crite is the Youth Services Manager and primary contact for the youth grant with Palmetto Youth Connections (PYC). The Youth Services Manager oversees and monitors the youth programmatic elements; Windy Graham, WIA Performance and reporting Specialist oversees eligibility determination processes, file management, and SCWOS data entry; and Brandi Runion, Finance Director oversees and monitors the financial elements of the youth program/grant.

In order to insure the WIA youth program is operating in accordance with the federal statutes and regulations, state policies, local workforce investment area (LWIA) instructions, WIA youth statement of work, youth council directions, and youth strategic plan objectives, the WorkLink WIB monitors program, services, administrative and financial procedures in accordance with the monitoring guide.

The scope of the monitoring review includes (and others if deemed necessary):

- Desk Top Review
- Eligibility Determination
- Assessment(s)
- Youth Activities and Procedures
- Attendance Verification
- Supportive Services
- Case Notes
- Case Closures
- Follow-Up procedures
- Observations and Best Practices
- Equal Opportunity (EO) Law requirements
- SC Works Online Services
- Financial Practices
- Inventory

WorkLink staff visit each PYC site location throughout the week of monitoring to observe processes and procedures, observe interaction of Career Coaches with participants, review case files (both SCWOS and participant hard files), conduct staff interviews, hold interactive conversation with actual participants, and conduct an entrance/ exit conference with staff. Technical assistance is provided throughout monitoring.

33. What type of supportive services and incentives are available to Youth participants? What criteria are used to provide supportive services and incentives, and how is this information provided to participants? How is the need documented in SCWOS and/or the hard file?

Supportive Services for Transportation, Childcare, and Emergency Assistance are offered through the Youth Service Provider, Palmetto Youth Connections. The need is documented in SCWOS and in the hard file by the career coach entering the appropriate youth activity code. Henkels and McCoy has established a check and balance system for processing vouchers to include verification of attendance/time sheets, capturing appropriate signature(s), separation of duties for payment of

incentives and supportive services. The supportive service need is determined by the Objective Assessments and incentives are determined by the achievements of identified goals.

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

WorkLink ensures complete, accurate and timely data entry that is compliant with WIA reporting requirements. WorkLink is responsible for the documentation of all required elements, both in the database management information system called SC Works Online Services (SCWOS). WorkLink retains the original copy of the eligibility application and back-up documentation for data validation. We monitor on an on-going basis for compliance with the Act, Regulations, Statement of Work, financial reporting, Data System reporting, and other administrative instructions

Performance

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

Please complete the chart below:

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

| Performance Measure | PY 2012 Goal | PY 2012 80% of Goal | PY 2012 Actual Performance thru 4 th Quarter | PY 2013 Goal | PY 2013 80% of Goal |
|--|--------------|---------------------|---|--------------|---------------------|
| Adult Entered Employment Rate | 69.1 | 55.3 | | 69.1 | 55.3 |
| Adult Employment Retention Rate | 88.8 | 71.0 | | 88.8 | 71.0 |
| Adult Six-Month Average Earnings | \$11,538 | \$9,230 | | \$11,538 | \$9,230 |
| Dislocated Worker Entered Employment Rate | 69.8 | 55.8 | | 71.2 | 57.0 |
| Dislocated Worker Employment Retention Rate | 95.2 | 76.2 | | 93.3 | 74.6 |
| Dislocated Worker Six-Month Average Earnings | \$14,760 | \$11,808 | | \$14,908 | \$11,926 |
| Youth Placement in Employment or Education | 73.8 | 59.0 | | 75.3 | 60.2 |
| Youth Attainment of Degree or Certificate | 77.7 | 62.2 | | 77.7 | 62.2 |
| Youth Literacy or Numeracy Gains | 67.3 | 53.8 | | 65.3 | 52.2 |

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

Reports from the SC Works Operator and Adult/DW Program:

- Usage Report - primarily a Core level report. Describes services provided in the SC Works Centers by County/location for jobseekers and employers.
- Adult/DW Program Report - primarily an Intensive Services and Training level report. Describes the number of those determined eligible, suitable, enrolled, participating in Training services (primarily OJT).
- Financial Status report - tracks Service Providers expenditures by varying perspectives
- ETO Obligation Report - tracks ITA obligations by program year and fund stream.

Reports from the WorkLink Youth Service Provider: Palmetto Youth Connections (PYC):

- Youth Participation Level Report
- Youth Caseload Report
- Youth Training Received Report
- Youth Service Provider Enrollment Report for WIB
- Youth Service Provider Report(s) for Youth Council
- Financial Status report - tracks Service Providers expenditures by varying perspectives
- ETO Obligation Report - tracks ITA obligations by program year and fund stream.

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

Service Delivery

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

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

The SC Works Centers will be working on referral processes with Wagner-Peyser and Unemployment Insurance as well as all other partners in the SC Works System. The Operator will be involved in community events and will be providing orientation sessions at all access points and Satellite Centers in the community throughout the program year. The Operator has been supplied with SC Works Center brochures for spreading the word. The Operator will also be hosting internal job fairs for employers in the Center, which will generate traffic. The Workforce Skills and Education Committee, which oversees the Operator and the SC Works system, will evaluate the outreach needs and will approve a final outreach plan for the SC Works Centers.

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

The SC Works orientation for WorkLink covers partner services in the SC Works Centers and throughout the system. It describes the locations and access points available to all jobseekers, and provides information Core, Intensive, and Training Services made available through the SC Works Centers. The Career Coaches and DEW employees provide Orientations in groups, to individuals, and through the website. Group orientations are offered once per week in each of the three counties SC Works Centers. Individual orientations are on an as-needed basis.

38. What steps is the WIB taking to align efforts of workforce development partners within the SC Works Centers to achieve accessible, seamless, integrated and comprehensive services to businesses and jobseekers?

The SC Works Operator is working with all partners to update the MOU, Resource Sharing Agreements, and Cost Allocation Plan. The MOU will include a referral process that all partners will follow. The SC Works Operator is also negotiating space and availability of services in each of the SC Works Centers as part of the Resource Sharing Agreements. In moving to a new Comprehensive Center, the SC Works Operator has arranged the offices in such a way that they are functionally aligned.

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

All staff are trained on partner offerings in the community. Once a jobseeker is determined in need of additional assistance, the jobseeker is given a referral sheet with instructions on how to access the partner's program. The staff request that the jobseeker follow-up with them to let them know if their needs were met.

If the jobseeker is located at an access point, the partner staff on-site has information on how the jobseeker may contact the Center for further information.

The Operator has posted information about partners in the resource room of each SC Works Center. Brochures and websites are identified for jobseekers to learn about partner offerings.

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

www.worklink.scworks.org; Brandi Runion and www.scacog.org; Lynne Jenkins

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

| Customer Group | Carry-In | Q1 New | Q2 New | Q3 New | Q4 New | Total New PY'13 | # to Receive Training |
|--------------------|----------|--------|--------|--------|--------|-----------------|-----------------------|
| Adults | 295 | 56 | 35 | 63 | 63 | 217 | 163 |
| Dislocated Workers | 137 | 24 | 15 | 27 | 27 | 93 | 70 |
| Youth | 70 | 20 | 15 | 30 | 20 | 90 | 74 |
| Total | 502 | 100 | 65 | 120 | 120 | 400 | 307 |

Fund Utilization

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

The WIB and Henkels & McCoy work together to ensure timely fund utilization of all WIA funds by tracking them both monthly and quarterly. Some expenditures only occur at certain times of the year and are noted when looking at the fund utilization. It is a requirement in the statement of work that the Henkels & McCoy expend at least 90% of their grants by the end of the grant period. We do anticipate moving 35% of our DW money to Adult in Program Year 2013 and do not anticipate the need for additional Rapid Response funds.

43. How are obligations tracked and documented?

Obligations are tracked and documented by the Finance Director, Brandi Runion. Our program obligations are the remaining balances in the Henkels & McCoy contracts and any Resource Sharing Agreement's that have been signed.

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

Business Services

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

Reneé Murdock
 Business Services Representative
 WorkLink Workforce Investment Board
 1376 Tiger Blvd, Suite 102, Clemson, SC 29631
 P: 864-646-1468 Relay Service Dial 711 (TTY)
 Email: rmurdock@worklinkweb.com

The Business Services Team Lead is responsible for coordinating Employer Services in the WorkLink region. This person provides leadership and guidance to Business Services team members on providing quality services in the WorkLink region. This person will also coordinate the Employer Services Standards for One Stop Certification.

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

WorkLink has developed a Business Services Integration Team. The team meets on a monthly basis to discuss the business service role that each team member has in the community. As part of the team's purpose, we look for ways to unduplicate efforts in the community; if a member already has a relationship established with a business in the community, the other members of the team go through that relationship to provide services. In addition to this, we are looking at appropriate no-cost services or fee-for services that our Board will endorse for business services in the SC Works Centers. We have been using the Market Penetration Rate and the Employer feedback that we have used to improve quality of services. The Operator has been encouraged and directed to interact and support Economic Development initiatives as called upon by the Economic Developers.

We anticipate for PY2013 that we will be able to implement an Employer Service Strategy that clearly delineates the purpose, goals, and services that the WorkLink region will provide as a whole to targeted customers. We also plan to finalize the implementation of a communicate database called Synchronist. Synchronist will allow us to talk with each team member, including Economic Developers, about identified needs in the employer community.

Our active Business Services team members include, the Recruiter, Virtual Recruiter, Veteran Representative, Vocational Rehabilitation, Goodwill Industries, AARP, Department of Social Services, Tri-County Technical Colleges, the local Economic Development offices, and others.

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

The Business Services Integration Team is working on an Employer Services Strategy that will clearly layout priorities for the team and set goals to be accomplished. The team is working on a strategy that identifies clearly who will be responsible for which outreach to which companies. We will target small businesses as our primary focus. The team will be representatives of the system and not just their own programs. The team is working on a way to educate themselves on all available business services available in the region.

We are currently providing the following items to small businesses:

- Job Postings – Online, phone call, fax, in-person
- Applicant screening and referral to employer specifications
- Customized Recruitment
- Job Fairs
- Provision of Labor Market Information
- Interviewing Space, Scheduling
- Provision of information and referral related to:
 - Tax Credits
 - Community Resources
 - Federal Bonding
 - Americans with Disabilities Act (ADA)
 - Veterans services
- Incumbent Worker Training Grants (Layoff Aversion only)
- OJT
- Information on Unemployment Insurance (UI)
- Rapid Response services
- Trade Adjustment Assistance (TAA) information and services
- Veterans Employment Services
- Customized services for significant company or industry dislocations
- Information on WorkKeys testing
- Information on WorkKeys profiling services
- Database of WorkKeys tested applicants
- Access to Career Ready 101 to upgrade employees' skills
- Labor Market Information

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

The WIB has been working with SC Department of Employment and Workforce and the local economic development offices to identify those in need of assistance. We will make appropriate referrals to business services in the community to assist them with layoff aversion, including economic development and Incumbent Worker Training.

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

The Business Services Representative will coordinate with the Rapid Response team to coordinate with the Businesses experiencing a layoff in the WorkLink region. Renee Murdock will be involved in the Management Team meetings and will provide support to the employer during the transition. The Operator will coordinate with Renee to provide an overview of SC Works System services for the affected workers.

Contracts, MOUs, RSAs, and Appendices

WIA §118 (b) The local plan shall include - (2) a description of the one-stop delivery system to be established or designated in the local area, including—

a copy of each memorandum of understanding described in section 121(c) (between the local board and each of the one-stop partners) concerning the operation of the one-stop delivery system in the local area;

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

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

YES NO

a. If not, when will they be updated?

We anticipate having all MOUs signed and updated by October 31, 2013.

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

YES NO

a. If not, when will they be complete?

We anticipate having all MOUs signed and updated by October 31, 2013.

Procurement

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

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

We follow the Appalachian Council of Government's procurement policy when obtaining quotes/bids for services (see procurement policy attached.)

If an advertisement is required, then the ads are placed in the local Anderson, Oconee, & Pickens counties newspapers and SCBO. Local companies in our three county area are researched and emailed a copy of a quote or asked to put in a bid. All documentation is sent to the COG with the check request.

Waivers

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

1. Waiver of WIA Section 101(31)(B) to increase employer reimbursement for on-the-job training
2. Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area
3. Waiver of WIA Regulations 20 CFR 666 and 667.300(a) to reduce collection of participant data for incumbent workers
4. Waiver of WIA Section 134(a)(1)(A) to permit a portion of funds reserved for rapid response activities to be used for incumbent worker training
5. Waiver of WIA Section 134(a) to permit a portion of local adult and dislocated worker funds to be used for incumbent worker training
6. Waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(c)
7. Waiver of the prohibition of WIA Regulation 20 CFR 200 665-510 on the use of Individual Training Accounts (ITAs) for older and out-of-school youth.

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

- Waiver 1. We plan to use the OJT reimbursement rate waiver for small employers.
- Waiver 2. Our board has approved a 35% transfer of funds from Program DW to Program Adult for PY2013.
- Waiver 3, 4, & 5. WorkLink has not provided locally funded Incumbent Worker training this past program year; we do not anticipate using it in PY2013.
- Waiver 6. WorkLink does not anticipate offering customized training during PY2013
- Waiver 7. Our youth provider tracks youth participant obligations/ youth ITAs.

WIB Certification Compliance and Capacity

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

We do not recruit WIB members. Our County Council representatives appoint members to our Board. Upon occasion, the County Council will take recommendations from Board members.

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

WorkLink WIB last completed the Strategic Planning process in April 2009. The plan is coming due in the Spring of 2014. The WIB anticipates beginning the Strategic Planning process in the Fall of 2013 and completing it in the Spring of 2014. The Strategic Plan is routinely reviewed by Committees and the Board. The Annual Retreat for Board members is to review progress and adjust goals. The last set of revisions to the plan occurred at the WIB meeting on October 3, 2012. WorkLink procured and contracted with Ricki Kozumplik, AHA Consulting to facilitate and draft our Strategic Plan. The WIB, the Youth Council and community focus groups were involved in the process. The four goals of the plan are as follows:

Goal I. Understand the skill level of the workforce.

Goal II. Involve business in the WIB and WIB activities

Goal III. Integrate the workforce development system.

Goal IV. Create a common theme for the WIB and the system.

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

The WorkLink WIB is very interested in the success of the Service Providers. Committees have been assigned to oversee the progress of each grant that has been awarded for services, and each Committee has a designated Staff member assigned to report and coordinate information to the Service Providers. The Service Provider is required to attend all Board meetings and Committees that involve relevant information and decision-making. The Statement of Work deliverables and associated budgets and goals are reviewed with the Service Provider on an ongoing basis. The Service Provider reports out to the Committee members at each meeting.

58. What significant changes (e.g., establishing a 501(c)3, restructuring, etc.) is the WIB anticipating making in PY 13 and beyond?

WorkLink is now a 501(c)3 and plans to apply for grants as opportunities arise.

The WorkLink WIB has also made significant changes to the SC Works system structure. The Comprehensive Center will be re-located September 3, 2013 from Anderson to Clemson, SC. The SC Works Satellite Centers will be co-located in the Tri-County Technical College Quick Job Centers and at the Watkins Community Center in Honea Path, SC. Access Points will be revised and updated for the community to access information about jobseeker resources.

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

Attachments

- A. Board Membership Form (WIBs)
- B. Board Membership Form (PICs)
- C. Youth Council Membership Form
- D. Local Administrative Entity Roster
- E. Comprehensive/Satellite SC Works Center(s)
- F. Access Points
- G. Signature Sheet
- H. LWIB PY'13 Budget Summary

Attachment A

WIB Membership Form A
For board originally established as a WIB.

Total Seats 30 (according to Bylaws) Seats Occupied 25 Seats Vacant 5

| Business (must be a majority) | | | |
|--------------------------------------|-------------------|---------------------------------|----------------|
| No. | Name | Affiliation | Term |
| 1 | David Bowers | JM Mold South | 7/1/12-6/30-15 |
| 2 | Stan Brooks | Alice Manufacturing | 7/1/11-6/30/14 |
| 3 | Danny Brothers | Duke Energy | 7/1/13-6/30/16 |
| 4 | David Collins | Blue Ridge Electric Cooperative | 7/1/12-6/30/15 |
| 5 | Stephanie Collins | AnMed Health | 7/1/12-6/30/15 |
| 6 | Jason Duncan | Oconee Machine & Tool | 7/1/12-6/30/15 |
| 7 | *Robert Halfacre | BB&T | 7/1/12-6/30/15 |
| 8 | Leon Harris | Koyo Bearings USA | 7/1/11-6/30/14 |
| 9 | Terence Hassan | State Farm Insurance | 7/1/11-6/30/14 |
| 10 | Michael Keith | Sauer Danfoss | 7/1/12-6/30/15 |
| 11 | Ed Parris | Phillips Staffing | 7/1/11-6/30/14 |
| 12 | Mike Roneker | Cross Country Home Services | 7/1/15-6/30/15 |
| 13 | Mike Wallace | Print-It | 7/1/12-6/30/15 |

| Labor Organizations | | | |
|----------------------------|---------------|---|----------------|
| No. | Name | Affiliation | Term |
| 1 | Mike Crawford | SC Fraternal Order Police Foothills Lodge 9 | 7/1/12-6/30/15 |
| 2 | Billy Gibson | Anderson County Fire Department | 7/1/13-6/30/16 |

| Education | | | |
|------------------|---------------|--------------------------------|----------------|
| No. | Name | Affiliation | Term |
| 1 | *Ronnie Booth | Tri-County Technical College | 7/1/12-6/30/15 |
| 2 | *Mary Gaston | Pickens County Adult Education | 7/1/12-6/30/15 |
| 3 | | | |

| Community-Based Organizations | | | |
|--------------------------------------|-------------------|--------------------------------|----------------|
| No. | Name | Affiliation | Term |
| 1 | *Robert Halfacre | March of Dimes | 7/1/12-6/30/15 |
| 2 | Kristi King-Brock | Anderson Interfaith Ministries | 7/1/11-6/30/14 |

| Economic Development | | | |
|-----------------------------|-------------------|--------------------------------------|----------------|
| No. | Name | Affiliation | Term |
| 1 | Richard Blackwell | Oconee County Economic Development | 7/1/12-6/30/15 |
| 2 | Trent Acker | Alliance Pickens | 7/1/11-6/30/14 |
| 3 | *Burriss Nelson | Anderson County Economic Development | 7/1/11-6/30/14 |

| One-Stop Partners | | | | |
|--------------------------|-----------------|-----------------------------|-----------------------|----------------|
| No. | Name | Affiliation | Program | Term |
| 1 | *Burriss Nelson | Anderson County Econ. Dev. | WIA Title I-B | 7/1/11-6/30/14 |
| 2 | Vacant | SC DEW | Wagner-Peyser | |
| 3 | *Mary Gaston | Pickens Co. Adult Ed | Adult Education | 7/1/12-6/30/15 |
| 4 | Pamela Smith | SC Voc. Rehabilitation | Voc. Rehabilitation | 7/1/12-6/30/15 |
| 5 | N/A | | TANF | |
| 6 | Karen Carter | SC ACOG | Title V – Older Amer. | 7/1/13-6/30/16 |
| 7 | *Ronnie Booth | Tri-County Tech College | Vocational Ed. | 7/1/12-6/30/15 |
| 8 | Vacant | SC DEW | TAA, NAFTA | |
| 9 | Vacant | SC DEW | Veterans E&T | |
| 10 | Vacant | | CSBG E&T | |
| 11 | Melvin Martin | SC Regional Housing Auth. | HUD E&T | 7/1/13-6/30/16 |
| 12 | Vacant | SC DEW | UI | |
| 13 | Elaine Bailey | SC Dept. of Social Services | Other | 7/1/12-6/30/15 |
| 14 | | | Other | |

Denote multiple representations with an asterisk (*).

| | |
|---|-----|
| Total Number of Seats Filled | 25 |
| Number of Seats Filled Representing Business | 13 |
| Percent of Seats Filled Representing Business | 52% |
| Number of Seats Filled Representing Education | 2 |
| Number of Seats Filled Representing Labor | 2 |
| Number of Seats Filled Representing Community Based Organizations | 2 |
| Number of Seats Filled Representing Economic Development | 3 |
| Number of Seats Filled Representing Mandatory One-Stop Partners | 3 |
| Number of Seats Filled Representing Additional One-Stop Partners | 1 |

Attachment C**Youth Council Membership Form**Total Seats 18 Seats Occupied 13 Seats Vacant 5

| WIB Members | | | |
|--------------------|-------------------|--------------------------------------|----------------|
| No. | Name | Business/Agency/Institution | Term |
| 1 | Kristi King-Brock | Anderson Interfaith Ministries, Inc. | 7/1/13-6/30/16 |
| 2 | Vacant (Co-Chair) | | |

| Youth Service | | | |
|----------------------|---------------|---|----------------|
| No. | Name | Business/Agency/Institution | Term |
| 1 | Vacant | DJJ | |
| 2 | Ann McAuley | S.C. Vocational Rehabilitation | 7/1/12-6/30/15 |
| 3 | Elaine Bailey | Regional Director Dept. of Social Service | 7/1/12-6/30/15 |

| Public Housing | | | |
|-----------------------|---------------|---------------------------------|----------------|
| No. | Name | Business/Agency/Institution | Term |
| 1 | Melvin Martin | Oconee County Housing Authority | 7/1/13-6/30/16 |
| 2 | | | |

| Parents of Eligible Youth | | | |
|----------------------------------|-------------------|-----------------------------|----------------|
| No. | Name | Business/Agency/Institution | Term |
| 1 | Tina Brown (Jada) | Five Guys, Shift Manager | 7/1/11-6/30/14 |
| 2 | Karen Kay Smith | Parent of Eligible Youth | 7/1/11-6/30/14 |

| Individuals with experience in youth activities, including former participants, and representatives of organizations. | | | |
|--|---------------|----------------------------------|----------------|
| No. | Name | Business/Agency/Institution | Term |
| 1 | Rick Murphy | Regional Education Center-EEDA | 7/1/13-6/30/16 |
| 2 | Crystal Noble | Guardian Ad Litem | 7/1/13-6/30/16 |
| 3 | Amy Miller | Eligible Youth (PYC Participant) | 7/1/11-6/30/14 |

| Job Corps Representatives¹ | | | |
|--|------|-----------------------------|------|
| No. | Name | Business/Agency/Institution | Term |
| 1 | N/A | | |
| 2 | N/A | | |
| No. | Name | Business/Agency/Institution | Term |

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

2013

| | | | |
|---|-----------------|--|----------------|
| 1 | Betsy Burkett | Hamilton Career Center-Oconee Co. | 7/1/13-6/30/16 |
| 2 | Tim Mays | Blue Ridge Electric Coop. | 7/1/13-6/30/16 |
| 3 | Janice Walpole | Anderson Adult Education Director 1 &2 | 7/1/11-6/30/14 |
| 4 | Robert Halfacre | BBT VP - Business Services | 7/1/12-6/30/15 |
| 5 | Vacant | School District of Pickens Co. | |

Attachment D

Local Administrative Entity Roster of Workforce Staff

| Name | Job Title | Workforce Job Duties/Responsibilities |
|----------------|---|--|
| Ronnie Allen | Executive Director | Provides strategic leadership on Board initiatives. Also serves as Chief Operating Officer. |
| Sharon Crite | Youth Services Manager/Education Outreach | Oversees all aspects of youth program offering WIA and other services to our youth population in the WorkLink region. Serves as liaison to the Youth Council. Provides education outreach efforts to the public and private education sectors of our tri-county area |
| Windy Graham | Database Contract Manager | Oversees contracts and customer tracking system, provides training and technical assistance, and analyzes performance reports. Also serves as Eligibility Determination liaison and EO Officer. |
| Jennifer Kelly | Program Director | Oversees SC Works System, Operations and WIA Title I-B Adult and Dislocated Worker programs and grants. Serves as liaison to the Workforce Skills and Education Committee. |
| Patty Manley | Office Manager | Provides clerical, administrative, and support services to the staff and Board. |
| Brandi Runion | Financial Director | Oversees the financial management of WorkLink contracts and administrative funds, and maintains inventory control system. Develops and implements strategic marketing and outreach. Serves as liaison to the Finance Committee. |

| | | |
|---------------|----------------------------------|---|
| Reneé Murdock | Business Services Representative | Develops the link between employers and partners. Coordinates the Business Services Integration Team. Manages Incumbent Worker Training Grants. Serves as liaison to the Business Partnerships Committee. |
|---------------|----------------------------------|---|

Attachment E



BRINGING EMPLOYERS
AND JOB SEEKERS TOGETHER

Comprehensive/Satellite SC Works Center

(Use one form for each Center)

| | |
|---|--|
| Name: | SC Works Clemson Employment Center |
| Address: | 1376 Clemson Blvd, Suite 102, Clemson, SC 29631 |
| Phone Number: | To be determined |
| Fax Number: | To be determined |
| Website: | Worklink.scworks.org |
| Hours of Operation: | 8:30am – 5:00pm |
| List all Co-located Partners and available Center Services | <p>WIA, UI, Vet Rep, TAA, Wagner-Peyser, AARP (Co-Located) Adult Ed, TCTC, VR, DSS, Job Corps (rotational basis) All other partners linked electronically</p> <p>For job seekers:</p> <ul style="list-style-type: none"> • Resource Room to include the following: • 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>For Employers:</p> <ul style="list-style-type: none"> • Interview facilities at the Site; • Access to labor market and related information through SC Works Online |

| | |
|--|---|
| | <p>System (SCWOS);</p> <ul style="list-style-type: none">• 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;• 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; and• 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 WIB approved business services. |
|--|---|

Attachment E



BRINGING EMPLOYERS
AND JOB SEEKERS TOGETHER

Comprehensive/Satellite SC Works Center

(Use one form for each Center)

| | |
|---|---|
| Name: | SC Works Center - Anderson |
| Address: | 511 Michelin Boulevard, Anderson, SC 29624 |
| Phone Number: | To be determined |
| Fax Number: | |
| Website: | Worklink.scworks.org |
| Hours of Operation: | 8:30am – 5:00pm |
| List all Co-located Partners and available Center Services | <p>WIA, ES, TCTC Vet Rep, AARP, TAA (rotational basis) All other partners linked electronically</p> <p>For job seekers: 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>For Employers:</p> <ul style="list-style-type: none"> • Interview facilities at the Site; • Access to labor market and related information through SC |

| | |
|--|--|
| | <p>Works Online System (SCWOS);</p> <ul style="list-style-type: none">• 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;• 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; and• 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 WIB approved business services. |
|--|--|

Attachment E



BRINGING EMPLOYERS
AND JOB SEEKERS TOGETHER

Comprehensive/Satellite SC Works Center

(Use one form for each Center)

| | |
|---|---|
| Name: | SC Works Center - Easley |
| Address: | 1774 Powdersville Rd, Easley, SC 29642 |
| Phone Number: | To be determined |
| Fax Number: | To be determined |
| Website: | Worklink.scworks.org |
| Hours of Operation: | 8:30am – 5:00pm |
| List all Co-located Partners and available Center Services | <p>WIA, ES, TCTC Vet Rep, AARP, TAA (rotational basis) All other partners linked electronically</p> <p>For job seekers: 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>For Employers:</p> <ul style="list-style-type: none"> • Interview facilities at the Site; • Access to labor market and related information through SC |

| | |
|--|--|
| | <p>Works Online System (SCWOS);</p> <ul style="list-style-type: none">• 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;• 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; and• 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 WIB approved business services. |
|--|--|

Attachment E



BRINGING EMPLOYERS
AND JOB SEEKERS TOGETHER

Comprehensive/Satellite SC Works Center

(Use one form for each Center)

| | |
|---|---|
| Name: | SC Works Center – Honea Path |
| Address: | 204 S Main St Honea Path, SC 29654 |
| Phone Number: | To be determined |
| Fax Number: | To be determined |
| Website: | Worklink.scworks.org |
| Hours of Operation: | 8:30am – 5:00pm |
| List all Co-located Partners and available Center Services | <p>WIA, ES, TCTC Vet Rep, AARP, TAA (rotational basis) All other partners linked electronically</p> <p>For job seekers: 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>For Employers:</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); |

| | |
|--|--|
| | <ul style="list-style-type: none">• 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;• 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; and• 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 WIB approved business services. |
|--|--|

Attachment E



BRINGING EMPLOYERS
AND JOB SEEKERS TOGETHER

Comprehensive/Satellite SC Works Center

(Use one form for each Center)

| | |
|---|---|
| Name: | SC Works Center - Seneca |
| Address: | 104 Vocational Drive, Seneca, SC 29678 |
| Phone Number: | To be determined |
| Fax Number: | To be determined |
| Website: | Worklink.scworks.org |
| Hours of Operation: | 8:30am – 5:00pm |
| List all Co-located Partners and available Center Services | <p>WIA, ES, TCTC Vet Rep, AARP, TAA (rotational basis) All other partners linked electronically</p> <p>For job seekers: 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>For Employers:</p> <ul style="list-style-type: none"> • Interview facilities at the Site; • Access to labor market and related information through SC |

| | |
|--|--|
| | <p>Works Online System (SCWOS);</p> <ul style="list-style-type: none">• 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;• 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; and• 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 WIB approved business services. |
|--|--|

Attachment F



BRINGING EMPLOYERS
AND JOB SEEKERS TOGETHER

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 |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

LWIA System Update Documentation

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

- Supportive services policy
- Priority of service policy
- Locally defined youth barriers
- Memorandum(s) of Understanding, including signature sheets
- Resource Sharing Agreement(s), including signature sheets
- All service provider grants, including statements of work and budgets.
- Statements of work for in-house operational staff (eligibility, case management and follow-up.)
- Current Grant Application Request(s)/Request(s) for Proposals
- Local Workforce Investment Board composition*
- Youth Council composition*
- Roster and duties of administrative entity workforce staff*
- Local Workforce Investment Board By-Laws
- Youth Council By-Laws
- Local Workforce Investment Board meeting schedule
- Youth Council meeting schedule
- Local monitoring schedule
- Self-sufficiency definition(s)
- Local training cap
- LWIB Budgets*

*Please use forms provided

The following documents should be submitted (electronically when possible) on an on-going basis throughout the program year.

- Local grant modifications
- Local programmatic and financial monitoring reports
- Local Workforce Investment Board meeting minutes
- Youth Council meeting minutes
- Committee meeting minutes
- Local Instruction Letters to staff and service providers

Submitted by: _____ (authorized signature)

_____ LWIA

Attachment G

WIA 2013-2017 Local Plan Signature Sheet

LWIA Name: _____

Submission Date: _____

| | |
|---|-------------|
| _____ Name of Signatory Official | |
| _____ Signatory Official Signature | Date: _____ |
| _____ Name of Board Chair | |
| _____ Board Chairperson Signature | Date: _____ |
| _____ Name of Chief Elected Official | |
| _____ Chief Elected Official Signature | Date: _____ |
| _____ Name of Chief Elected Official | |
| _____ Chief Elected Official Signature | Date: _____ |
| _____ Name of Chief Elected Official | |
| _____ Chief Elected Official Signature | Date: _____ |
| _____ Name of Chief Elected Official | |
| _____ Chief Elected Official Signature | Date: _____ |
| _____ Name of Chief Elected Official | |
| _____ Chief Elected Official Signature | Date: _____ |

| | Total | Adult | Dislocated Worker | Youth | Admin |
|--------------------------------|------------------------|------------------------|----------------------|------------------------|----------------------|
| Projected Revenue | | | | | |
| WIA PY'12 Carryover | \$ 1,174,093.00 | \$ 458,285.00 | \$ 90,465.00 | \$ 378,960.00 | \$ 246,383.00 |
| WIA PY'13 | \$ 2,547,971.00 | \$ 749,485.00 | \$ 741,373.00 | \$ 802,316.00 | \$ 254,797.00 |
| Total Projected Revenue | \$ 3,722,064.00 | \$ 1,207,770.00 | \$ 831,838.00 | \$ 1,181,276.00 | \$ 501,180.00 |

| | Total | Q1 | | Q2 | | Q3 | | Q4 | |
|-----------------------|-----------------|---------------|-------|---------------|-------|---------------|-------|---------------|-------|
| | | Program | Admin | Program | Admin | Program | Admin | Program | Admin |
| Projected Obligations | \$ 2,349,929.00 | \$ 542,389.00 | | \$ 543,876.00 | | \$ 591,892.00 | | \$ 671,772.00 | |
| Total Program | \$ 2,349,929.00 | \$ 542,389.00 | | \$ 543,876.00 | | \$ 591,892.00 | | \$ 671,772.00 | |
| Total Admin | \$ - | | | | | | | | |

| | Total | Q1 | | Q2 | | Q3 | | Q4 | |
|------------------------|-----------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|
| | | Program | Admin | Program | Admin | Program | Admin | Program | Admin |
| Projected Expenditures | \$ 3,188,368.00 | \$ 653,586.00 | \$ 85,913.00 | \$ 653,073.00 | \$ 85,913.00 | \$ 703,089.00 | \$ 85,913.00 | \$ 802,969.00 | \$ 85,912.00 |
| Total Program | \$ 2,814,717.00 | \$ 573,499.00 | | \$ 740,986.00 | | \$ 789,002.00 | | \$ 888,881.00 | |
| Total Admin | \$ 343,651.00 | | | | | | | | |

| Expenditure Detail | Total | Q1 | | Q2 | | Q3 | | Q4 | |
|--------------------------|-----------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|
| | | Program | Admin | Program | Admin | Program | Admin | Program | Admin |
| Salaries/Fringe | \$ 1,549,639.00 | \$ 324,046.00 | \$ 40,908.00 | \$ 326,594.00 | \$ 40,908.00 | \$ 347,786.00 | \$ 40,908.00 | \$ 387,581.00 | \$ 40,908.00 |
| Indirect Costs | \$ 328,017.00 | \$ 65,396.00 | \$ 13,047.00 | \$ 65,510.00 | \$ 13,047.00 | \$ 69,191.00 | \$ 13,047.00 | \$ 73,733.00 | \$ 13,046.00 |
| Operating Costs | \$ 358,551.00 | \$ 53,974.00 | \$ 31,958.00 | \$ 54,560.00 | \$ 31,958.00 | \$ 57,874.00 | \$ 31,958.00 | \$ 64,311.00 | \$ 31,958.00 |
| Other: | \$ 119,236.00 | \$ 23,833.00 | | \$ 23,900.00 | | \$ 26,004.00 | | \$ 45,499.00 | |
| Quarterly Totals: | | \$ 467,249.00 | \$ 85,913.00 | \$ 470,564.00 | \$ 85,913.00 | \$ 500,855.00 | \$ 85,913.00 | \$ 573,124.00 | \$ 85,912.00 |
| | | \$ 553,162.00 | | \$ 556,477.00 | | \$ 586,768.00 | | \$ 659,036.00 | |

| Participant Costs | Total | Q1 | | Q2 | | Q3 | | Q4 | |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------|-------|---------|-------|
| | | Program | Admin | Program | Admin | Program | Admin | Program | Admin |
| Assessment | \$ 40,650.00 | \$ 9,455.00 | \$ 9,308.00 | \$ 10,227.00 | \$ 11,660.00 | | | | |
| Instructional Training | \$ 419,724.00 | \$ 98,219.00 | \$ 95,934.00 | \$ 106,010.00 | \$ 119,561.00 | | | | |
| OJT | \$ 100,800.00 | \$ 23,760.00 | \$ 22,752.00 | \$ 25,344.00 | \$ 28,944.00 | | | | |
| Work Experience/Internship | \$ 41,760.00 | \$ 9,187.00 | \$ 10,022.00 | \$ 10,440.00 | \$ 12,111.00 | | | | |
| Youth Summer Employment | \$ - | \$ - | \$ - | \$ - | \$ - | | | | |
| Youth Incentives | \$ 40,491.00 | \$ 8,908.00 | \$ 9,718.00 | \$ 10,123.00 | \$ 11,742.00 | | | | |
| Supportive Services (all) | \$ 94,950.00 | \$ 21,864.00 | \$ 21,934.00 | \$ 23,860.00 | \$ 27,292.00 | | | | |
| Other: | \$ 64,550.00 | \$ 14,944.00 | \$ 14,841.00 | \$ 16,230.00 | \$ 18,535.00 | | | | |
| Total Participant Costs | \$ 802,925.00 | \$ 186,337.00 | \$ 184,509.00 | \$ 202,234.00 | \$ 229,845.00 | | | | |