

Manufacturing. The industries with the highest turnover are as follows: Administrative and Support and Waste Management and Remediation Services; Agriculture, Forestry, Fishing, and Hunting; Accommodation and Food Services; and Arts, Entertainment, and Recreation. Finally, in 2015, there were 1,166 new startup firms in the region.

Educational and Skill Levels

Educational Data has examined the highest level of education attained by individuals who are 25 years of age and older. Of those individuals, 30.38% are high school graduates, 17.67% do not have a high school diploma, 19.82% have attended some college, 9% have an associate's degree, 14.96% have a bachelor's degree, and 8.17% have a graduate degree.

Through the Work Ready Communities initiative, the 4 local WDBs in the Greater Upstate Region have each obtained certified Work Ready status. As a region, over 61,000 National Career Readiness Certificates (NCRCs) have been earned since 2013.

Barriers to Employment

Another important factor to consider is the influence of barriers to employment. In the Greater Upstate WIOA Region, there are a total of approximately 1,460,000 people. Of those, approximately 216,000 individuals have a disability, which equates to about 15% of the population. These individuals have disabilities which include: hearing difficulties, vision difficulties, cognitive difficulties, ambulatory difficulties, self-care difficulties, and independent living difficulties. These individuals may need additional or specialized assistance when searching for employment.

A second barrier to employment is offender status. In 2015, there were 3,271 individuals released from the Department of Corrections in the Greater Upstate Region. These individuals may have been out of the workforce for a substantial amount of time and may need additional assistance with job search and interviewing skills.

A third barrier to employment is homelessness. In the Greater Upstate Region, there are nearly 2,000 homeless individuals, which make up approximately 36% of the total state homeless population. This number includes at least 100 homeless veterans. Individuals who are homeless may have difficulty finding and keeping a job, and they may have difficulty attending training to obtain new skills and increase their employability.

A fourth barrier to employment is veteran status. In the Greater Upstate Region, there are nearly 190,000 veterans age 19 and older. It should be noted that a number of those veterans have retired and are no longer in the workforce. Many veterans return to civilian life and have very productive careers. However, some veterans need specialized assistance in learning how to transfer their military experiences into civilian skills that are needed in the workplace. Some veterans also wish to return to school to obtain a degree or certification to help increase their employability.

A fifth barrier to employment is poverty. In the Greater Upstate Region, there are approximately 260,000 people living in poverty. This equates to about 18% of people in the

region, which means nearly 1 in 5 individuals in the region lives in poverty. Poverty can be a barrier to employment because an individual who cannot afford stable housing, transportation, phone/internet, and many other needs will likely have a harder time finding and keeping a job. Poverty also makes attending school for additional training and education much more difficult.

Workforce Development Activities

Each LWDA in the Greater Upstate Region is built upon the same partners as the rest of the state. Wagner Peyser and the Workforce Innovation and Opportunity program provide services for the general public. Other partners, including SC Vocational Rehabilitation Department, Adult Education and the Department of Social Services have additional services and support of targeted groups of job seekers. The technical college system is an important partner in our workforce system, as they provide training to many of our participants.

Youth (In-school, Out-of-school) Activities

The majority of our workforce development strategies are designed for out-of-school youth. However, several local WDBs within the Greater Upstate Region offer JAG programs for in-school youth. JAG has proven to be a model secondary school dropout prevention program and has greatly assisted WIOA youth to successfully complete their high school studies. But the WIOA's work-based expenditure requirement is making it a challenge to maintain supporting the program with local WIOA youth funding.

Our out-of-school youth program strategies primarily focus on developing youth participants in the areas of completing secondary school (dropouts), acquiring work maturity skills training, and occupational skills training in the areas of MSSC, forklift certification, and healthcare. Youth service providers are being encouraged to develop classroom training programs that incorporate a hands-on learning component so as to help the local area achieve work-based training expenditure requirements. Finding suitable worksites to sponsor work-based activities has been a challenge. However, by increasing business engagement efforts we are optimistic that more employers will be more willing to offer youth a work-based learning assignment. It should be noted that the WIOA Youth training programs within the region will be aligned with our sector strategies and career pathway models.

Various levels of partnerships exist between the 4 local boards and their SC Commerce Regional Workforce Advisors (RWAs). Many RWAs strategically collaborate with their local boards and youth service providers so as to provide added value relative to bridging gaps between secondary school education and adult workforce development activities, offering technical expertise and advice relative to career counseling and career pathways, and encouraging business involvement within the secondary school learning structure, to the extent possible. Detailed information on RWA partnerships may be contained with a local area's plan but existing relationships between the local boards and the RWAs are in place and should be noted for planning purposes.

Adult/Dislocated Worker Activities

Adult program strategies to mention include NCRC assessments, literacy training and ESL, occupational skills training (aligned via sector strategies), work-based activities, and follow-up services.

Potential strategies to increase the effectiveness of Adult/Dislocate Worker activities include:

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

Dependent upon the geography of the region, other partnerships exists with organizations such as the Upstate Fatherhood Coalition, United Ways, Family Footprints (non-profit), City Community Development Departments, and private employers such as Greenville Health System’s Invest Health initiative (grant project). The list of collaborations with other regional entities is not all-inclusive and specific partnerships and related details will be addressed in the local area plans.

Business Services

Regional collaboration between the Upstate and Greenville County WDBs to provide regional business services between Spartanburg, Greenville, Union, and Cherokee counties. Future plans will expand our collaboration to hopefully include the Upper Savannah and WorkLink local areas. Some potential regional initiatives that may improve service delivery and customer satisfaction is collaborating on our ability to supply trainees and/or entry level workers. As businesses draw workers from the entire region and we have workers who are willing to commute within the upstate, the 4 LWDA’s will be working on strategies that will allow each area to “invest” resources for a particular business service activity, regardless of the physical location within the region. Cooperative agreements may be established to address the protocols needed in order to provide case management and assignment of costs for regional business services. Doubling up our resources as a region will greatly increase our responsiveness to business demands.

3. A description of plans for the development and implementation or expansion of sector initiatives for in-demand industry sectors or occupations for the region. Regions should consider:

- **Current in-demand industry sectors and occupations within the region;**
- **The status of regional collaboration in support of the sector initiatives;**
- **Current sector-based partnerships within the region;**
- **Data-driven sector priorities within the region;**
- **The extent of business involvement in current initiatives; and**
- **Potential public-private partnerships in the region to support sector strategies.**

In-Demand Industry Sectors and Occupations

As described in response for question 2 above, the Greater Upstate Region includes a number of manufacturing related sectors and occupations. Of the industries that have both a high location quotient and a high expected growth, all but one can be included in a broader manufacturing sector (Business Services; Food Processing; Metal and Metal Fabricating; Lumber and Wood; and Chemical, Rubber, and Plastics). It is important to note that the Business Services industry sector includes all staffing and temporary workers, many of which work on manufacturing sites. Further, a number of the top twenty occupational openings are within the manufacturing sector, including: Team Assemblers; Maintenance and Repair Workers, General; Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products; Inspectors, Testers, Sorters, Samplers, and Weighers; Machinists; and Industrial Machinery Mechanics.

Status of Regional Collaboration

The Greater Upstate Region has built a strong foundation for sector initiatives. We have been meeting regularly since March of 2016. Our group has completed a number of important activities including the following: discussing our region's strengths, weakness, opportunities, and threats; examining regional data on in-demand sectors and occupations; developing an initial sector strategies plan; and dividing into five workgroups (data workgroup, career pathways workgroup, sector training workgroup, best practices workgroup, and business and industry workgroup) in order to create more effective assignments and action items.

Sector Partnerships

The partners that are currently involved in the sector strategies initiative are as follows: Able SC, Adult Education, AMIkids Piedmont, Apprenticeship Carolina, Central SC Alliance, Economic Development Alliance of Pickens County, Economic Development Partnership SC, Goodwill Industries of the Upstate and Midlands, Greenville County School District, Greenville Technical College, Greenville County Workforce Development Board, Greenwood Partnership Alliance, Oconee County Schools, Piedmont Technical College, ReadySC, SC Department of Commerce, SC Department of Employment and Workforce, SC Department of Social Services, SC Vocational Rehabilitation Department, Spartanburg Community College, Ten at the Top, Tri-County Technical College, Upper Savannah Council of Governments, Upstate Alliance, Upstate Workforce Board, and WorkLink Workforce Development Board.

Sector Priorities

Our regional sector strategies team was provided a report from Maher & Maher and the South Carolina Department of Employment and Workforce entitled Analysis of Upstate Region Industry Clusters. Using that report, we were able to determine the strong presence of different manufacturing sectors in our 14-county region. After much discussion with the team, we decided that our initial priority should be Diversified Manufacturing, a sector cluster that includes all the different manufacturing sectors in our region.

Further, our data workgroup is working to collect more data directly from employers in the region. They are asking business services staff and economic developers to gather additional

information from manufacturing organizations. Initially answers to three questions will be compiled:

- a. What is the hardest to fill entry-level job?
- b. What skill gaps make it difficult to move entry-level workers in organization to a higher position?
- c. What short-term training could be offered by the workforce system to help your organization find skilled workers?

The survey will be used to augment the statistical data to help the Greater Upstate Regional team determine next steps in engaging employers.

Business Involvement

We are currently in the process of engaging business with our sector initiatives. Beginning in September, business and industry representatives will be joining our full group meetings. The business and industry workgroup is responsible for ensuring we have all our information prepared for the representatives to make the best use of their time. We understand their input in this process is invaluable, and we want to ensure our sector strategy initiatives are built through a true partnership with industry.

Potential Public-Private Partnerships

We've had some great initial responses from business to engage with our sector workgroup. At one of our sector meetings, we had a presentations from Michelin North America. The company's Michelin Scholars program is a best practice. Young people are hired out of high school. Michelin pays for their technical education and provides a part-time job. At the completion of the training period, the scholars become eligible for entry-level employment at Michelin.

In the WorkLink area, there is a collaboration between The South Carolina Trucking Association, Tri-County Technical College (likely other institutions to come) and the WorkLink WDB. This plan is in its infancy, but could lead to greater understanding of employer needs and training opportunities.

There is are potential future public-private partnerships to be made through collaboration with the local chambers of commerce, to include international chambers, such as the German Chamber and the European chamber. Finally, we expect to continue increasing public-private partnerships to support our sector strategies, and this topic will be a priority of the Business and Industry workgroup.

4. **A description of regional service strategies that may be established as a result of the regionally coordinated delivery of services, including the use of cooperative service delivery agreements, when appropriate. Regions should consider:**
 - Existing service delivery strategies that will be expanded, streamlined, or eliminated;
 - New service strategies necessary to address regional education and training needs;
 - Strategies to address geographic advantages;
 - Approaches to improve services to individuals with disabilities, veterans, youth, or other hard-to-serve populations;

- **Strategies to connect the unemployed with work-based learning opportunities; and**
- **Strategies to integrate existing regional planning efforts among core partners.**

Existing Strategies

To date, our four LWDAs have had varying degrees of coordinated service delivery. There are some strategies that are reaching across county borders to be more responsive to meeting the needs of employers. For example, there is a regional business services agreement between the Upstate Workforce Board and the Greenville County Workforce Development Board. These two LWDAs share a Business Services Lead and plan to continue to expand this collaboration in the future.

Beyond that agreement, coordination is often driven by events. For example, when an employer in Simpsonville closed, outreach materials were developed that had contact information for all four areas in the Greater Upstate Region. Representatives from two workforce areas coordinated re-employment activities on site. It is expected that the Greater Upstate Region will continue to work together on special projects.

In order to facilitate future collaboration, we plan to establish a regional workgroup to study this topic. Our first steps in developing this workgroup will be determining group members, establishing working parameters, determining the frequency of meetings, and documenting our expected outcomes. One of the first topics that could be discussed is how to coordinate regional recruitment for in-demand training programs, including On-the-Job Training (OJT). A future topic could be pooled procurement of goods and services, as applicable.

New Strategies

The Workforce Development Boards, partners, and Community/Technical Colleges will review open grants available in the region, which could happen via a committee that meets quarterly. A communication plan will be drafted about how information will flow to each region regarding eligibility, life of the grant, and significant happenings within each grant (i.e. job fairs, hiring events, etc.). A process map may be developed to show how to refer to these grants (including WIOA) across the region.

Our sector strategy team is also part of a new strategy for addressing regional education and training needs. We are currently focused on the Diversified Manufacturing sector, but our plan is to expand from there. By having a multitude of different partners involved in the group, we may more fully address existing needs.

Geographic Advantages

Our region has a number of geographic advantages. The Inland Port and the 1-85 Corridor (including I-385 and I-26) have become very important in terms of transportation, distribution, and material handling. Our areas are already connected to each other through commuting patterns from where people live to where they work. Many individuals live in one county and work in another, which means job seekers and employers already think in terms of the Greater Upstate Region.

We have existing public transportation systems in different parts of the four LWDA's, but some counties within our region do not have public transportation. One of our future projects could be to work on reviewing the current public transit system for connections across the counties. Businesses located along the bus systems could be engaged for special populations or career pathway development.

Improving Services to Special Populations

We plan to review the most updated demographics of special populations and the services currently available in the region. At that time, we can identify outreach strategies to promote awareness of services available. We can also plan events and engage employers who have interest in targeting those special populations. Finally, we will strategize on how to better utilize Special Populations Committees (including Committees on Services to Individuals with Disabilities).

Work-Based Learning

We plan to review current IWT, OJT, Apprenticeship, Customized and Work Experience learning models for consideration. We will discuss the possibility of using a similar model across the entire region to allow for business service team members to pitch each program in a consistent way. As described above, one of our geographic advantages is that we already have a substantial number of commuters crossing our county lines. Because of that, employers may benefit from having a consistent understanding of the programs across the region. Further, we could work on developing regional goals for work-based learning activities.

This facet of workforce development would be a great training opportunity for our case management staff. Our job seekers could benefit from case management and other frontline staff having a better understanding of skills that can be learned in a work-based activity versus what should be gained from a classroom-based training.

Integrating Regional Planning Among Core Partners

Through our sector strategy initiatives, we have brought many of the core partners to the table. We will continue working through that group to develop regional activities and strategies. We will also use our existing One-Stop Delivery System committees to engage core partners on regional activities. Strategies for serving individuals with disabilities, veterans, and ex-offenders are a few groups that may particularly benefit from regional strategies with core partners.

- 5. A description of any administrative cost arrangements that currently exist or that will be established within the region, including the pooling of funds for administrative costs, as appropriate. Regions should consider:**
- **Current or proposed resource leveraging agreements.**
 - **Establishing a process to evaluate cost sharing arrangements.**

The Regional Planning Team members have hosted several meetings at different locations and the staff of the Local Workforce Development Board in that LWDA has spent time coordinating the meeting space, snacks, and other logistics. The meetings have not cost much at this point. The Team will continue, in the future, to hold our meetings in different counties around the

region and continue this practice of local staff time being spent on coordination. If the Regional Team feels the need to hire a consultant in the future, we will pool the cost so that we all pay our fair share. We also may find the need for training and those costs would also be pooled among agencies. At this point, we do not know what will be needed until more work is done. An evaluation method will be developed if we need to share administrative costs among workforce areas in the future.

Two agreements have been negotiated between the Upstate and Greenville County Workforce Boards, but these were for program related costs. The two Local Boards plan to continue, over the next two years, in sharing of duties and costs which may soon include administrative costs. The agreement to share a SCWOS coordinator was easy to evaluate as we knew the cost of the two staff performing that portion of their jobs. Based on the amount of time it cost the Upstate to pay the staff salary and benefits, a savings was easy to determine, but these were program and not administrative costs. Saving program costs should be as equally important, if not more so, than administrative costs. The second agreement between the Greenville and Upstate Local Boards started on July 1, 2016, and we will evaluate this after six months as we may have enough data to use to measure our results, but these are also program costs.

As applicable, consolidated procurement of goods and services will be accomplished. This may take some time as each local area's fiscal agent may have different procurement policies and requirements. Further, we may have additional opportunities for joint administrative costs as we apply for other grants as a region.

6. A description of how transportation and other supportive services are coordinated within the region, as appropriate. Regions should consider:

- **How the provision of transportation or other supportive services could be enhanced regionally;**
- **What organizations currently provide or could provide supportive services; and**
- **Establishing a process to promote coordination of the delivery of supportive services.**

Our regional transportation infrastructure makes commuting between LWDAs (as well as counties within LWDAs) a challenge for students and workers. At this point in time, transportation services are lacking in the region to a point that they are not available for affordable purchase. Uber has not branched out into all of the 14 counties in the area. With so many independent drivers, it would be an administrative problem in implementing agreements for transportation with them. Lack of transportation is the number two issue facing workforce development and especially in the rural areas within the counties. Workforce Board staff have served on transportation committees and often attend focus groups. This has been done for many years, but we have not seen an increase in services to the rural areas or in the availability of providers traveling from the city to the county areas where the manufacturing and distribution jobs are located. Utilizing volunteers has not been reliable in the past. When an individual enter into a job or training, he/she must have consistent and reliable transportation. The solution is complicated and extremely expensive. One strategy to address this issue may include targeted industries within a specific proximity of 2 or more WDB boundaries so that each local area may invest within the training/recruitment strategy, but this would be limited.

The other supportive service need for many is childcare and especially for second and third shifts. This is basically non-existent in the region, and it creates a problem for individuals with children because new employees in manufacturing and distribution facilities typically start with a second, third or rotating shift. First shift jobs are often offered to employees based on seniority once an individual has worked a period of time for the company. Most parents want their children in a childcare center close to their work location unless they have close family near a daycare center. When customers cross county lines for training or work, coordination with other workforce board staff to determine quality daycare locations could prove beneficial. This is an opportunity for our funded programs to explore. Childcare is very expensive. The WIOA funded programs utilize DSS to help cover this cost for several of our customers. Another opportunity Greenville County and Upper Savannah are currently using to address the issue of childcare is partnering with a non-profit on a grant to provide advanced manufacturing training to low-income job seekers. The grant will pay for childcare for both clients in training and clients who are just starting out in a job. If the grant is successful, we will investigate replicating it.

When file and customer transfers are made from one workforce area to another, coordination of supportive services will be a priority so that the customer does not have a gap in services if they are engaged in training and/or other approved activity.

Most free health clinics only serve those within their county or smaller geographic area so we do not see that as a regional opportunity.

The Upstate Workforce Board has a substantial clothes closet thanks to donations from the downtown Rotary, Couture Closet and others. Other workforce area programs are welcomed to use this closet periodically should they have clients with a need for interview or work clothing.

- 7. A description of how workforce development services are coordinated with economic development services and providers within the region. Regions should consider:**
- **Current economic development organizations engaged in regional planning; and**
 - **Education and training providers involved with economic development.**

In the Greater Upstate Workforce Region, there are four multi-county groups focusing on the regional economy. They are as follows:

1. Upstate Alliance (10 County Region)
Focus areas: Automotive, Advanced Materials, Energy, Biosciences and Aerospace
2. Ten at the Top (10 County Region)
3. Economic Development Partnership (2 counties in our region and a third outside of the Greater Upstate Region)
4. Central SC Alliance (2 counties in our region and 7 outside of the Greater Upstate Region)

None of these focus on the entire 14 county region chosen by the SCDEW.

The Upstate Alliance is an economic development marketing arm for the 10 county region to prospects. They also represent all 10 counties at trade shows and other events in and out of the country. Each year, the Upstate Workforce Board reviews the strategic plan of the Upstate Alliance paying special attention to the industry sectors that are targeted for recruitment to the region, which is a strategy we can expand to other Workforce Boards within the region. This information is used to help shape the plan for training dollars in our area. The Upstate Alliance works very closely with the local Chambers and the Economic Development Boards in the region. They also provide periodic updates to the County Council members in the 10 county region. The CEO of the Upstate Alliance, John Lummus, has been involved with the regional sector strategies initiative.

Ten at the Top focuses on regional activities by fostering trust and partnerships and cooperation that impacts economic vitality and quality of life. Ten at the Top does this work through three primary objectives:

1. Grow trust and partnerships among elected officials, business & community leaders and residents by initiating, convening and facilitating discussions around key regional issues, challenges and opportunities.
2. Identify and promote collaborative efforts that enhance the Upstate's physical and social infrastructure by encouraging quality growth and supporting economic vitality, natural and cultural resources and quality of life in the region.
3. Measure, analyze and report information on the needs and progress of the region on key cross-jurisdictional issues.

While the Upstate Workforce Board staff has had the greatest involvement with the Ten at the Top efforts, all four Workforce Boards in the region have participated in several forums and spoken at many events for Ten at the Top. This partnership will continue, and likely grow, as we continue our regional strategies.

Economic Development Partnership and Central SC Alliance cover far fewer counties in the Greater Upstate Region than Upstate Alliance or Ten at the Top, which means our region will not have as much involvement in their efforts. However, they are both focused on growing the economy by working with new and existing businesses in their respective areas. We will continue to use their input in our regional activities, as applicable.

ReadySC is also a workforce development and educational partner with the Workforce Boards in the region. Close coordination occurs when new or expanding economic development projects materialize in the region. The programs funded by the Workforce Boards provide staff support for workforce development for new and expanding projects. The Technical Colleges provide training services specific to the companies. ReadySC serves as the project lead. Locally and regionally, ReadySC partners with the SC Works system to create a unique training and recruitment plan for eligible new and expanding industry, creating a thorough support system for the employer. The model used in South Carolina is viewed as one of the best in the country.

Further, the South Carolina Department of Commerce has engaged Regional Workforce Advisors which act as liaisons between business and K-16 education, advocate for industry needs within the education system and serve as a support system for the emerging workforce.

The Greater Upstate Workforce Region has flourished over the last few years and all of the entities involved have robust relationships. We are a true team of players in economic and workforce development. There are other agencies that play a critical role in economic and workforce development, but they are usually workforce area specific. Without them, the regional team would not be a success.

8. A description of the region’s plan regarding coordination of local performance negotiations. Each local area will continue to negotiate performance goals with the State and will remain ultimately responsible for ensuring performance meets or exceeds the agreed upon goals.

Regional coordination of performance will occur as a component of the Upstate Region’s sector strategy initiative. As appropriate, regional performance may be expanded to include other demand occupations that may not necessarily be included our sector strategy priorities. As a region, we may create our own expected performance via the targeted sectors and use those goals as a general guide for making decisions and evaluating progress. If WIOA concentrates its primary training efforts according to demand occupations and the sectors strategies, then eventually the sector strategy performance outcomes will become the WIOA outcomes. In return each local area has the ability to use the regional performance metrics to assist them in negotiating their local WIOA performance, if such a process for negotiating is provided.

Further, we can devote time to discussion of best practices among the four 4 Workforce Board staff in an effort to help each other achieve or exceed the WIOA performance standards. Our focus will be to continue our work on sector strategies and career pathway development.

Challenges and Opportunities for Improvement

1. Sustaining SC’s JAG program by working out processes to ensure that those programs are contributing to the WIOA youth work-based expenditure requirement.
2. Finding ways to meet business needs by pooling the resources of the 4 Workforce Boards. For example, managing projects for out-of-county residents (workers), out-of-county employers, pooled case management and assignment, allocating training-related payments and reimbursements within the region and between the appropriate Workforce Boards, etc.
3. Improving the regional transportation system via a light rail system or other regional public transportation systems. Our region is heavily based on manufacturing jobs and many run shifts around the clock. Transportation is an issue for those who need it for second and third shift jobs.
4. Improve the ability to leverage resources with regional workforce partners who can help pay costs for childcare and other forms of needed supportive services.

Regional Plan Signature – Greenville County

Local Workforce Development Board:

Greenville County Workforce Development Board
Name- Chair

Signature Date

Local Grant Recipient Signatory Official:

Greenville County Workforce Development Area
Name- Title

Signature Date

DRAFT

Regional Plan Signature – Upper Savannah

Local Workforce Development Board:

Upper Savannah Workforce Development Board
Name- Chair

Signature Date

Local Grant Recipient Signatory Official:

Upper Savannah Workforce Development Area
Name- Title

Signature Date

DRAFT

Regional Plan Signature – Upstate

Local Workforce Development Board:

Upstate Workforce Development Board
Name- Chair

Signature Date

Local Grant Recipient Signatory Official:

Upstate Workforce Development Area
Name- Title

Signature Date

DRAFT

Regional Plan Signature – WorkLink

Local Workforce Development Board:

WorkLink Workforce Development Board
Name- Chair

Signature Date

Local Grant Recipient Signatory Official:

WorkLink Workforce Development Area
Name- Title

Signature Date

DRAFT