

Workforce Innovation and Opportunity Act
Local Plan
July 1, 2016 – June 30, 2020
Amended May 6, 2019

Note Regarding Plan Updates: Workforce Areas are required to submit periodic updates to workforce plans. The instructions call for *significant* changes to be noted. Any changes made by the Upper Savannah Workforce Development Board are highlighted in yellow. Items which were originally included in the plan but are no longer relevant are indicated by a line drawn through the text.

Local Area:

Upper Savannah Workforce Development Area

Counties within the Local Area:

Abbeville, Edgefield, Greenwood, Laurens, McCormick, Newberry and Saluda

Local Area Administrator and Contact Information:

Ann Skinner
Workforce Development Director
Upper Savannah Council of Governments
430 Helix Road
Greenwood SC 29646
1-800-922-7729
864-941-8074

Attachment B: Local Plan Requirements

The local plan serves as a four-year action plan to develop, align, and integrate local area service delivery strategies with those that support the State’s strategic and operational goals. In partnership with the chief elected officials, each Local Board must develop and submit a local plan to identify and describe the policies, procedures, and activities that are carried out in the local area, consistent with the strategic vision and goals outlined in the State Plan and the respective regional plan. The local plan must include:

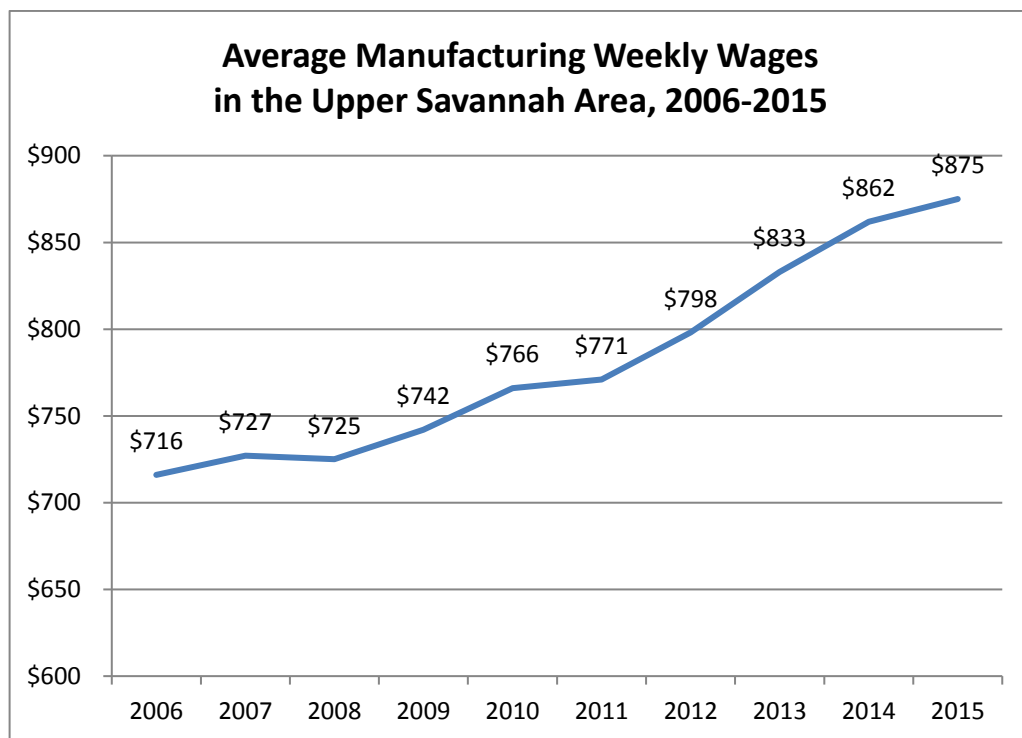
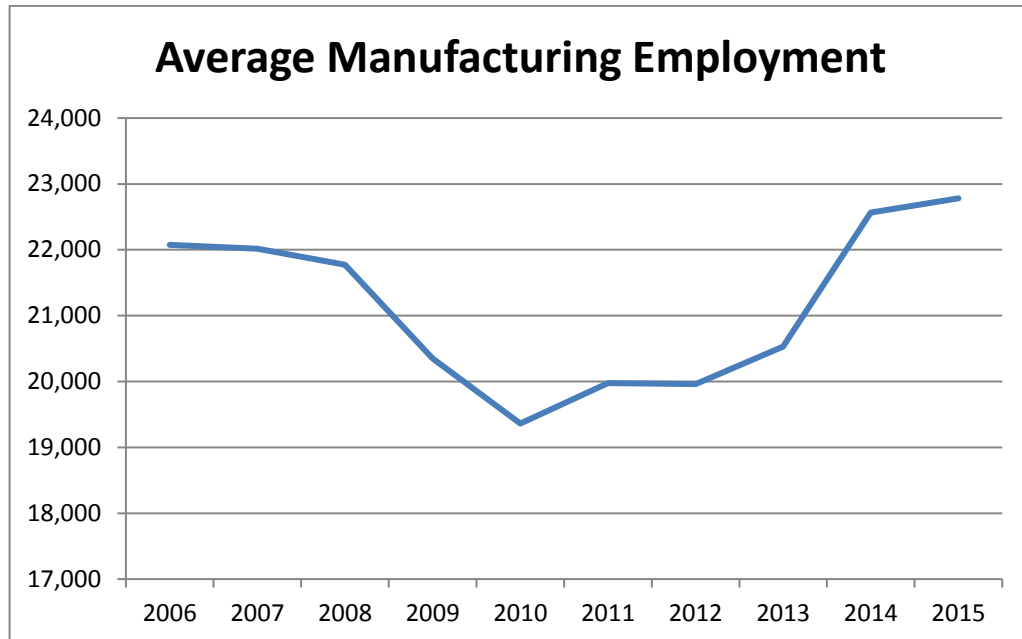
- Section I: Workforce and Economic Analysis
- Section II: Strategic Vision and Goals
- Section III: Local Area Partnerships and Investment Strategies
- Section IV: Program Design and Evaluation
- Section V: Compliance

Section I: Workforce and Economic Analysis

1. An analysis of regional labor market data and economic conditions, to include existing and emerging in-demand industry sectors and occupations, and the employment needs of employers in those existing and emerging in-demand industry sectors and occupations. The analysis shall include:
 - The knowledge and skills necessary to meet the employment needs of the employers in the region, including those in in-demand industry sectors and occupations;
 - An analysis of the current workforce in the region, including employment and unemployment data, labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment; and
 - An analysis of workforce development activities in the region, including available education and training opportunities. This analysis must indicate the strengths and weaknesses of workforce development activities necessary to address the education and skill needs of job seekers, including individuals with barriers to employment, and the employment needs of employers in the region.

Employer Needs

Upper Savannah has emerged from the recession with a manufacturing base, which is stronger than before. More people were hired in the manufacturing sector than any other. According to the Census Bureau’s statistics, 2,287 manufacturing associates were hired in 2014. With a sector turnover rate of 5.5%, nearly all of the new hires were due to growth rather than to turnover. Although the workforce is stable, there will be a substantial need for manufacturing technicians in the next decade. The average age for workers in the manufacturing sector is nearly 50. Demand for manufacturing technicians has caused wages in that area to climb.



In determining occupations which have shortages, Upper Savannah looked at data, examined unfilled job orders, and talked with local businesses. The most critical shortages are in the following occupations:

- Maintenance technicians*
- Electricians*
- Electronics technicians*
- Welders*

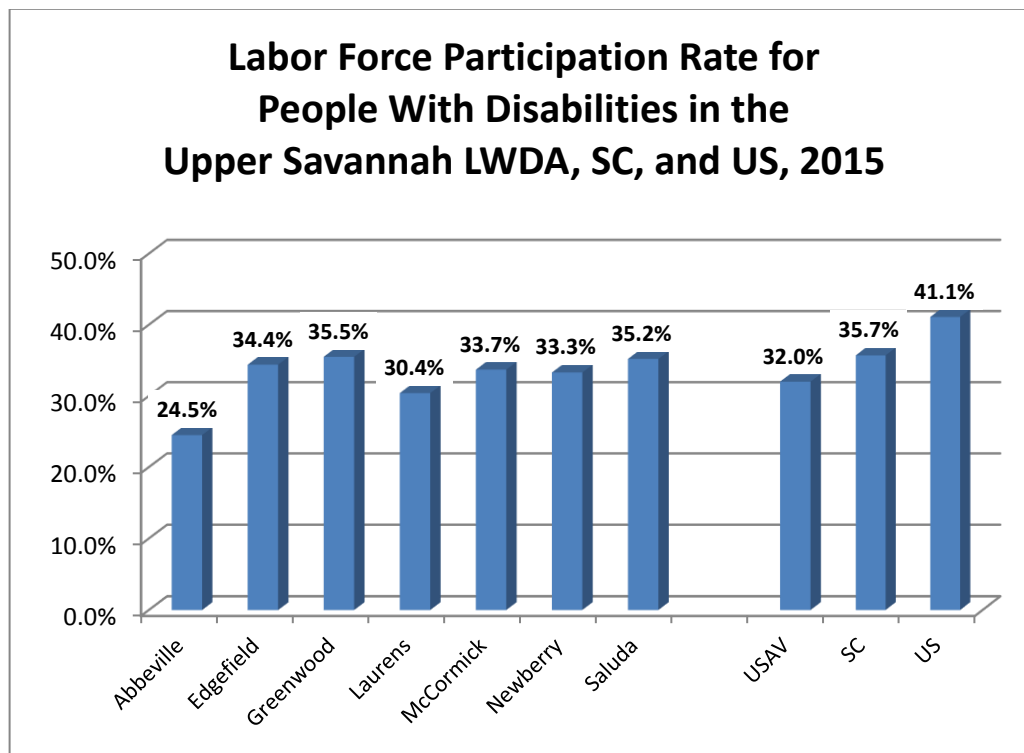
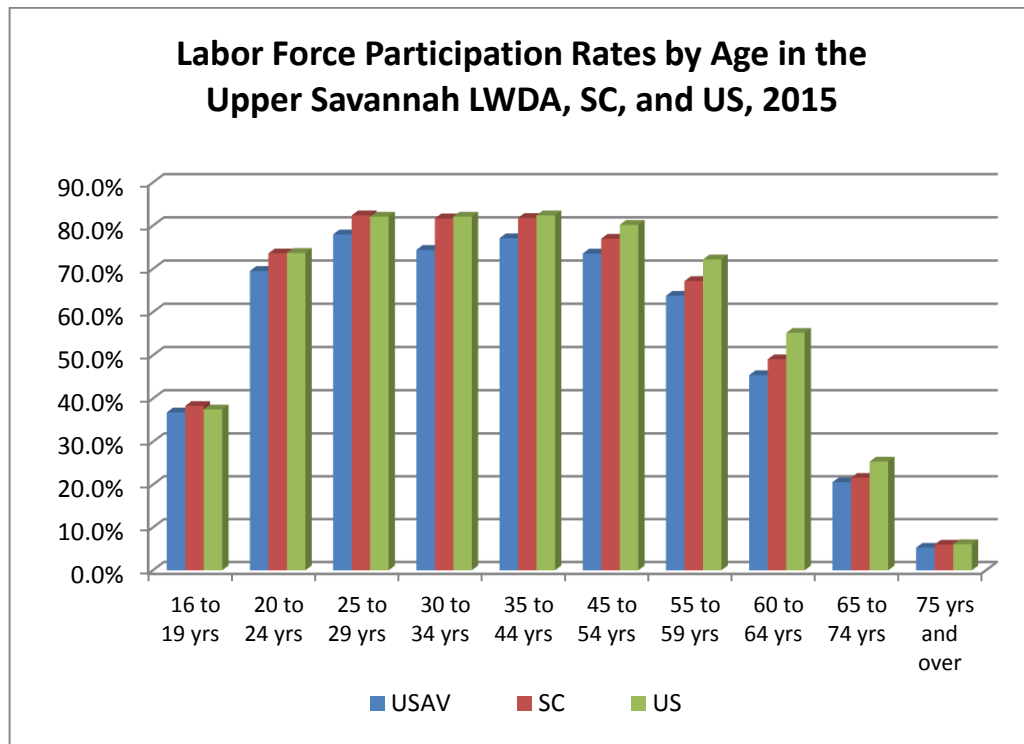
Mechanical engineering technicians
Heating Ventilation and Cooling technicians
Machinists
Computer Numeric Control (CNC) operators
Truck drivers
Emergency Medical Technician/Paramedic

Primarily manufacturing businesses want workers who have a high school diploma and some additional technical training. They require applicants to take a drug test and submit to a background check. The shift work associated with manufacturing often makes it difficult for those with transportation or childcare problems.

Analysis of Current Workforce

Upper Savannah has a low unemployment rate (4.2% as of December 2016). To fill vacancies in manufacturing and other sectors, the area will have to develop strategies to get groups of job seekers who are historically underrepresented in employment to work.

While the area's unemployment rate is close to the state's, a different picture emerges when the labor force participation is reviewed. In 2015, South Carolina had a labor force participation rate of 60.9%, meaning that just over 60% of working age residents were working. Upper Savannah's participation rate was 55.8%. The area's labor force participation rate is lower than the state's for all age brackets. As the area seeks to expand its workforce, it should consider strategies to engage those younger than 20 and older than 60. One subgroup which has less workers is individuals with disabilities. More than 20,000 Upper Savannah residents have a disability and just a third are working.



Upper Savannah needs more high school graduates to fill current and future jobs. It seems to have enough associate degree graduates, but there are still shortages in key areas such as machinists and engineering technicians. It has nearly enough bachelor's degrees overall, but has a shortage of graduates in education, nursing,

engineering and informational technology. The Business Intelligence department of the SC Department of Employment and Workforce furnished the table below.

Population 25 years+	Highest Educational Attainment for Upper Savannah Residents 25 Yr+	Current Workforce Needs 2012-2022	Difference	Comments
Less than High School	21%	23%		
High School Graduate	34%	47%	-13%	(Under supply of high school credentials)
Associate's Degree	28%	15%	13%	(Surplus of associates degrees)
Bachelor's Degree	11%	13%	-1%	(Slight shortage in 4 year degrees)
Graduate Degree	6%	3%	3%	(Surplus of graduate degrees)
	100%	100%		

Sometimes educational attainment is seen as a proxy for fit. It can be inferred that a graduate has basic skills, perseverance to complete a program, and some occupational skills. Perhaps WorkKeys/**WIN** attainment is a better measure of basic skills attainment. All Upper Savannah counties have been certified as Work Ready Communities. Just more than 70% of individuals taking the WorkKeys/**WIN** assessment earned level equal to Silver or higher. Silver is generally the level needed by manufacturing technicians.

Most recently, Upper Savannah has started surveying skills needs. More than fifty manufacturers have responded. Soft skills are frequently noted as being deficient. Soft skills are hard to measure, however. A term such as “dependable” can mean different things for different employers.

Occupational skills vary across different types of jobs. The survey did indicate that there is a shortage of workers who can measure, read blueprints, and use computers. Other occupational skill needs cited in the survey were: use of hand tools, welding, and computer numeric control (CNC) training.

Without a plan to alert students and job seekers to the surplus of job seekers in nontechnical fields and the shortage of workers in manufacturing, the mismatch will grow. The following table shows the stated career goals for Upper Savannah area high school seniors in 2015 and compares the goals with the future labor market demand in the area.

**Upper Savannah Comparison of
High School Student Career Goals Versus Projected Jobs**

	Goal of HS Seniors	Projected Job Openings	Potential Surplus or (Shortage)
<i>Agriculture, Food and Natural Resources</i>	4.8%	3.7%	1.1%
<i>Architecture and Construction</i>	4.6%	6.0%	-1.4%
<i>Arts, AV Technology and Communication</i>	11.6%	0.2%	11.4%
<i>Business, Mgt. and Administration</i>	9.5%	12.5%	-3.0%
<i>Education and Training</i>	5.5%	6.6%	-1.1%
<i>Finance</i>	0.6%	1.8%	-1.2%
<i>Government and Public Administration</i>	3.5%	0.6%	2.9%
<i>Health Science</i>	25.6%	8.6%	17.0%
<i>Hospitality and Tourism</i>	0.7%	12.3%	-11.6%
<i>Human Service</i>	5.2%	3.7%	1.5%
<i>Information Technology</i>	1.7%	0.7%	1.0%
<i>Law, Public Safety, Corrections</i>	3.9%	3.3%	0.6%
Manufacturing	4.1%	21.5%	-17.4%
<i>Marketing</i>	1.2%	9.7%	-8.5%
<i>Science, Tec. Engineering and Math</i>	12.0%	1.0%	11.0%
<i>Transportation, Distribution and Logistics</i>	5.6%	7.7%	-2.1%
<i>Student data is for 2015 High School Seniors as reported by the SC Dept. of Education</i>			

Of course, plans change and student goals do not always translate into career preparation, but the chart suggests that there will be a shortage of future workers in manufacturing. It may be that a portion of students preparing for a career in science, technology, engineering, and math will go into manufacturing as engineering technicians. The chart also suggests there may be a shortage of student preparing for careers in marketing and hospitality. However, those career clusters are generally low paying and do not require lengthy training. The two largest potential surplus areas are health sciences and the arts. Currently, there is a waiting list for most health science training programs in the Upper Savannah Area.

Workforce Development Activities

There are fourteen organizations participating in the Upper Savannah SC Works System. The Upper Savannah region has federal and state resources for workforce development. The primary training provider is Piedmont Technical College (PTC), which has campuses in all seven counties and hands-on instructional training in three counties. Piedmont Tech leverages Pell Grant funding, veteran's grants, lottery scholarships, and more. Seventy percent of PTC students attend college tuition free. A new development in the area is the emergence of programs to encourage recent high school graduates to attend two years of college. Abbeville, Greenwood, Laurens

and **Saluda** Counties have foundations which will pay tuition at PTC for two years provided that students meet criteria.

In addition to the mandatory workforce partners, Upper Savannah has joined forces with Goodwill. Goodwill offers basic services to job seekers and pays for training. Most significantly, Goodwill pays for the South Carolina Manufacturing Certificate (SCMC), which prepares people for entry-level jobs in manufacturing.

~~Lastly, Laurens County is a part of two Department of Labor grants. The first targets high school students considering STEMS jobs. The second is for low income parents who need childcare assistance to prepare for a job in manufacturing.~~

A survey of workforce partners compiled December 2016 indicated the greatest weakness of the system is a fragmented communication strategy. There are substantial numbers of residents who are not in the workforce but would like to find a job. There are job openings available. Some job seekers have never heard about SC Works. Some encounter part of the system but do not know about the range of services available.

The second weakness identified in the survey is that the public still has a poor perception of the old unemployment/employment services offices. Customer service has improved because of better staff training, but many people remember indifferent service and long waits.

The primary strengths listed by the partners is the range of services available. For example, SC Vocational Rehabilitation and the Commission for the Blind have specialists who can help those with physical and mental disabilities both find and keep jobs.

The most pervasive barriers job seekers face are those associated with poverty. Upper Savannah is unique because of its partnership with GLEAMNS Human Resources Commission. The commission's Community Services Block Grant can help low-income residents pay an overdue utility bill or rent payment. GLEAMNS can help individuals repair their house. Head Start provides educational services for preschool children and provides case management services for families.

Section II: Strategic Vision and Goals

1. A description of the Local Board's strategic vision to support regional economic growth and self-sufficiency, including:
 - Goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment; and
 - A description of the Local Board's strategy to work with entities that carry out the core programs and required partners to align local resources available to the area to achieve the strategic vision and goals referenced above.

Please note the responses below includes both the goals and the description of the Board's strategies to work with the partners to achieve them.

1. *Reach at least 12% of the workforce each year by offering free basic career services for all job seekers. Promoting job listings and providing information about training opportunities is inexpensive and can help potential workers make good career choices. The one stop operator will coordinate outreach efforts.*
2. *Reduce transportation barriers by having centers in all counties and by encouraging training vendors to offer courses in each county. All core partners are involved in the seven county centers. It should be noted however, that programs operated by SCDEW visit Edgefield, McCormick and Saluda only on an appointment basis.*
3. *Promote careers in manufacturing by working with businesses, schools and relevant community groups. All partners will be able to provide labor market information to show the opportunities in manufacturing.*
4. *Invest in individuals with the greatest potential to change, including those from groups underrepresented in the workforce. This will be done by having policies and practices that target and service the most in need. Partner agencies have target groups which they assist. For example, SC Vocational Rehabilitation serves those who have a disability. The Upper Savannah Workforce Development Board can set criteria for serving Adults through the Workforce Innovation and Opportunity Act. The Board has selected to give priority to those who are low income or who have low basic skills. The area will offer Needs Related Payments to eligible adults. Because serving low-income job seekers is more difficult, Upper Savannah will work with the Community Services Block Grant, community services agencies and the Department of Social Services to provide additional supportive services.*
5. *Increase the basic skills levels of potential workers by encouraging GED attainment and a SC Career Ready Credential (WorkKeys/**WIN** certificate). Centers will communicate the needs for basic skills competency. SC Works will make referrals to adult education. Adult Education will provide pre-GED testing. Partner staff will encourage individuals to practice for the WorkKeys assessment.*

6. *Increase funding available for scholarships by seeking grants and additional funding. Reduce operating expenses where possible. Piedmont Technical College has a grant writer who will help identify grants that their system can apply for.*
7. *Invest in training that has the greatest potential for graduates to find employment paying a self-sufficiency wage. The Workforce Development Board has selected diversified manufacturing and healthcare as the sectors most likely to generate the best outcomes. (A chart of approved training is included as an attachment in the file listed "Attachments listed in Narrative") In particular, the area will promote short-term low-cost manufacturing certifications such as the SC Manufacturing Certificate.*
8. *Help employers efficiently recruit and screen workers by utilizing the www.scworks.org job matching database and social media campaigns. A new website will be developed and content will be added monthly. Business services representatives from SCDEW, WIOA, Vocational Rehabilitation and the Department of Social Services will market the database in www.scworks.org.*
9. *Offer training grants to businesses to help them maintain a competitive workforce by tapping into state grant funding. Business services representatives from SCDEW, WIOA, VR and DSS will market incumbent worker training.*
10. *Help workers advance the career ladder (and open the bottom rung for newcomers) by encouraging businesses to establish apprenticeship programs. Business services representatives from SCDEW, WIOA, VR and DSS will market apprenticeship programs. The technical college system will work with companies to get apprenticeship programs approved.*
11. *Communicate employer's expectations for soft skills to job seekers by communicating with schools and other organizations, which help job seekers. Piedmont Technical College is in the second phase of rolling out a work ethic certificate, which will be integrated into academic courses. The Board will communicate the value of the certification and will encourage post-secondary schools to adopt the same standard.*
12. *Offer education and job training for youth who are high school dropouts or who have completed high school but have not yet found a suitable job. Events will be planned to link high school students in each county with employment and training options. The WIOA Youth contractor, the Department of Commerce and the Western Carolina Education Consortium (group of 14 school superintendents) will help coordinate the outreach.*

Section III: Local Area Partnerships and Investment Strategies

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

The Upper Savannah Workforce Investment Area continually assesses needs, inventories resources, and sets strategies. The 2016-2020 plan reflects the refinement of board policies rather than a new approach to workforce development. Upper Savannah Council of Governments has been in continuous contact with local elected officials, hosting meetings, sending newsletters and offering to speak at County Council meetings. In preparation for this plan, Upper Savannah sent an outline of the plan and a listing of the approved training programs to each County Council Chair and economic developer in August of 2016 to solicit feedback while the plan was still being developed. The plan update was presented at the May 6, 2019 board meeting and put up for public comment starting May 13, 2019.

The Upper Savannah Workforce Development Board reviewed a summary of the state and regional plans at the August 1, 2016 meeting and gave tentative approval to area goals. A public hearing was held prior to the October 3 Workforce Board meeting; and following the hearing, the Board reviewed and adopted on the completed plan.

2. A description of the workforce development system in the local area, including:
 - Identification of the programs that are included in the system; and
 - How the Local Board will support the strategies outlined in the State Plan to support service alignment among the entities carrying out core programs and other workforce development programs.

Below are the partners in the Upper Savannah System

REQUIRED PARTNERS		AGENCY
1	<i>Workforce Innovation and Opportunity Act</i>	<i>GLEAMNS</i>
2	<i>Education</i>	<i>Abbeville</i>
		<i>Edgefield</i>
		<i>Greenwood</i>
		<i>Laurens</i>
		<i>McCormick</i>
		<i>Newberry</i>
		<i>Saluda</i>
3	<i>Wagner Peyser</i>	<i>SCDEW</i>

4	<i>Rehabilitation Services</i>	<i>SC Vocational Rehabilitation Department</i>
		<i>SC Commission for the Blind</i>
5	<i>Perkins Act</i>	<i>PTC</i>
6	<i>Community Services Block Grant</i>	<i>GLEAMNS</i>
7	<i>Native American</i>	<i>N.A.</i>
8	<i>HUD</i>	<i>N.A.</i>
9	<i>Job Corp</i>	<i>N.A.</i>
10	<i>Veterans Employment</i>	<i>SCDEW</i>
11	<i>Migrant Farmworker</i>	<i>SCDEW</i>
12	<i>Senior Community Service Employment Program</i>	<i>Goodwill</i>
13	<i>Trade Adjustment Assistance Act</i>	<i>SCDEW</i>
14	<i>Unemployment Insurance</i>	<i>SCDEW</i>
15	<i>YouthBuild</i>	<i>N.A.</i>
16	<i>TANF (Public Assistance)</i>	<i>SCDSS</i>
17	<i>Second Chance</i>	<i>N.A.</i>

The programs included in the system are numerous, complex and frequently changing. The cornerstones of the workforce system are the required partners, which are co-located: the SC Department of Employment and Workforce, the Workforce Innovation and Opportunity Act, Vocational Rehabilitation, and the Department of Social Services.

Wagner Peyser is operated by the SC Department of Employment and Workforce (SCDEW). It hosts the State’s job matching database, linking job seekers and employers. Wagner Peyser has no entry requirements, so it can serve all job seekers. Wagner Peyser can also offer basic services such as resume assistance and workshops. Wagner Peyser services are provided in person in Abbeville, Greenwood, Laurens, and Newberry Counties.

Other programs operated by SCDEW include Unemployment Insurance, Trade Adjustment Assistance and Veterans Services. Unemployment Insurance generates traffic. Often clients come in with questions about their claim, and they are directed to the Unemployment Call Center. There is one Unemployment Insurance representative in the comprehensive center. She counsels claimants regarding their job search strategies and makes referrals to other workforce programs. The area requests additional help from Unemployment Insurance.

The Trade program helps individuals who have been laid off due to a trade-impacted dislocation. Trade clients are dually enrolled with the Workforce Innovation and Opportunity Act program.

Serving Veterans is a priority for the system. SCDEW has four representatives who specialize in assisting military veterans and their qualified dependents find employment.

There is a DEW funded Migrant Seasonal Farmworker representative in the comprehensive center.

The Workforce Innovation and Opportunity Act (WIOA) gives local boards the authority to set up SC Works Centers. Funding is available for training eligible individuals. Primarily, WIOA assists those who need more than the basic services offered by Wagner Peyser and who have needs not met by the other partner agencies.

There are two South Carolina agencies that carry out rehabilitation services, the SC Commission for the Blind and the SC Department of Vocational Rehabilitation. Both specialize in helping individuals with disabilities overcome barriers to employment. The SC Department of Vocational Rehabilitation staffs the comprehensive center.

*There are **six** adult education providers in the region. They are tasked with upgrading basic skills, providing instruction for a high school diploma or GED, and offering lifelong learning, such as computer skills.*

Piedmont Technical College receives Perkins funding. PTC is the area's primary training provider. It promotes apprenticeship.

Goodwill is the Senior Community Service Grantee.

All partners in the SC Works system are important, and all play a role in meeting area goals. The best way to examine area programs is to read what each provider submitted to Upper Savannah in preparation for this plan. Organizational information is included as Attachment 9, which is pages 48 to 78 of this document.

The Upper Savannah Workforce Board reviewed the state plan in preparation for compiling the area plan. The chart below was approved at the August 1, 2016 Board meeting.

	South Carolina	Upper Savannah Area
<i>Opportunities for Making an Impact on Workforce</i>	<p><i>There are high profile projects underway in the state: BMW, Volvo, Boeing.</i></p> <p><i>While unemployment is low, there are pockets of individuals who are underrepresented in the workplace.</i></p> <p><i>There are unfilled jobs in manufacturing, mostly for skilled technicians and maintenance.</i></p> <p><i>There is capacity at training providers to prepare more; individuals often do not know financial aid options.</i></p> <p><i>There is an oversupply of job seekers with a four-year degree in a nontechnical field.</i></p>	<p><i>ZF and Colgate are struggling to find skilled workers.</i></p> <p><i>The industry which hires individuals with poor backgrounds is food processing.</i></p> <p><i>Shortages are most acute for: maintenance, industrial electrician, machine tool and welder.</i></p> <p><i>PTC now has centers for industrial training in Greenwood, Laurens and Newberry. They can enroll more students.</i></p> <p><i>We find college seniors at the Spring job fairs; the employers at the job fair do not have openings for them.</i></p>
<i>Resources</i>	<p><i>Federal and state resources, federal and state partners. Apprenticeship. Work Ready Communities. Targeted funds from State Workforce Board (Incumbent Worker Training).</i></p>	<p><i>Four counties have free PTC tuition for graduating seniors.</i></p> <p><i>PTC and Goodwill have grants to help local job seekers. Upper Savannah partners with CSBG for scholarship assistance.</i></p>
<i>Goals</i>	<p><i>System goals:</i></p> <ul style="list-style-type: none"> <i>• Strengthen the workforce pipeline.</i> <i>• Use data to align resources.</i> <p><i>Individual programs have goals for clients. The goals include skill attainment, credential attainment, obtaining a job, keeping a job and earning self-sufficiency wages.</i></p>	<p><i>Improve the pool of manufacturing technicians.</i></p> <ol style="list-style-type: none"> <i>1. Increase number of GEDs attained in region.</i> <i>2. Increase the number of students in high school and post high school preparing for manufacturing occupations.</i> <i>3. Increase the number of WorkKeys/WIN certificates which are silver or higher.</i> <p><i>Support partner programs so that all area partners meet their goals.</i></p>
<i>Strategies</i>	<ol style="list-style-type: none"> <i>1. Facilitation of middle skills and middle wage attainment</i> 	<ol style="list-style-type: none"> <i>1. Continue to focus training resources on in-demand jobs, particularly those in</i>

	<ol style="list-style-type: none"> 2. Creation of education and career pathways 3. Increase apprenticeship opportunities 4. Develop a soft skills training program 5. Enhance youth activities 6. Fund initiatives to help existing businesses train workers. 7. Target under represented segments of the workforce and offer services to assist them. 8. Maintain status as Work Ready state 	<p>manufacturing but also training which supports medical careers and supports small businesses.</p> <ol style="list-style-type: none"> 2. Publicize short-term and long-term opportunities in manufacturing by outlining career pathways. 3. Promote work-based learning including apprenticeships. 4. Adopt work ethic curriculum prepared by Piedmont Technical College. 5. Coordinate with 10 school districts and Department of Commerce to enhance youth activities. 6. Administer state Incumbent Worker grants 7. Focus on increasing the labor market participation rate. 8. Increase number of job listings which require WorkKeys/WIN.
Areas Where More Assistance is Needed	Need a common client tracking system for all partner agencies.	Local partners do not use a common platform to serve job seekers and employers.

3. A description of how the Local Board works with the entities carrying out core programs to:
- Expand access to employment, training, education, and supportive services for eligible individuals, including individuals with barriers to employment;
 - Facilitate the development of career pathways and co-enrollment in core programs, as appropriate; and
 - Improve access to activities leading to a recognized post-secondary credential, including an industry-recognized certificate or certification that is portable and stackable.

The Workforce Board and partners have formed four standing committees which will expand access, facilitate development of career pathways, and increase attainment of post-secondary credentials.

Because the economy has improved, there are less individuals seeking help finding a job or requesting training funds. There are about 6,000 Upper Savannah residents classified as unemployed. The number of individuals who are working part-time or who are underemployed is probably equal to the number who are unemployed, yielding a population of about 12,000 individuals who might be interested in

assistance. Although the economy has improved since the recession, there are still pockets of unemployed and underemployed residents including:

1. Individuals without reliable transportation
2. Individuals who have poor basic skills or who do not have a high school credential
3. Individuals with disabilities
4. Individuals with criminal backgrounds
5. Individuals who cannot pass a drug test
6. Young people without prior work experience

The system has a two-prong approach to alerting residents about employment and training opportunities. First is a global approach, the second is a targeted approach. The Operations Committee of the SC Works Partners group is tasked with increasing overall awareness of workforce programs. A local website (upperscworks.com) was created. The system utilizes social media. Events such as job fairs can generate interest.

The Nontraditional Workers Committee is developing a strategy to reach specific target groups. The Committee includes the following organizations: Vocational Rehabilitation, Commission for the Blind, Goodwill, ABLE, Upper Savannah, DSS, and DEW.

There are two committees working to facilitate the development of career pathways. The business services team is working with the [Link Upstate](#) Regional sector strategy initiative to get job seekers to investigate jobs in manufacturing which have advancement potential. The Adult Education Consortium is trying to strengthen the connection between adult education and the bottom rungs of career ladders.

A key goal of all of the efforts is to increase the numbers of individuals gaining postsecondary credentials, particularly those needed by manufacturing. The gateway credential in manufacturing is the South Carolina Manufacturing Certificate (SCMC), which assures that completers are knowledgeable about safety, efficiency and quality. The adult education committee is working to increase the number of high school graduates. Adult education programs now help graduates transition into skills training. Scholarships are available for adult education students to attend GED and SCMC classes simultaneously. The manufacturing certificate is now a dual credit option for high school students in Abbeville, Greenwood 50, 51, 52, Laurens 55, 56, McCormick and Newberry school districts.

The Operations Committee oversees the referral process to make it easier for partner agencies to jointly serve job seekers. It is recognized that clients often have multiple barriers to employment and co-enrollment is encouraged. SC Works encourages all job seekers to enroll in Wagner Peyser and then to enroll in other programs that are beneficial. To facilitate coordination of co-enrolled clients, SC Works hosts monthly

strategy meetings for each center so partners can get updates on the progress of individual clients. The Board receives enrollment and outcome reports for partner agencies quarterly. Starting in 2019, the Upper Savannah Workforce Development Board will get tallies of referrals made. The goal is to increase referrals from about 200 per year to 2,000 per year.

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

- Facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations;
- Support a local workforce development system that meets the needs of businesses in the local area;
- Improve coordination between workforce development programs and economic development; and
- Strengthen linkages between the SC Works delivery system and unemployment insurance programs.

To be successful in training and placing job seekers, the workforce community must understand the needs of business. There are more than 4,000 businesses in the seven-county region. Upper Savannah is focusing on two areas. First, the business services team is concentrating on serving manufacturers because they have the most acute worker shortages. For example, Upper Savannah is assisting Colgate Palmolive in staffing a new plant in Hodges. Next, the area concentrates on small business. Businesses with fewer than 50 workers often do not have a human resources manager and appreciate assistance in recruiting and screening applicants. Because small businesses often are more flexible, they have a greater likelihood of hiring someone with a barrier to employment.

Upper Savannah has a business services team composed of individuals across partner agencies. The team meets at least quarterly to discuss coordination and strategies. On a daily basis, members e-mail and call each other sharing leads and brainstorming how to fill jobs.

Upper Savannah reviews key business services measures annually including the number of job listings managed by SC Works, the efficiency of the referral system (are enough qualified candidates sent?) and the numbers of placements made. The review is part of each centers annual monitoring process.

Upper Savannah leadership and economic developers meet together at least quarterly. The periodic meetings ensure there is good communication, but the most productive meetings are in response to specific employer concerns. For example, when a Laurens County business was sold, the Laurens County Economic Development Corporation brought to the table, Upper Savannah, Piedmont Technical College and the South Carolina Manufacturing Extension Partnership to make sure that the new plant leadership was aware of all the assistance available.

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

The workforce system has many tools available to help businesses. The best tool is a skilled listener. Area business services representatives are trained how to ask questions to help identify services which can help employers. The most frequently provided service is recruitment assistance. Job openings can be posted in the SC Works database. If a match cannot be made with potential workers in the database, the staff emails team members to brainstorm how to find candidates. Employers like the ability to place a "blind" job listing so that they are not contacted by unqualified applicants.

Upper Savannah has two large regional job fairs each year, as well as assisting with county-sponsored employment events. Both the job fairs and the job referral services give SC Works staff opportunities to find out training needs.

Upper Savannah helps businesses retool their existing workforce by administering Incumbent Worker Training funds offered by the State Workforce Board. When businesses have a hard-to-fill vacancy, an On-the-Job Training contract is developed so the business can use the wage subsidy to provide specialized training. Business services representatives can promote the apprenticeship tax credit and put employers in touch with Apprenticeship Carolina.

Incumbent Worker Training (IWT) programs, On-the-Job Training (OJT) programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies are designed to meet the needs of regional employers and support the Local Board's strategic vision and goals.

Our staff/team works closely with business/education to increase awareness of funding to support training to further develop strategies to close the gaps for soft/hard skills and also efforts to avert layoffs or plant closures. (IWT)

We provide ongoing support for the Work Ready Community Initiative and the components that strengthen this system through the attainment of the National Career Readiness Credential (NCRC) and Job Profiling.

Through social media (Facebook, Twitter), we are able to reach partner agencies, educational facilities, diverse populations, etc. within our region and outside the counties we serve. This vast outlet has proven to be effective and a great resource

for advertising and promoting services. Staff maintains a presence at Chamber functions and local community and civic events.

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

*Local staff from Upper Savannah currently participate in the **Link Upstate** Region Sector Strategy Team meetings. The key characteristics of sector partnership include focusing on an industry that is important to the regional economy: engaging firms in a “wholesale” manner, as multi-firm partnerships; serving regions that make sense to the industry based on labor sheds, supply chains, etc. (i.e. not based on geopolitical boundaries); creating a public-private partnership; being demand driven/industry-led; focusing on problems solutions not programs and understanding the critical role of an intermediary in aligning public resources and engaging employers.*

These team meetings have provided the framework for identifying our Target Cluster for the Upstate Region: Diversified Manufacturing. This participation ensures that concerns and challenges in our local area will be identified and addressed.

The Upper Savannah Workforce Development Board has an economic developer (Rick Farmer, Newberry County) on the executive committee. Efforts are coordinated on the regional and county levels. Upper Savannah also has a close working relationship with Small Business Development Centers (SBDC). Upper Savannah Council of Governments has a revolving loan fund which provides gap financing for small businesses.

Section IV: Program Design and Evaluation

1. A description of the SC Works delivery system in the local area, including:
 - How the Local Board will ensure the continuous improvement of eligible providers of services through the system and that the providers will meet the employment needs of local employers, workers, and jobseekers;

*One of the primary responsibilities of a local workforce board is selecting eligible providers of services for adults, dislocated workers and youth as prescribed in the Workforce Innovation and Opportunity Act. Currently, in the Upper Savannah Workforce Area, **Eckerd Workforce Solutions and GLEAMNS Human Resources Commission, Inc.** are the providers of Workforce Innovation and Opportunity Act services. There are a number of reports and procedures in place that the Workforce Board and the Workforce Development staff can utilize to ensure the continuous improvement of service delivery. The Quarterly Performance Report offers the Board a statistical abstract of the health of the area workforce system. Feedback from the Board on these reports offer insights from an outsider's perspective on how services are provided and suggestions on what areas of focus there should be to address the needs of job seekers and employers.*

On a monthly basis, the Upper Savannah workforce development staff meets with the grantee and Department of Employment and Workforce staff to review South Carolina Online System Detailed Reports, Summary Reports and Ad Hoc Reports, as well as, discuss trends and share information. On a quarterly basis, the Upper Savannah Business Service teams meet to share information, to evaluate their efforts at business penetration and explore new techniques for engaging the business community and addressing their employment needs. The regional partner's meeting affords the grantee staff, the Upper Savannah staff and the system partners an opportunity to share information on services, on employment trends they have noted and better coordinate their activities.

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

The Upper Savannah Workforce System maintains a presence in all seven counties within its workforce area. The Greenwood SC Works Center (comprehensive center) is located in the GLEAMNS Community Complex. Workforce Innovation and Opportunity Act programmatic services and Employment Services activities, as well as computer access to unemployment benefits are available Monday through Friday.

*The Laurens County SC Works Center is **co-located with Laurens County Adult Education**. It, provides Workforce Innovation and Opportunity Act programmatic services, SC Department of Employment and Workforce Employment Services and*

computer access to unemployment insurance benefits **four days** a week. The Abbeville County SC Works Center is located in the **County's administration building, with economic development** and is open to the public two days a week, providing Workforce Innovation and Opportunity Act programmatic services, Employment Services and computer access to unemployment insurance benefits. The McCormick County SC Works Center is open four days a week. The GLEAMNS Human Resources Commission CSBG program is co-located in the Center. Workforce Innovation and Opportunity Act programmatic services and Employment Services activities, as well as computer access to unemployment insurance benefits are available two days a week.

The Saluda County SC Works Center is open three days a week. The GLEAMNS Human Resources Commission CSBG program is co-located in the Center. Workforce Innovation and Opportunity Act programmatic services and Employment Services activities, as well as computer access to unemployment benefits are available two days a week. The Edgefield County SC Works Center is open to the public four days a week at the back of the **health department building**. The GLEAMNS Human Resources Commission CSBG program is co-located in the Center. Workforce Innovation and Opportunity Act programmatic services and Employment Services activities, as well as computer access to unemployment benefits are available two days a week.

The Newberry County SC Works Center is open to the public five days a week. ~~The GLEAMNS Human Resources Commission CSBG program is co-located in the Center.~~ Employment Services, as well as, computer access to unemployment insurance benefits are available Monday through Friday. Workforce Innovation and Opportunity Act programmatic services are available two days a week, (Tuesdays and Thursdays). **The Newberry Center is in the same plaza as Piedmont Technical College and the Veterans Service Center.**

Job Seekers and Employers can also access Employment Services and Unemployment Insurance information on the following websites: www.jobs.scworks.org and www.mybenefits.dew.sc.gov. Other information regarding employment and business services can also be accessed at www.upperscworks.com and on Facebook at UpperSCWorks and on Twitter at #UpperSCWorks.

- How entities within the SC Works delivery system, including center operators and partners, will comply with the nondiscrimination provisions of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and

It is the policy of the Upper Savannah Workforce System to treat all employees with dignity and respect and to provide a workplace that is free from discrimination

whether that discrimination is based on race, color, religion, sex (including gender identity or pregnancy), nationality, origin, disability, political affiliation, marital status, age, sexual orientation or other non-merit factors.

Section 188 of the Workforce Innovation and Opportunity Act retains the same non-discrimination provisions found in Section 188 of the Workforce Investment Act, and as the workforce system transitions to operations under the new law, this guidance will remain in effect. The relevant nondiscrimination provision in WIA states that “no individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied on the basis of race, color, religion, sex, national origin, age, disability, or political affiliation or belief, among other basis.”

Grantees and partners will adhere to Equal Opportunity requirements and will not discriminate against any employee or participant because of race, color, age, sex, religion, sexual orientation, disability, political affiliation, or national origin. As a federally funded program, Equal Opportunities apply. Grantees and partners will comply with the non-discrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act and instructions transmitted by Upper Savannah.

Grantees and partners are responsible for ensuring that their staff are trained. On an ongoing basis, Grantees and partners will assess the need for staff training and will provide training as needed. Staff will attend periodic training sponsored by Upper Savannah and will attend the annual Workforce Innovation and Opportunity Act state symposium and/or other training recommended by Upper Savannah. Grantees will conduct ongoing customer satisfaction training with the case managers and other agency staff. Grantees will also provide ongoing training to Workforce Innovation and Opportunity Act funded staff and other agency staff on aspects of the American with Disabilities Act and training on effectively communicating with individuals with disabilities and meeting their accommodation needs. Grantees will take every possible measure to serve individuals with physical and intellectual disabilities.

SC Works Centers are reviewed for accessibility during the monthly reviews. Reasonable accommodations are provided as the need arises and when requested.

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

This question was addressed in Section 1, “analysis of workforce development activities.”

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

Workforce Innovation and Opportunity Act (WIOA) programmatic services for Adults and Dislocated Workers are provided in all seven counties in the Upper Savannah

Workforce Area by GLEAMNS Human Resources Commission. Access to self-service employment services such as online job searches and filing for unemployment and maintenance of the claim are available at all SC Works Centers in the area.

Individuals who are interested in WIOA programs are asked to attend an orientation to WIOA. If an individual is unable to attend the scheduled orientation session, WIOA staff can conduct a one-on-one session with the individual. The orientation session is an overview of services that are available to individuals enrolled in WIOA. If the attendee is interested in WIOA, they are scheduled for an eligibility determination appointment and given information on what documentation is needed for the eligibility appointment. At the eligibility appointment, staff key the gathered data into the SCWOS WIOA application and makes a determination of eligibility for one of the WIOA programs. For Adult applicants, priority of service is given to individuals who are low income/public assistance recipients or basic skills deficient. Veterans and the spouses of veterans are also given priority of service.

Individuals who fail to meet the eligibility and priority of service criteria for WIOA are given information and referrals to other community services that may address their specific needs. WIOA participants and staff develop employment and training plans and schedule comprehensive assessment appointments. Services that are available to Adult and Dislocated Worker participants includes individualized job placement assistance, GED preparation, referrals to services through partner agencies, workshops ranging from application skills to expungement information, as well as work experience opportunities, on-the-job training opportunities and apprenticeship opportunities. Occupational skills and classroom training in targeted in-demand occupational sectors is available to participants needing this type of service to obtain or retain employment.

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

The State Rapid Response Unit offers an orientation session for workers. Upper Savannah attends all orientation sessions.

Upper Savannah is a leader in providing services to dislocated workers. It has created a menu of services that businesses can choose from. We understand that employers are under pressure to maintain productively while they downsize. However, we encourage businesses to allow us to come on site.

The range of services may change in the future, but Upper Savannah is committed to offering as much information as possible to workers facing a layoff.

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

Workforce Innovation and Opportunity Act (WIOA) programmatic services for Youth are provided in all seven counties in the Upper Savannah Workforce Area by GLEAMNS Human Resources Commission. Access to self-service employment services, such as online job searches and filing for unemployment and maintenance of the claim, are available at all SC Works Centers in the area. The primary focus of the area's youth program is on out-of-school youth between the ages of 16 to 24, who are not attending any school and meet one of the seven criteria prescribed in the Workforce Innovation and Opportunity Act.

Under the Workforce Innovation and Opportunity Act, 75 percent of the youth allocation must be spent on Out-of-School youth. At a minimum, 20 percent must be spent on work experience opportunities for youth.

Individuals who are interested in WIOA programs are asked to attend an orientation to WIOA. If an individual is unable to attend the scheduled orientation session, WIOA staff can conduct a one-on-one session with the individual. The orientation session is an overview of services that are available to individuals enrolled in WIOA. If the attendee is interested in WIOA they are scheduled for an eligibility determination appointment and given information on what documentation is needed for the eligibility appointment. At the eligibility appointment, staff input the gathered data into the SCWOS WIOA application and makes a determination of eligibility for the WIOA Youth program. If the applicant is eligible for WIOA, a comprehensive assessment appointment is scheduled. Individuals who fail to meet the eligibility criteria for WIOA are given information and referrals to other community services that may address their specific needs. The comprehensive assessment gathers information on the education and employment needs of the applicant, as well as identifying any potential barrier that may hinder their pathway to success.

The comprehensive assessment is the first WIOA activity. Once enrolled, the participant and staff develop an employment and training plan. Services that are available to Youth participants includes individualized job placement assistance, GED preparation, referrals to services through partner agencies, workshops ranging from application skills to expungement information, as well as work experience opportunities, on-the-job training opportunities and apprenticeship opportunities. Occupational skills and classroom training in targeted in-demand occupational sectors is available to participants needing this type of service to obtain or retain employment. If it is determined that the participant would benefit from or needs one or more of the fourteen program elements as prescribed in the Workforce Innovation and Opportunity Act, arrangements are made to provide that service.

The SC Vocational Rehabilitation Department (SCVRD) has always served youth with disabilities. Their specially trained counselors get referrals from high school staff. They develop success strategies for each student. The first goal is to finish high school. They can provide mentoring and advocacy. Often youth are placed in

summer work experience assignments. Students are provided transitional assistance and about a third of the graduates are sponsored for post-secondary training. Across the seven-county region, 158 high school students were served in 2016.

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

	Program Element	Available Through WIOA	Available Through Other Agency/Organization
1	<i>Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.</i>	<i>WIOA when not available from training provider</i>	<i>Training provider (Schools)</i>
2	<i>Alternative secondary school services, or dropout recovery services, as appropriate.</i>		<i>Local School Districts</i>
3	<i>Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities.</i>	<i>WIOA-GLEAMNS</i>	<i>CATE Centers VR Employer initiatives</i>
4	<i>Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved.</i>	<i>WIOA</i>	<i>Training providers</i>
5	<i>Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.</i>	<i>WIOA-GLEAMNS</i>	<i>Training providers</i>

6	<i>Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.</i>	<i>WIOA-GLEAMNS - Workshops/Field trips</i>	<i>CSBG Youth Leadership Program</i>
7	<i>Supportive services</i>	<i>WIOA-GLEAMNS</i>	<i>Partners offer services for their clients.</i>
8	<i>Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.</i>	<i>WIOA W/E Worksite Supervisors as work base mentors</i>	<i>Local fraternities and sororities have agreed to provide mentoring for young adults.</i>
9	<i>Follow-up services for not less than 12 months after the completion of participation, as appropriate.</i>	<i>WIOA-GLEAMNS</i>	
10	<i>Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.</i>	<i>WIOA-GLEAMNS</i>	<i>Referrals as appropriate</i>
11	<i>Financial literacy education</i>	<i>WIOA-GLEAMNS - Workshops</i>	<i>United Way CSBG</i>
12	<i>Entrepreneurial skills training</i>	<i>WIOA-GLEAMNS - Workshops</i>	<i>Small Business Centers</i>
13	<i>Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.</i>	<i>WIOA-GLEAMNS - Workshops</i>	<i>School District Department of Commerce</i>
14	<i>Activities that help youth prepare for and transition to postsecondary education and training.</i>	<i>WIOA-GLEAMNS - Workshops</i>	<i>School Districts Department of Commerce</i>

The first step in integrating the youth program elements into the program design of the youth service provider is identifying internal and external resources that are available within the seven counties of this area that address the aspects of the program elements.

In developing employment strategies for youth who are enrolled in our programs, it is equally important to identify the specific needs of the individual participant. This process begins with eligibility determination, which not only establishes that they meet the criteria to participating in WIOA, it provides the first indications of what services within the program elements can be utilized to assist them reach their goals. The next step in the process is the comprehensive assessment, which highlights strengths and weaknesses that can be addressed. The comprehensive assessment is the foundation upon which the Individualized Service Strategy is constructed and

offer recommendations tied to the youth program elements. The key element in the process is the one-on-one interaction with the participant and the case management staff. Armed with various sources of information, together they can plug in the resources of the program elements to help the individual reach their goals.

*For participants who are school dropouts or basic skills deficient, we are working closely with the various Adult Education programs in the region, which includes reciprocal referral arrangements. For those participants co-enrolled in WIOA and Adult Education, we are closely monitoring their progress and establishing performance benchmarks toward achieving their goal of obtaining a GED within a timely manner. In addition to utilizing the services of the adult education programs, participants are also encouraged to sign onto Career Ready 101 to supplement the in-class training they are receiving through Adult Education. Career Ready 101 will also prepare them to take the WorkKeys/**WIN** examination, which will be an additional aid in the pathway to employment success.*

Keeping with the intent of the Workforce Innovation and Opportunity Act, the area has embraced the concept of work-based learning, in this instance, Work Experience, On-the-Job Training and Apprenticeship programs, as a gateway to employment for youth with limited or sporadic work histories. The case management staff and the business services team review and evaluate the work readiness of the participant and together work to find an appropriate work activity that will either give the participant experience in the world of work or an opportunity to find full time permanent employment. It is also recognized that for “hard to serve youth” employment can be a progression from one job to the next job, until they find the job that meets their needs on financial and personal levels. The youth provider will work toward expending 25 percent or greater of their youth allocation on work experiences.

Individuals who are identified as needing occupational skills training to successfully obtain or retain employment are encouraged to apply for a WIOA Scholarship (ITA). The sector strategy focus for the Upper Savannah region is on diversified manufacturing and healthcare and training opportunities that are for in-demand occupations in those areas. With limited funding, all efforts are made to leverage WIOA training with other available financial resources, such as the Pell Grant, scholarships and lottery funds. Occupational skills training may take the form of long-term training or short-term training, such as the SCMC, forklift training or short-term pre-vocational instruction.

A participant may not require all 14 youth elements, but those elements such as Adult Mentoring, Financial Literacy and Entrepreneurial skills can be either provided by staff in-house or obtained through partnerships with public or private institutions. Individuals with financial literacy concerns are referred to credit counseling, which in many counties are offered through United Way. The youth provider has developed a workshop in conjunction with the Community Services Block Grant program, which can be used to assist individuals.

Comprehensive guidance and counseling can take various forms, from providing participants one-on-one counseling on labor market information, such as jobs that are in-demand, information on skills needed for those jobs and wage information. Guidance can come in the form of offering assistance in completing an application for admission into a post-secondary school, completing a financial aid application or providing information on a career cluster the participant is interested in pursuing. Counseling may be providing a participant with information on expungement or pardons and making the appropriate referral to an agency, which can assist them in addressing the background issue.

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

The Board and its committees have representatives from seventeen agencies representing education and workforce investment activities. Resources have been identified. With a workforce of more than a hundred thousand individuals and more than four thousand businesses, there are tremendous needs.

*There are few true duplication of services. Rather different partners offer similar services at different times and different places. For example, WorkKeys/**WIN** assessments are offered through Piedmont Technical College, SC Works Centers and Adult Education. Piedmont Technical College offers the assessment twice a week with a morning session and an evening session. SC Works Centers and Adult Education providers in rural counties may test every other week. Upper Savannah keeps a calendar of testing dates, times and locations so that job seekers can be directed to the site which is most convenient to them.*

As organizations do more with less resources, it is likely that there will be times when one organization chooses to stop offering a service which is provided by a partner agency. Several years ago, the Upper Savannah Workforce Development Board made a choice not to fund training for entry-level medical fields such as nursing assistant. Three other organizations fund nursing assistant training, Project Hope, Community Services Block Grant and Goodwill.

One ally in coordinating with education is the Western Piedmont Education Consortium (WPEC), which covers all ten school districts in the Upper Savannah area and also has as members Piedmont Technical College and Lander University. The Consortium is housed in the same building as Upper Savannah Council of Governments. Upper Savannah has been invited to speak to groups convened by WPEC, including superintendents, adult education directors, career and technical education coordinators and counselors.

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

The area's supportive services policies are in the folder listed "#10". Since the original plan was published, The Upper Savannah Board has approved offering Needs-Related Payments for low-income youth as well as adults enrolled in short-term training. The reimbursement for client travel has increased.

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

Coordination starts with identifying resources and learning program guidelines. The Upper Savannah region has a SC Works Center orientation workshop. Clients can learn about different services and funding sources. As part of center staff training, all workers (regardless of their funding source) are required to attend the orientation session once a year so they are familiar with what is available.

Upper Savannah has a website with a partner resources section. It also has a joint events calendar.

Upper Savannah closely coordinates with Wagner-Peyser. For the most part, Wagner Peyser provides all of the basic job search assistance services in Abbeville, Greenwood, Laurens and Newberry Counties. WIOA and other partners fill in as necessary. Other partners help job seekers in Edgefield, McCormick and Saluda counties where Wagner Peyser staff is not stationed.

Monthly placement meetings which involve staff who assist clients as well as those who help employers help insure all programs are working together. The meetings are facilitated by the SC Works operator.

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

Adult Education providers are full partners in the SC Works system. For years, the six local agencies have worked to build awareness of the value of a high school credential and of having the basics required for employers including the WorkKeys assessment. Adult education providers served on local Work Ready Communities Steering Committees. All seven counties were designated as work ready communities.

ection V: Operations and Compliance

1. Copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local SC Works system. This includes agreements between the local board or other local entities with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as the cross-training of staff, technical assistance, the use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. **No agreements have been negotiated after the 2016 plan was submitted.**

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

Upper Savannah Council of Governments is the administrative entity for the Upper Savannah Workforce Development Board. It receives grant funds and disperses them to fund programs approved by the Board.

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

The Workforce Board reviews needs and existing services. It determines what service gaps remain and develops specifications for programs which are outlined Grant Announcements. Funding opportunities are advertised in the South Carolina procurement website (SCEBO). The Executive Committee of the Board review proposals and makes funding recommendations. The Board votes on grants.

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

Adult	Employment Rate Quarter 2	76.8%
Adult	Employment Rate Quarter 4	73.0%
Adult	Median Earnings	\$3,955
Adult	Credential Rate	51.9%
Dislocated Worker	Employment Rate Quarter 2	80.1%
Dislocated Worker	Employment Rate Quarter 4	76.0%
Dislocated Worker	Median Earnings	\$5,976
Dislocated Worker	Credential Rate	48.6%

Youth	Employment, Educ or Training Placement Rate, Qtr 2	76.6%
Youth	Employment, Educ or Training Placement Rate, Qtr 4	69.0
Youth	Median Earnings	Not set
Youth	Credential Rate	68.1%
Youth	Measurable Skills Gains	Not set

5. A description of actions the Local Board will take toward becoming or remaining a high-performing workforce area, including:
- The effectiveness and continuous improvement criteria the Local Board will implement to assess their one-stop centers;
 - A description of the methodology used by the Local Board to allocate SC Works center infrastructure funds; and
 - A description of the roles and contributions of SC Works partners, including cost allocation.

The Upper Savannah Board has identified key performance indicators which show center utilization, enrollment in partner programs and outcomes from key programs. The usage report is compiled quarterly with data available by center. Data can be tracked over time. The information is shared at each board meeting. The board has twelve primary goals. At each meeting the progress of three goals is reviewed so in the course of a year, the board has revisited all goals. The board uses traffic counts and customer service measures to allocate infrastructure resources.

The Upper Savannah area has been a good steward of infrastructure resource. Since the 2016 plan was implemented it has:

- 1. Reduced its expenses in Abbeville by more than a thousand dollars a month by moving from Piedmont Technical College to a county building.*
- 2. Moved to a cost-effective location in Edgefield where we are co-located with the Health Department.*
- 3. Got the County to install a directional sign in Greenwood, increasing our visibility*
- 4. Reduced expenses in Laurens by \$300 a month, while increasing the space available for job seekers and employers. We are now co-located with adult education and First Steps.*
- 5. Renegotiated our leases in McCormick and Saluda reducing our costs by one half.*
- 6. Moved into a custom designed space in Newberry County, adjacent to Piedmont Technical College. The savings on utility expenses, communications, janitorial and landscaping save more than \$1,000 a month.*

Upper Savannah uses the state's methodology to distribute infrastructure costs between all required partners and other partners who have chosen to locate staff in centers. The area uses the "head count" model where partners pay costs proportionately according to their co-located staff. Partners who are not in centers contribute in other way. For example, adult education providers assist with assessing

the basic skills levels of SC Works clients. Piedmont Technical College hosts area job fairs saving partners thousands of dollars in rental expenses. Goodwill helps by providing center greeters.

Since 2000, the Upper Savannah Workforce Development Board has worked with local government to locate SC Works Centers in space that is affordable. Community Development Block Grant funded renovating centers in Greenwood, McCormick and Saluda. Most recently, the Board was given data showing the cost of each center relative to the traffic so a cost per visit could be determined. Based on the chart, the Board asked staff to find a way to reduce costs in the area's most expensive county - Abbeville. It did so by renegotiating a lease. As funding gets tighter, the area will keep finding ways to reduce costs and get more users in centers.

Descriptions of the roles and contributions of the SC Works partners are included as Attachment 8. Currently the following agencies participate in cost sharing: GLEAMNS Human Resources Commission, SC Department of Employment and Workforce, SC Department of Social Services and SC Department of Vocational Rehabilitation. Currently, the cost sharing methodology is based on sharing costs based on staff assigned to centers. It is planned next year that there will be two tiers of cost allocations. Co-located partners will share the facility costs (utilities, janitorial, etc.) based on the number of staff in centers. Partners who are not located in centers will be asked to document their contributions.

The Upper Savannah Workforce Development Board's operation committee has been selected as the group which will review expenses and utilization.

6. A description of how Adult and Dislocated Worker training services will be provided through the use of individual training accounts, including:
- If contracts for training services will be used;
 - How the use of training service contracts will be coordinated with the use of individual training accounts; and
 - How the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

All training for adult and dislocated worker clients funded by the Workforce Innovation and Opportunity Act is through programs on the state eligible training provider list, which were selected by the area as for occupations which are in demand. The list has 135 different programs. Most types of occupational training are offered by more than one provider.

Upper Savannah has no contracts for training services, rather allows clients to choose between existing programs on the eligible training providers list.

The Board was involved in the initial choice of occupations for the eligible training provider list. Between meetings, Upper Savannah staff adds requested training

which is consistent with the Board's initial selection and which is supported by labor market information. **The list of occupations and approved training is reviewed yearly.** The area's Eligible Training Providers procedures allow for denied providers to appeal to the Board. Potential trainees are directed to the PATH website so they can research options. A listing of occupations and wages for the area is on the Upper Savannah website.

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

Upper Savannah seeks assistance in transitioning to an integrated intake and case management. We will need state leadership to make any significant progress.

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

Priority of Service

The Upper Savannah Workforce Investment Area has instituted the following priority of services policy. The Workforce Innovation and Opportunity Act establishes a priority requirement with respect to funds allocated for Adult employment and training activities. This priority will be given to individuals who have met minimum eligibility requirements.

Keeping in compliance with the requirements of the Workforce Innovation and Opportunity Act, individuals falling into the following populations will be given priority of service.

Adults who are low-income or are Public Assistance Recipients:

A low-income individual is defined as an individual who (1) receives, or is a member of a family that receives cash payments under a Federal, State or Local income-based public assistance program, (2) receives an income, or is a member of a family that receives a total income, for the six (6) months prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in subparagraph (A), and the old-age survivor's insurance benefits received under section 202 of the Social Security Act (42 U.S.C.) (401)), that, in relation to family size does not exceed the higher of (a) the poverty line, for an equivalent period; or (b) 70 percent of the Lower Living Standard Income Level, for an equivalent period; (3) is a member of a household that receives or has been determined within the six (6) months prior to application for the program involved to be eligible to receive food stamps pursuant to the Food Stamps Act of 1977 (7 U.S.C. 2001 et seq); (4) Qualifies as a homeless individual, as defined in subsection (a) and (c) of section 102 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302); (5) Is a Foster Child on behalf of whom State and Local Government

payments are made. Upper Savannah allows those who meet the 100% income level to be enrolled in the adult program. **It is expected that at least 90% of adults enrolled will meet the 70% income level or be basic skills deficient.**

Adults who are basic skills deficient:

For Adults, basic skills deficient is defined in WIOA section 3(5) (B) and applies when an individual is unable to compute or solve problems, or read, write or speak English at a level necessary to function on the job, in the individual's family or in society. The State of South Carolina has further defined Adult Basic Skills Deficiency as an Adult who lacks a High School Diploma or equivalent, who has scored 8.9 or below on the TABE or less than 4 on the Applied Math, Reading for Information or Locating Information portions of WorkKeys or is enrolled in a Title II Adult Education for English as a Second Language class.

Individuals with Disabilities

For an individual with a disability which they are willing to disclose, income levels for eligibility purposes will be based on the individual's own income rather than his or her family's income. WIOA section 3 (36) (A) (vi) states that "an individual with a disability whose own income meets the low-income definition in clause (ii) (income that does not exceed the higher of the poverty level or 70 percent of the lower living standard level, but who is a member of a family whose income exceeds this income requirement is eligible for Adult Individualized Career and Training Services.

Veterans

The United States Department of Labor and the South Carolina Department of Employment and Workforce have mandated that veterans be given priority for Workforce Innovation and Opportunity Act Individualized Career and Training Services. The definition of displaced homemaker includes the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of deployment, a call or order to active duty under a provision of law referred to in WIOA section 101(a)(13) (B) of title 10, United States Code, a permanent change in station or the service-connected death or disability of the member. This policy guidance applied only to honorably discharged or recently returned veterans whose military service would be considered the dislocated employer.

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

Fourteen partner agencies representing advocacy groups for various populations are part of the Upper Savannah workforce system. Upper Savannah gives the Board quarterly updates on the numbers of individuals enrolled in vocational rehabilitation

and adult education. The nontraditional workers committee is tasked with providing outreach to groups not proportionally represented in the workforce.

A key component of serving those with barriers is understanding. At the February 2017 partner meeting, Vocational Rehabilitation lead partner staff in sensitivity training. The exercise asked participants to assume the character of an individual with a specific barrier to employment. The participants tried to find resources in the Center despite various physical and mental disabilities and barriers. One individual did not speak English. Another did not read. After the exercise, staff brainstormed how to reduce barriers at the Center. In 2019, Upper Savannah utilized college students as secret shoppers who said that they had a barrier to employment to evaluate responsiveness. The results lead the area to craft additional staff training.

The Board supports serving those whose criminal background might pose a barrier. ~~The Board endorsed Piedmont Technical College pursuing a grant to train inmates. Piedmont Technical College currently has a grant to prepare individuals with a criminal background for a job in manufacturing or construction.~~ The area has sought out grant funding to operate a demonstration program with the Young Offenders Act program of the Department of Corrections. We hope that by working with a group of newly released offenders, the area will learn how to effectively meet their needs. The program coordinator will serve as an Re-entry Navigator.

The area is committed to serving veterans and dependents of qualified veterans. Designated staff help veterans plan their job search and find work. Two workforce centers are located adjacent to county veterans services offices.

The Board gets quarterly reports showing enrollments and outcomes from Vocational Rehabilitation and Adult Education. Upper Savannah has made initial efforts to compare characteristics of our participants with the labor force in order to ensure we are serving population groups equitably, but we would like additional training.

10. Copies of current Local Board policies and definitions, including:

Planning instructions, ask areas to list policies and definitions, which have changed since the original plan was approved. Upper Savannah receives policy guidance from the state, which it passes on to program operators (for example directions for employer registration). Below are the policies, which have been updated since the original submission and were not generic state instructions.

1. Supportive Services policy (attached)
2. Youth incentives policy
3. Priority of Services policy
4. Training provider approval policy ,

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

8. Memorandum(s) of Understanding, including signature sheets (on file with SCDEW and most current online at <https://upperscworks.com/workforce-system/partner-resources/sc-works-memorandum-of-understanding-py-2018/>)
9. All service provider grants, including statements of work and budgets; (already on file with SCDEW)
10. Statements of work for in-house operational staff (where applicable); NA
11. Current or most recent Grant Application Request(s)/Request(s) for Proposals; NA
12. Local Workforce Development Board By-Laws; NA
13. Local Workforce Development Board and Committee meeting schedules;
14. Local Workforce Development Board budgets; attached
15. Local monitoring schedule attached