Local Area:
Lower Savannah Workforce Development Area

Counties within the Local Area:
Aiken, Allendale, Bamberg, Barnwell, Calhoun and Orangeburg Counties

Local Area Administrator and Contact Information:
André Anderson
P. O. Box 850
Aiken, S. C. 29802
Phone: 803 649-7981
abanderson@lscog.org
2016 – 2020

Lower Savannah

Workforce Innovation and Opportunity Act

Local Plan
The Workforce Innovation and Opportunity Act (WIOA) gives the Lower Savannah Workforce Development Board (LSWDB) an unprecedented opportunity to develop employment and training systems tailored specifically to local area needs. This Local Plan represents a collaborative process among the Chief Elected Official(s) (CEOs) and local workforce partners. This collaboration will create a shared understanding of the area’s workforce system, a shared and actionable vision of how the local workforce development system should be designed to meet those needs, and agreement on the key strategies to achieve this vision. The plan reflects the current and future strategies of the local area for the period July 1, 2016 – June 30, 2020.

This Local Plan includes input from the following core partner programs: Adult Education, WIOA Adult, Dislocated Worker and Youth, Wagner-Peyser Act; Family Literacy Act, Vocational Rehabilitation, as well as, other local area required and optional partners. The development of a comprehensive Local Plan is critical to effective implementation of Workforce Innovation and Opportunity Act programs and services. The Employment and Training Administration’s (ETA) Training and Employment Guidance Letter (TEGL) Number 21-11 significantly modifies the planning process and moves it beyond purely compliance to a strategic plan approach calling for much improved alignment of resources, specific coordination among programs and improved efficiency in service delivery throughout the workforce development/employment training system. The Local Plan identifies and describes policies, procedures and activities that are carried out in the local workforce area, consistent with the strategic vision and goals outlined in the State Plan and the respective regional plan. Lower Savannah’s Local Plan has been developed in accordance with the ETA plan priorities, the State Integrated Workforce Plan 2016-2020, and State Workforce Development Board priorities and objectives.

USDOL ETA Workforce and LSWDB emphasis includes:

- Alignment with state and regional economic development
- Cross-program Alignment
- Dual-customer (employer and job seeker) focus
- Work- Based Learning with an emphasis on Apprenticeships
- Effective use of Labor Market Information (LMI)
- Business and Employer Engagement
- Serving hard to serve populations
- Local and Regional Sector Strategies
- Effective Fund Utilization
- Performance Accountability
Note: LSCOG attachments are accessible via the hyperlinks within this electronic document, which are highlighted in yellow and underlined.

Section I. Workforce and Economic Analysis

An analysis of regional Labor Market data and economic conditions, to include existing and emerging in-demand industry sectors and occupations, and employment needs of employers in those existing and emerging in-demand industry sectors and occupations.

- 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.

Based on the information provided in the most recently released SCDEW Community Profile for the Lower Savannah local workforce development area, Central Region’s Sector Strategy Initiative and conversations with our economic development partners throughout our region, as well as various task force meetings, four of the highest projected growth sectors in the Lower Savannah area are:

- **Manufacturing** – 6.3% growth between 2012 & 2022
  - Outpacing state in Diversified Manufacturing projections
- **Healthcare** – 26.5% growth between 2012 & 2022
- **Transportation/Logistics** – 24.7% growth between 2012 & 2022
- **Construction** – 27.8% growth between 2012 & 2022

These are also the four identified career clusters by the Lower Savannah Workforce Development Board's Strategic Plan 2012-2016.

The Lower Savannah Workforce Development Area (LSWDA) doesn’t have a priority ranking for the identified clusters because of the size and differences among the region. All four are targeted areas of training.

WIOA Local Plan PY 2016-2020
Page 4 of 35
Lower Savannah Council of Governments
See the SCDEW LMI County Profiles & Region Profile on LSWDA website:

- Aiken
- Allendale
- Bamberg
- Barnwell
- Calhoun
- Orangeburg
- Lower Savannah

See the SRSCRO Regional Workforce Study Information LSWDA website

See the Economic Development Target Industries on LSWDA website

See the LSCOG Economic Indicators Report/ CEDS Information (2016) on LSWDA website

In-demand jobs are located on page 35 of the SRSCRO Regional Workforce Study Information link above.

The list includes 41 different occupations, but is dominated by positions in Healthcare, Construction, Manufacturing/Production and Transportation. This list coincides with the four clusters that comprise local area priorities for Workforce Development and Economic Development, respectively.

In our current analysis of the region’s workforce, approximately 20% of the open positions require a bachelor’s degree to obtain, yet 38% of the population has a bachelor’s. This creates a mismatch and can contribute to underemployment for the citizens for the region. For example just 1/3 of all degrees awarded were for bachelor degree’s within the region. These over qualified individuals are filling many of the jobs that require an associate degree or less. Lower Savannah recognizes and is trying to counter this unintended outcome by working closely with technical colleges and employers to accurately capture the technical skills needed for these positions. The full workforce analysis can be located on pages 27-39 of the SRSCRO Regional Workforce Study Information link above.

As a local workforce Area, Lower Savannah has begun the process of creating sector strategies within the six county region and within the Central Region of South Carolina. The focus of
this is to address the lack of credentialing among potential employees within the region. Employers have been invited to educate all workforce entities within the local area to the unique needs that are faced by organizations as they seek to keep pace with global economies. We in turn are creating (based on employer feedback) curricula at the K-12 and Post-secondary levels to improve workplace efficiencies with the emerging cohorts of employees. Likewise, WIOA staff and SC Works partners are addressing the same issues with the transitional cohorts of employees.

In addressing barriers to employment the LSWDB has identified those barriers that have had the greatest negative impact on workforce development outcomes, primarily diminished soft skills/workplace behaviors and a lack of technical knowledge. The LSWDB intends, through MOU creation, to lessen the impact of these barriers on the citizens of the LSWDA and the Central Region of South Carolina. This has always been a point of focus by the LSWDB and will continue to be so moving forward.

Workforce Development within the LSWDA uses the customer driven approach. More than just merely offering Occupational Skills Training (OST) through the local technical college, workforce professionals within the region attempt to address the whole client regardless of expected workforce development outcomes. There exists classroom environment soft skills training to increase overall knowledge of workplace standards, as well as one-on-one case management for additionally needed support of the individual. From a system standpoint, transportation is our largest challenge. We are a region of six mostly rural counties without a significant transportation system connecting these six counties to each other and no transportation system connecting this region to the rest of the state. This has a direct impact on individuals getting to both the job-site and the training site. From an employer standpoint it limits access to the pool of high quality employee prospects located in some of our most rural areas. In our efforts to mitigate this obstacle we are utilizing available transportation systems on an as-needed basis and will continue to seek out alternatives (additional funding opportunities, regional collaborations, WIOA Supportive Services, etc) until a more permanent solution is obtained.

While attempts are underway to address softskills limitations in the region, this still remains a weakness as identified by both business/industry, as well as, workforce professionals within the region. In an effort to counter the lack of adequate soft skills, the LSWDA is looking at Softskills models that may be purchased and collaboratively employed by workforce development organizations, technical colleges and industries who would be interested in setting up a “Softskills Academy” as a function of their hiring or onboarding process. In a separate attempt to lessen the effects of Softskills, the LSWDA has entered into a program where rising seniors in our local high schools are are placed on a summer employment program for roughly 9 weeks at a site chosen by the school. All sites must conform to our local policy regarding work experience(OSHA safety standards, superviser onsite at all times, treatment equal to any other employee on the site, etc.). Softskills are not simply being taught through pre-placement workshops and interviews but including the work experience aspect serves to reinforce the softskills tutorials with real world compensation and experience.
Our strengths are numerous. We have 8 major colleges and universities within our local workforce area with whom we have an established relationship. Particularly 3 of our technical colleges (Aiken Technical College, Orangeburg-Calhoun Technical College, and Denmark Technical College) who provide the majority of the Occupational Skills Training that we fund under WIOA. We have outstanding partner relationships which is evident by the cooperative spirit demonstrated in the co-located partners within the SC Works Centers (through preparatory morning meetings by partner staff, robust participation in our 2 Business services teams and participation of partnering agencies the Workforce Development Board and sub-committees within the LSWDA). Another very promising strength is related to the Aerospace and automotive corridor that runs through the Eastern sections of the LSWDA. Companies like GKN Aerospace, Volvo and Boeing provide an exciting opportunity for job seekers and entrepreneurial business/employer growth within the LSWDA.

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

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.

Our mission is to "bring industry, education, economic development, and community leaders together to promote economic growth through collaboration, advocacy, and programming to prepare a qualified workforce capable of meeting employers’ needs via a unified workforce system." The LSWDB's overall goal is to have a coordinated, proactive system that aligns talent development assets with current and future business recruitment and retention needs and enhances attraction efforts to improve the economic competitiveness of the local workforce area to include the entirety of the Central Region of South Carolina. Through a unified workforce development network, rather than segmented individual programs or entities; the LSWDB will continuously improve the area’s Workforce Development system. This will be done by using relevant and current data to make predictions on trends in the region's economy; then adjusting talent accordingly; and aligning the system's resources with the needs of the business and industry to ensure the availability of a quality labor pool. A stronger workforce system is the LSWDB’s primary objective.

Elements of our continued progress toward this ideal include:
A workforce Innovation and Opportunity system that operates as a "talent pipeline" utilizing the full array of education and training needed to be globally competitive;

Identifying regional sectors through the creation of sector strategies by linking employers, educators, and the workforce system to support career pathways for in-demand occupations;

Emphasis placed on lifelong learning opportunities for existing workers who will suffer economic hardships, if they don't acquire new skills;

A system that creates a well informed populace in the Lower Savannah region of the emerging opportunities for high-skill, high-wage employment;

Resource and Fund Development: serves as the regional convener providing information on existing and emerging resources for workforce development;

Collaboration and Partnering: working in partnership with economic development and education to attract new and retain existing employers, and

SC Works (formerly the One-Stop) Center Oversight and Operation: overseeing the operations of centers with knowledge on provided services and programs.

Additionally, to accomplish these goals, we will be working more intentionally with economic development and the business communities to better align resources; increase business engagement and penetration; provide more Work-based Learning (WBL opportunities (such as Incumbent Worker Training, On-The- Job Training, Work- Experience, Apprenticeships, etc). The LSWDB seeks to increase services to specific target populations, i.e., veterans, displaced homemakers, ex-offenders and of Out School Youth; enhance the seamless provision of community resources for economic and workforce development purposes; enhance the leveraging of resources, as they continue to become more scarce; and continue efforts for continuous improvement of overall program performance and accountability.

Under provision of the New Workforce law, the LSWDB has taken the opportunity to strengthen our commitment to our required workforce system partners. This is being done through the creation of more specific MOUs. Historically, MOUs have been filled with platitudes of cooperation conveying a sense of collaboration but not much else. We have, for the last few years, set about changing the tone and expectations associated with MOU creation with our workforce partners. Additionally, we are seeking to create a level of accountability for ourselves and to services we provide to the Lower Savannah citizenry. Some of these changes are as follows:

- Specific quarterly client referral numbers from and to workforce partners
- Specified grievance procedure if stated expectations are not being met
- Quarterly Workforce partner meetings to align expectations and outcomes
- Providing Workforce Department partners access to SCWOS (State database system) as a partnering agency
- Leveraging of resources to ensure maximum support of Workforce programs/clients

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.

Upon receipt of State Instruction Number 15-16, LSWDB staff convened meetings between all SC Works required partners, co-located workforce partners and all Workforce Development partners from across the region. There were a total of 6 meetings in all to include the Workforce Development Board meeting where this plan was the primary topic on the agenda. At these meetings, partners were asked to join us in the creation of a Local Plan that would be very inclusive of workforce programs and services being conducted across the Lower Savannah region.

Once the final document was created a Power-Point presentation was provided during the Public Comment period to the Lower Savannah Workforce Development Consortium as well as the LSWDB Executive Committee officers. Full copies of the plan were provided to those present at the Power-Point presentation prior to their arrival as well as the Lower Savannah Council of Government & Lower Savannah Workforce Development Board members. (E-mail, Minutes, Agenda and Powerpoint presentation attached)

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.

The Lower Savannah Workforce Development Area (LSWDA) is comprised of many partner and community service agencies and programs that make up the workforce development system in the six county region. Various agency and program staff are co-located in the six (6) SC Works Centers throughout the region while we have Memorandums of Understanding (MOU)/Resource Sharing Agreements (RSA) with others and plans to develop MOUs region wide among our partner programs. Programs and agencies included in the LSWDA workforce system are:

- SC Department of Employment and Workforce (Wagner-Peyser, Veterans Services, TAA Program and Unemployment Insurance and Employment Services)**
- Lower Savannah Council of Governments (SC Works Centers Operator, WIOA Program)
- Paxen/a program of Eckerd (WIOA Youth Service Provider)**

WIOA Local Plan PY 2016-2020
Page 9 of 35
Lower Savannah Council of Governments
The LSWDA is committed to supporting service alignment in sustenance of the strategies outlined in the State Plan which will carry out not just core programs and other workforce programs but additional agencies and program partnerships. Continuing and increasing the partnerships and collaboration in the region among workforce partners to more effectively serve job seekers with education and training activities and engage employers to recognize their requirements will aid in successfully meeting the needs of both customers and support the State as a whole.

We meet and work collaboratively with secondary and post secondary education and economic development entities throughout the region on a regular basis. We have an established partnership with neighboring local areas and with the Central Savannah River Area (CSRA). The CSRA consists of 7 counties in South Carolina (Aiken, Edgefield, Barnwell, Saluda, Bamberg, McCormick, and Allendale) and 12 counties in neighboring Georgia (Burke, Richmond, Columbia, McDuffie, Washington, Jefferson, Screven, Wilkes, Jenkins, Lincoln, Warren, and Glascock). Being so close to Georgia means that while we provide services with in-state partners, we must collaborate with our Georgia counterparts on Rapid Responses, Hiring Events, etc. on both sides of the border as well as the provision of services to individuals who live in the LSWDA but work in Georgia.

Workforce Development staff has made presentations at a number of meetings and events, i.e., Society of Human Resource Managers meetings, County Council meetings, Chambers
of Commerce meetings, various city and county Leadership Training sessions, and career development classes at USC-Aiken, Aiken Technical College, and Orangeburg-Calhoun Technical College. These presentations serve a dual purpose of educating the public to the workforce activities being conducted within the region and as a recruitment tool for the SC Works centers.

We have held County Input Sessions in all six counties to share and gather information relative to specific needs in each county. We have an established SC Works Committee that meets three (3) times a year to assess and improve service delivery of the SC Works Centers. This committee reports directly to the Workforce Development Board with recommendations for SC Work Center improvements.

In an effort to ensure services are available and timely, local workforce staff have been certified in Test of Basic Adult Education (TABE) proctoring. In addition to TABE certification, WIOA and SCDEW staff have been certified to proctor WorkKeys for individuals coming into the SC Work Center seeking workforce/employment services. To facilitate the proctoring of WorkKeys, all SC Work Centers in the region were designated through ACT as WorkKeys testing sites. Though, at this moment, only the SC Works Centers in Aiken and Orangeburg Counties conduct WorkKeys testing on an on-going basis. Testing is conducted at all technical colleges and Adult Education sites within the region. It is the intention of the LSWDB to certify local WIOA Business Services Representatives as WorkKeys Job Profilers so that they may provide an even greater level of employer engagement throughout the Lower Savannah Region.

In addition to proctoring of needed assessments for the public, we have instituted a practice of providing designated areas within the SC Works centers for employers to proctor their own curricula if proctoring leads to job interviews for individuals that meet the minimum passing requirement of the assessment.

In the LSWDA, the LSWDB members and staff serve as a resource for their respective County Councils and community partners to provide workforce development information and updates beneficial to the counties' unemployed and/or underemployed. Additionally, LSWDB Orientations for new members are provided as well as tours of the SC Works Centers. Success stories of services received by businesses and job seekers are highlighted in both Board/Committee meetings as well as our quarterly newsletters.

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 LSWDB has committed itself and the Lower Savannah region to the South Carolina Sector Strategies Initiative, which is presently underway throughout the state. The Central Region is made up of 26 team members from across three (3) workforce regions of SC; which are Lower Savannah, Catawba and Central Midlands. These members have been meeting over the course of the last 12 months to begin this implementation, which will carry forward over the next 3 to 4 years and beyond. The team has set a focus of three primary areas of Workforce Development, which include Diversified Manufacturing, Healthcare, and Transportation/Logistics. The goal is to increase employment and credentialing in these “Sectors” as they represent High Wage/High Demand occupations within the Central region. To facilitate this workforce transformation model, Sector Strategy Team members are seeking to alter workforce policies, relevant training curriculum, stackable certifications and employer input into the labor market. Team members are from Workforce Development, Economic Development, K-12 Public Education Systems, the Technical College System, employment centric Community Base Organizations and the Department of Commerce. Each of these team members is supported by their governing bodies in this effort.

While what is being described above is happening on a region–wide level, the same process is occurring locally. Local workforce entities have been meeting on a quarterly basis and focusing their efforts to expand service delivery based on the in-demand positions that exist within the Lower Savannah region. Some of the efforts have been centered on increasing traffic to the SC Works Center through our two Regional Business Teams and WIOA Certification Staff recruitment, improved business engagements, collaborating with the technical colleges in the region to increase credentials, etc. We are engaging with economic development, technical colleges and the employer community to see how career pathways can be enhanced and to help define what steady and meaningful progression in an occupation looks like from an employer/industry perspective. For example, LSWDB entered into curriculum creation with Aiken Technical College centered around the MSSC Certified Production Technician model where Aiken Tech polled with business leaders and designed a scaled down version of the certificate that would be targeted toward under-employed working professionals. These students/individuals would be referred from all community partners, but primarily the SC Works centers. This is how we are engaging our technical colleges and how we continuously improve credentialing within the LSWDA as we move forward. The goal is to take advantage of increased knowledge/opportunities and help willing participants and employers be the most successful that they can be. This will not only expand successful opportunities in our larger counties but also improve economic and employment conditions across the entirety of the Lower Savannah Workforce Development Area.

Historically, the service delivery model operated on a fiefdom principle with each person, entity/organization forsaking efficiency for performance numbers. It is the expectation of
LSWDB, that co-enrolling individuals with both mandated and voluntary MOU partners within the region can only help to expand our current service delivery model. We have been engaged over the course of the last two years of creating a referral process that both documents and informs system participants of the multitude of employment and supportive services that are available. The form that we utilize is highlighted in our SC Works Partners meetings and is constantly being reviewed so that it can be updated as needed. It does not only make the referral but it requests receipt of referral and conclusion to the referral. Though the document was created by LSCOG workforce staff it is encourage and expected to be used by all partners within the LSWDA region (even when the SC Works Center or its staff are not the origination point or ultimate destination of said referral). By design, it will increase our referrals to those entities that can provide the key employment service that has remained elusive for those that we serve. An example would be a Youth model that expands opportunity for soft skills training or more assess to assistive technologies for those with disabilities.

Please see attached copy of Referral Form
Please see attached Sector Strategy Matrix and Team Roster Documents

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.

The LSWDA is committed to providing high quality services for Adults and Dislocated Workers while preparing each WIOA participant with career exploration and guidance, continued support for educational achievement, opportunities for skills training in in-demand industries and occupations, and concluding with a self-sufficient job placement. WIOA Career Placement Specialist through customized career counseling offer both paid and unpaid work experiences including internships and job shadowing; provide job readiness training by certified program trainers. All participants will receive comprehensive services.

Career Placement Specialist will facilitate the engagement of local employers, both small and large, by expanding the pipeline of qualified skilled workers in the most in-demand industries and occupations. The LSWDA has a workforce development team whose primary purpose is to create employer networks for the benefit of career placement. The employer networks are made aware of the employment resources within the agency, successes of the agency and the programs, but, more importantly, staff works with the employer networks to determine their employment gaps, training needs, and short to long term job placement needs. The “Team” communicates the benefits of working with our trained participants (i.e.
WOTC, Federal bonding), as well as internships/externship opportunities (both paid and non-paid) to determine if the participant is trainable and a good fit for the employer. Career Placement Specialist will continue to collaborate with the local WIOA Business Services Representatives to make referrals for OJT programs and communicate the benefits to the employers as well.

In addition, LSWDA Career Placement Specialist will collaborate with SC DEW Virtual Recruiters to obtain a list of employers and their workforce development needs. Online resumes will be submitted to the Virtual Recruiters to ensure that each employer gets an opportunity to interview qualified and competitive candidates.

SC Works Center Operators provide services and assistance to employers with the hiring process. Staff in the SC Work Centers provide assessments, screening and interview scheduling for employers which dually benefits job seekers. Additionally, "job fairs" are held in the Centers weekly. The job fairs provide employers a place to set up hiring events specific to workforce needs. Workforce staff are paying special attention to the employers with less than 50 employees as these are traditionally overlooked for the more robust business engagements. Staff assist the employer with recruiting qualified individuals and WIOA participants for scheduled interviews. Job Fair notices are shared with Communtiy Partners, such as Goodwill, Intensive & Training Services Providers, SCDEW Veteran Representatives and SC Works Business Services Team staff and organizations. The local area is addressing a lack of business outreach with the local workforce business services staff providing 944 new business engagements for PY15. The goal for PY15 was set at 533 business engagements.

The Workforce Development team has increased engagement with our economic development partners, various chambers of commerce and other business and industry groups; continued regular partner meetings with our Technical College Partners Group; continued regular SC Works Center Partners meetings; and continued review, discussion, and updates on the working documents of the WDB’s Strategic Plans will better ensure the alignment of the workforce system to the WDB’s vision. Current projects, in partnership with our technical colleges and various school districts, to introduce graduating high school seniors into careers within the 4 clusters continue to be highly successful and we will continue expanding these opportunities. The LSWDB will strive for continued and enhanced participation with the SC Work Ready Community Initiative, as all six counties have been certified and we have succesfully moved into the maintenance phase of the project.

The local area will adhere to the tenets laid out in State Instruction 15-07 related to the referral process for Wagner-Peyser customers to co-located partner programs. This process as it relates to SC Works visitors, would facilitate Unemployment Insurance participants and those seeking employment/re-employment services receiving appropriate WIOA services and create much needed linkages between SCDEW and WIOA Case Management/Business Services staff. As a standard practice, Unemployment Insurance (UI) Claimants entering the SC Works Center to file for compensation will automatically receive a referral SCDEW partner staff to the SC Works Center overview. In the overview, information pertaining to
all partners services available in the centers is presented and additional referrals are made as necessary. This is also the practice of individuals who enter the SC Works center seeking Basic or self-service assistance.

Enhanced collaboration with the South Carolina Manufacturing Extension Partnership (SCMEP) for layoff aversion services and with expansions and general training opportunities is planned and will be on-going. Mutually working on projects with neighboring local regions, i.e., Central Regions Sector Strategy project that Lower Savannah is currently involved in, collaboration with Southern Carolina Alliance will continue for new and on-going economic development opportunities in Allendale, Bamberg and Barnwell counties. Also joint projects, i.e., staff webinar training sessions between Upper and Lower Savannah WIOAs and various staff visiting and benchmarking each others' center services are planned and will continue.

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.

WIOA Business Services Representatives (BSR) under the guidance of the Workforce Development Administrator provide marketing of business services in the region and coordinates activities of other Business Services Representatives as a part of the regions two (2) Business Services Teams. There is one team operating on the Eastern side of the region and one team operating on the Western side of the region. Each team is made up of approximately 7 members from various SC Works Required and optional partners. These teams meet at a minimum of six times a year, more if necessary. The primary BSR function is to market the full array of Business Services throughout the region. These services include (Incumbent Worker, On-the-Job Training, Work Experience, Customized training, SC Works direct placement, Apprenticeship training opportunities et. al.). In the Lower Savannah Region, the BSR is the Business “Yes” person. Not only are they marketing services to incorporate the employer into a more integrated workforce development partner/system but they are also providing invaluable technical assistance to the employer community as a whole. Additionally, BSR process invoices for payments for OJT and IWT contracts, assists in the development and operation of job fairs, assists in WorkKeys information, assessments, and profiles, provides TA to staff, Board members, and providers' staff regarding business services, and serves as LMI Coordinator. As the LSWDA region becomes more proficient in the Business Services realm, their roles will expand to include greater intergration into Sector Strategies for the Central Region, economic development, and statewide business services activities.
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.

_The LSWDB has three economic developers on its board or affiliate through its SC Works Standing Committee and works closely with the other economic development agencies throughout the region. Because of these close relationships, the Lower Savannah WIOA program is informed in real-time as to the state of economic development conditions on the ground. In most cases, this information is provided with significant advanced notice so that the workforce system can take full advantage of dynamic changes as they occur._

_The Lower Savannah Workforce Area continues to partner with other community partners to improve Business Services in the region. The LSWDA hosts several regional and local meetings throughout the year with our partners (Small Business Alliance, Lower Savannah REC, Goodwill, Vocational Rehabilitation, SCDSS, SCMEP, Apprenticeship Carolina, ReadySC, Aiken Technical College, Orangeburg-Calhoun Technical College, Denmark Technical College, SCDEW-Employer Services (WP, Vet Reps, etc.) Economic Development Partnership, Southern Carolina Alliance, et. al.) to discuss business services, better assist and enhance engagement of employers, limit duplicative visits to the area businesses by various agencies, or business services team members, and better streamline services and align resources. Local Business Services Representatives have participated in certifications, Chamber events, Society of Human Resource Management (SHRM) meetings, county Leadership programs, and other community events to promote the Workforce System. Lower Savannah WIOA is working with GA/SC Partners group; the Technical College Partners group, and the Lead Business Services Roundtable group to ensure not only a local, but a regional approach to delivering business services. Lastly, we have quarterly presentations in our SC Works centers from local banking institutions to speak on the how to write a business plan and secure business loans for those participants who may have small business acumen/aspirations._

**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;
   - 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;
• 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

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

Oversight of the WIOA program is carried out by the LSWDB through various methodologies. They are as follows:

• LSCOG staff review Ad Hoc reports twice a month (usually on the 1st and 15th). If deficiencies are found, the specific Ad Hoc reports are then sent to the respective service providers seeking correction and/or justification. The Ad Hoc follow-up response is due back to LSCOG staff 10 days after it was sent (so the 10th and 25th respectively). If the response lacks the clarity necessary, a follow-up contact is made to gain that clarity.

• LSCOG staff conduct monthly financial reviews of all expenditures by subrecipients and requests (in writing) immediate corrections where unintended or incorrect financial transactions have occurred.

• The LSWDA conducts annual local monitoring of all sub-recipient programs. The monitoring includes; SC Works site visits, staff interviews, undisclosed participant hard file reviews, financial monitoring, immediate, as well as, documented corrective actions. A report is generated detailing findings and/or obligations and a monitoring report response timeline is provided. This monitoring occurs once per sub-recipient contract period, but has been and will be done more as circumstances dictate.

• Sub-recipients are required to report out to the Workforce Development Board and the Lower Savannah Youth Committee. As the LSWDA moves forward, the SC Works Operator will report out to the LSWDB, Lower Savannah SC Works Committee and the Lower Savannah Disabilities Committee

The LSWDA is comprised of six (6) counties including Aiken, Allendale, Bamberg, Barnwell, Calhoun and Orangeburg counties. A SC Works Center is located in each of the six counties staffed with both Lower Savannah COG WIOA staff and partner staff (See Attachment A). All centers are complete with computers and internet access. Additional access to printers, scanners and fax machines is available. Staff in each center are available and assist with employment services, trainings services, TAA services as needed, Veterans services, WIOA program services and partner program access and referrals. In addition,
numerous hiring events are held in the centers with assistance and support provided to employers. The LSWDA also provides on-line services via an established web-site (www.LSWDA.org) and social media outreach available via Facebook. These resources allow outreach to promote and inform all individuals about various events and the services available through the SC Works Centers. Additionally, staff also provide WIOA/SC Works Center Overviews, Certification, Assessment and Case Management services within each county for easy and convenient access to services for all individuals in the region.

All SC Works Centers are required to be in compliance with WIOA section 188, Nondiscrimination, as applicable and the applicable provisions of the Americans with Disabilities Act of 1990 regarding both physical and programmatic accessibility of services, as required. All SC Works Centers in the LSWDA post and provide “Discrimination Is against the Law” notices which provides information on how and with whom to file a complaint. Further, individuals enrolled in the WIOA program are provided this information for their documentation, in writing, with signatures. The LSWDA SC Works Centers are monitored at both the state and local levels to ensure access to services in accordance with WIOA section 188 and the ADA. In accordance with federal regulations, the LSWDA has an appointed Equal Opportunity Officer (EEO) who works in coordination with the State EEO to train staff and monitor centers utilizing the “ADA Checklist for Existing Facilities” and the “Assistive Technology Checklist.” Additionally, the LSWDA plans to utilize Walton Options and ABLE SC to evaluate access and partner with them to provide outreach and information workshops on a wide range of topics such as, “Disability Benefits & Employment: Make it Work for You,” “Independent Living for All,” and additional topics and events are being planned. We also have a LSWDB standing Disabilities Committee, the Chair of the committee is the Area Supervisor for the SC Vocational Rehabilitation Department and works on behalf of the LSWDB to assure services are provided to individuals seeking services in the LSWDA.

In the attached documents, there is a projected budgetary breakdown of all center costs, as well as, a listing of the services that the centers are providing and which partner will be provided said service.

See attached SC Works Centers Contact/Location information

Lower Savannah Operating Budget PY 16
MOU Attachment A: WIOA Required Services

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

The LSWDA provides Career Adult and Dislocated Worker Basic and Individual program services targeting participants who have or are experiencing problems with job readiness and training, acquiring occupational certifications, skills upgrading, and job placement. The program will be conducted over three phases: Phase I) – Pre-Orientation, Orientation and IEP, Pre-Employment Skills Training, Life Skills, Work Maturity Skills, and addressing
barriers to employment; Phase 2) - Occupational Training; and 3) Employment/Re-employment and Follow-Up Services. To accomplish these tasks, we will offer culturally relevant services that will address low self-esteem, low literacy levels, provide supportive services to address transportation, childcare, housing instability and little or no work experience barriers; and provide a means for participants to engage in receiving individualized case management services, career counseling services, mentoring, leadership skills, upgrading skills, introduce post-secondary education and military career options; provide occupational training, certifications, and job placement for entry into long-term high wage careers utilizing the following platforms:

- One-on-One Case Management
- Helping WIOA participants secure Industry Recognized Credentials
- High Quality Job Placements
- Follow-up Services

This workforce development initiative will address the needs of Adult and Dislocated Workers with one or more barriers (i.e. offender, lack of work of experience and outdated skills), ages 18 and older, with a recognized high school diploma or GED that are WIOA eligible to help them succeed in the workplace as certified, prepared, and effective citizens.

The LSWDA’s occupational skills program design includes initiatives that foster strong community partnerships by utilizing local community colleges for post-secondary education recruitment, FBCO’s to access social services (i.e. SNAP, TANF, housing programs, childcare); career explorations utilizing O’Net, My Skills My Future, My Next Move and other customized career counseling services. Career Specialist will offer both paid and unpaid work experiences including internships, apprenticeships, and job shadowing; provide readiness training by certified program trainers; provide job placement services along with follow-up support. For those participants not advancing to postsecondary education or advanced training, they will receive comprehensive employment services by the LSWDA career development team; which includes Business Service placements as needed and available. The project will provide (occupational) skills training and prepare participants for higher-wage in-demand industries. This program will offer high-growth/high-wage in-demand careers in distinct industries such as allied healthcare, construction logistics, technology professional occupations and manufacturing over a two year or shorter timeline depending on the occupational training program selected in both traditional and non-traditional classroom/clinical settings.

The LSDWA offers Basic, Individualized and Training services, as well as Follow-up services. Basic services (formerly known as core services) are available to any person who enters a SC Works location seeking re-employment services. Some of the basic services offered are computer classes, re-employment workshops (resume creation, mock interviewing, teamwork, etc.) computer and fax machine access. Individualized Services are provided to any person enrolled in the WIOA program living within the 6 county region of WIOA Local Plan PY 2016-2020
Page 19 of 35
Lower Savannah Council of Governments
Lower Savannah. Individualized Services include but are not limited to, One-on-One Case Management Counseling, internships, etc. Training Services are available for those individuals who are unable to find employment, or are in need of skills upgrading for employment. The list of Training services include On-the Job Training, Work Experience, Customized Training through an employer, Occupational Skills training, Apprenticeships and Pre-Apprenticeship programs.

The Lower Savannah Workforce Development Board (LSWDB) has approved training in the following four areas:

- Healthcare
- Transportation, Distribution, & Logistics (TDL)
- Construction
- Manufacturing.

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

Local WIOA staff partners with State level business services staff to provide effective rapid response services focused primarily on promptly delivering comprehensive solutions to businesses and workers in transition. Rapid Response IWT is routinely used as a layoff aversion strategy to provide current employees with the skills needed to avert a layoff. In situations where a layoff or closure cannot be averted, basic career services are delivered to dislocated workers enabling them to transition quickly into new employment. Eligible dislocated workers may also receive training and/or education through WIOA or TAA.

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.

The LSWDA provides WIOA youth services for individuals between the ages of 16-24 years old in the six counties of the Lower Savannah region. Youth Services providers are co-located in the SC Works Centers providing recruitment, certification, career services to include training and follow-up services. Provider staff work closely with Adult Education and High Schools within the region. Memorandums of Understanding (MOU) have been developed with all Adult Education providers to strengthen the coordination of services, the referral process, and to have Adult Education staff co-located in the centers or have space available at Adult Education sites for WIOA staff. This has worked very effectively in streamlining cohesive services. MOUs have been developed throughout the region with Bamberg Job Corps, Aiken County Public Defender’s Office and Vocational Rehabilitation. The MOU with Vocational Rehabilitation provides referrals to enroll and serve youth with disabilities. SCVRD staff are co-located in the SC Works Centers in the LSWDA. Regular
partner meetings, partner presentations and tours are held to increase youth outreach and referrals within the region. Test of Adult Basic Education (TABE) is the assessment tool for WIOA youth participants and is administered by Adult Education, Christ Central and LSWDA staff. TABE measures the participant’s proficiencies in literacy and numeracy at program entry and continuously throughout the program to determine measurable skills gain. TABE accommodates youth with special needs.

At present there are two programs in use within the LSWDA: Transition Services Counselor (TSC) and Pre-employment Transition Services (Guideposts for Success) . These services would be deployed by way of referral to Vocational Rehabilitation for those youth participants who are deemed to need greater level of service than the WIOA case manager is trained to provide. Vocational Rehabilitation provides individualized services across the state through a network of area offices, job readiness training centers, comprehensive evaluation centers, substance abuse treatment centers and staff that serve clients at various itinerant sites such as SC Works, local high schools, and community mental health centers. People with disabilities who exiting Voc Rehab program with a successful employment outcome enhance the quality of their lives and their families’ lives by earning paychecks, lessening their reliance on government assistance, and stimulating the state’s economy by paying taxes, making purchases, and ultimately contributing to the state’s return on its investment in their services.

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

In the LSWDA, Paxen is our current Youth. Program design currently and moving forward 14 WIOA Elements along with collaboration and leveraging through community-based organizations and partnerships as listed below.

- Tutoring, study Skill training and instruction leading to a secondary school completion, including dropout prevention strategies
  - LSWDA utilizes Aiken, Bamberg/Barnwell, Orangeburg and Allendale Adult Education Partners
  - Career Development Facilitators are one site weekly in the Bamberg, Orangeburg and Aiken SC works centers for counsel and skills training purpose
- Alternative Secondary School offerings
  - This function is carried out by Bamberg Job Corp and Adult Education along with Youth Challenge in the LSWDA
- Paid and unpaid work experience
  - LSWDA offers paid work experience, 240 hours at 9.25/hour
We have Summer Employment opportunities directly linked in to academic and occupational training

LSWDA matches Work based learning with the desired career cluster to give them the opportunity to see what the career is about.

**Occupational Skills Training (OST)**

- LSWDA offers term training in Health Care, Transportation and Logistics, Construction and Advanced Manufacturing
- LSWDA offers training outside of the clusters with the override approval of the Workforce Development Administrators approval

**Leadership Development Opportunities, which include community service and peer centered activities encouraging responsibility and other positive social behaviors**

- LSWDA works with Habitat for Humanity to foster community service, develop a leadership mentality and community ownership
- The LSWDA sponsors Independent Living Skills Workshops

**The LSWDA has revised its local supportive service policy to include the traditional offerings (Uniforms, medical examinations, etc.) but has expanded its policy as of PY16 to include:**

- Expungements
- Housing
- Childcare
- Emergency Needs related

**The LSWDA attempting to address the Adult Mentoring provision of the 14 Youth Elements and will continue to seek out guidance on successful models that are currently in use or promising models that can be implemented.**

**Follow Up Services**

- We offer ongoing services to participant’s by tracking their success on a job. Assisting them in securing employment or their credential.
- It is now and always our practice to keep them engaged through the follow up process to ensure they are successful

- Comprehensive Guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth participant;
  - The LSWDA utilizes Axis I as well as other partnering agencies to assist with the client’s needs.

- Financial Literacy
  - Independent Living Skills Workshops
  - Youth case managers discuss household budgeting in SC Works Online Services prior to training
  - We have developed and will continue to develop partnership with local banks to have a representative come in and talk about savings, checking’s and loan requirements. Teaching them to save and about investment opportunities.

- Entrepreneurial Skills Training
  - We have business owners come in on a quarterly basis and speak with participant’s on how to write a business plan and start a small business.

- Local Labor Market Information
  - Youth case managers assist with short-term work-based learning opportunities (job-shadowing, work-experience, etc) to introduce youth into the fields that they desire to work. Additionally, jobseekers are provided information at career counseling appointments prior to training committee while exploring training information
  - SC Works On Line Services-Labor Market Information

- Transitional Services to Post-Secondary education and training.
  - Assist with LMI and assist with FAFSA as well as a career plan and help with the enrollment and possible payment of the training they are interested in.

- Customized Training for a specific occupation or occupational cluster
- **Partner with private sector training facilities such as Palmetto training, Arc Lab, Sage to assist with training to meet job demands. We also work with technical schools that offer customize trainings for employers.**

<table>
<thead>
<tr>
<th>Service Strategy</th>
<th>Element</th>
<th>Incorporation</th>
<th>Measurable Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic Learning</strong></td>
<td>Tutoring, Study Skills Training, Alternative Secondary School Offerings, Education, Financial Literacy, Entrepreneurial Skills Training and Transition Activities</td>
<td>TABE will identify academic levels. Classroom instruction for basic literacy/numeracy skills. Referral to Alternative school options as needed. College tours and Educational guest speakers will discuss options with youth. Financial Literacy utilizing Career Pathways curriculum and banking institutions. Small business leaders will provide workshops toward entrepreneurial skills with tours of businesses. Instruction with competencies appropriate to securing employment and conducting labor market research. GED training and testing/referral. Utilizing the IEP, TABE, Life skills assessments.</td>
<td>Pre/Post assessment to show basic skills, financial literacy and entrepreneurial skill improvement along with coordination with educational institutions.</td>
</tr>
<tr>
<td><strong>Connecting &amp; Leading</strong></td>
<td>Leadership Development</td>
<td>Training curriculum and connecting youth with meaningful community service activities for personal and social growth, peer-to-peer groups, group work and structured activities. Utilizing the IEP, Life skills assessments.</td>
<td>Completion of community service projects and participation in various events, such as college/employer tours.</td>
</tr>
<tr>
<td><strong>Occupational Skills Advancement</strong></td>
<td>Occupational Skills Training</td>
<td>Enrollment in technical schools, colleges, educational providers for occupation/trade specific</td>
<td>Development of primary occupational skills to perform tasks &amp;</td>
</tr>
</tbody>
</table>
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.

**WIOA local staff are currently in the process of creating MOUs with the school districts within the local area (LSWDA staff have met with 3 and are setting up meetings with the final 3 county school districts). The Districts are seeking to avail themselves of any and all services available to assist their students with the transition from being a classroom participant to becoming a meaningful member of the local workforce. This is something the LSWDB wholeheartedly supports. The Districts seek to facilitate this transformation by introducing the student bodies as well as the school districts’ staff with the resources that are available through the Workforce Innovation and Opportunity Act (WIOA) funding as well as the resources of workforce partners throughout the LSWDA region.**

**LSWDB seeks to partner with all the districts so as to provide a level of early introduction into the world of work for students and to be a workforce resource to the K-12 public school community. By taking this step it is the desire of the LSWDA to demonstrate that quality employment and training opportunities are accessible to all youth within the LSWDA not**

<table>
<thead>
<tr>
<th>Service Strategy</th>
<th>Element</th>
<th>Incorporation</th>
<th>Measurable Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>credential training. Participants will apply for all applicable grants and loans. Utilizing the IEP.</td>
<td>technical functions required by specific occupational fields leading to a credential.</td>
</tr>
<tr>
<td>Work Experience Internship Pre-Apprenticeships On-the-Job Training (OJT)</td>
<td>Paid and unpaid work experience, Summer Employment Opportunities and Pre-Apprenticeships</td>
<td>Opportunity for work experience, OJT, registration in a pre-apprenticeship program, paid/unpaid internships with partner employers. Active participation in activities centered on career planning and completion of work readiness competencies. Utilizing the IEP, Life skills assessments.</td>
<td>Successful completion of subsidized Work Experience.</td>
</tr>
<tr>
<td>Program Support Intervention</td>
<td>Follow-up</td>
<td>Follow-up services provided for additional assistance/encouragement such as job club and data tracking. Utilizing the IEP.</td>
<td>Program engagement and retention toward goal attainment.</td>
</tr>
</tbody>
</table>
just Out-of School Youth. This will be done while adhering to the new 75% Out-of School Youth funding expenditure requirement of WIOA.

Once a secondary credential has been awarded LSWDA staff will seek to provide direct placement onto a job site, enrollment into active apprenticeship or On the Job Training (OJT) site, or placement into OST with the training providers located on the local area approved Palmetto Academic Training hub (PATH) providers list. The LSWDA currently and will continue to fund OST training that are listed in our clusters. At present those trainings are as follows:

- Advanced Manufacturing
- Construction
- Transportation, Distribution, & Logistics
- Healthcare

Other training may be entered into and supported if a waiver is signed off by the Workforce Development Administrator. If trainings are not available in our area the LSWDA has included on its list, technical colleges outside of the Lower Savannah region. This was done to ensure that if a participant is seeking OST within our cluster and it is not currently offered in the region they can still access this training at one of the many technical colleges around the state. Any WIOA participant that is receiving WIOA funded training will have a training committee to evaluate the need for training, will have to submit progress reports and grades to their case managers and must maintain a 85% pass/fail rate to continue having the training covered by WIOA funding.

Please see attached copy of LSWDA Training Clusters

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 ability to make a supportive services payment on behalf of any WIOA participant is based on the availability of WIOA funds. All supportive services payments issued on behalf of WIOA Participants in the LSWDA will be issued based on an established and documented need, identified as follows:

- one that was identified during the initial and/or comprehensive assessment and placed on the Individual Employment Plan (IEP); or

- one that is identified due to an emergency occurring after the individual became a WIOA Participant; or

- one that is identified as an emergency within the first quarter after exit that would help the individual gain employment or remain employed.
In addition to the requirements contained in subparagraph (A) of the Act, a dislocated worker who has ceased to qualify for unemployment compensation may be eligible to receive needs-related payments, under this paragraph, only if such worker was enrolled in the training services by the end of the 13th week after the most recent layoff, that resulted in a determination of the worker’s eligibility for employment, and training activities for dislocated workers under this subtitle. Need-based payments may be authorized after Unemployment Insurance (UI) and Trade Adjustment Assistance (TAA) benefits have been exhausted.

Supportive Services payments will be limited to the amount necessary to satisfy the emergency and permit the WIOA participant to continue or complete the applicable WIOA activity, AND such payments must be assumable by the individual if/when WIOA ceases to provide support. Needs-based supportive service payments are not to exceed $1,000, in a 12-month period with a $3,000 lifetime cap. The Participant is responsible for 50% of the supportive services costs if enrolled in WIOA Career Services and 25% of supportive services costs if enrolled in WIOA Training Services. A Waiver request, to the Workforce Development Administrator, is required if the participate needs assistance in the payment portion of their required match (50%-75%) for the supportive service requested.

Please see attach Statement of Work 2016

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.

Wagner-Peyser customers are to be initially assessed by Wagner-Peyser staff and then routed appropriately. Customers in the comprehensive center will receive an initial assessment by DEW staff. This assessment provides a preliminary indication of this particular clients need or needs. The assessment will review Basic Career and, Individualized career service desires of the customer as well as Occupational goals, barriers to employment and knowledge, skills, aptitudes and abilities. This assessment uses baseline information from the initial provision of staff assisted services upon the client entering a comprehensive SC Work Center. Once completed, the client is then referred to the most appropriate SC Works Center partner or partners, ensuring that all services needed within the SC Works Center are received. As we expand more fully into WIOA, we will seek more opportunities to to cross train center staff on workforce topics. This will reinforce institutional knowledge of those staff who work in the SC works centers and provide a level of continuity for job seekers and employers as they avail themselves of workforce services.

Attach State Instruction 15-07

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.
The LSWDB has partnered with Adult Education so that TABE and WorkKeys assessments can be offered to WIOA Participants within their home county on a regularly scheduled basis. This collaboration aids in expediting the enrollment process, increasing service numbers and providing a consistent schedule for provision of progress testing. Adult Education staff has been trained to properly assess individuals with the TABE instrument, to score the test, and provide appropriate remedial instruction. A strong partnership and seamless process results in higher co-enrollments and an increase in services to local individuals.

Adult Education provides:

- Administration of the TABE assessment in Reading, Applied Math and Math Computation for all WIOA youth referrals on a regular scheduled day(s) and time(s) each week. It is allowable to use pre-tests that are administered up to six months prior to the date of first WIOA youth service if such pre-test scores are available.
- Provide the LSWDA with TABE schedules annually or when revisions are made by emailing them to appropriate personnel within the region.
- Participants enrolled in full GED services will also receive WorkKeys assessment in Applied Math, Reading for Information, and Locating Information.
- Provides Basic Skills Upgrade and WorkKeys assessments in Applied Math, Reading for Information, and Locating Information to WIOA youth.
- qualified staff to proctor GED and remediation services to WIOA youth participants referred for such services on a regularly scheduled basis to be coordinated between Adult Education and the local SC Works Manager and Case Management Staff.
- Have qualified staff to score the TABE assessments and compile the scores.
- The Adult Education Transition Specialist will provide TABE assessments every Tuesday at the Aiken SC Works Center for Adult Education and WIOA programs.
- Adult Education staff will be responsible for transmitting TABE scores to the WIOA SC Works Supervisor/Intensive Service Case Manager (based on referral) within 3 business days of the date the test was taken.
- Send monthly progress updates to the WIOA Case Manager.
- Conduct post-remediation assessments and score transmittal as appropriate for each WIOA customer.
- Time and attendance records for referred WIOA participants, and notification to appropriate WIOA staff (based on referral) when participants cease to meet the attendance requirements.
- Adult Education will refer at least 5 participants per quarter to be co-enrolled into the WIOA program.
**LSWDA Intensive Service Providers provide:**

- Written customer referrals to a designated Adult Education representative, stipulated by the Adult Education Director, notifying them about potential WIOA customers who need TABE progress/post testing.
- Referral information which includes all information deemed necessary by Adult Education to schedule customers for testing and all information needed to transmit scores and make appropriate referrals when needed. Participants who have dropped out of the public school system will need to provide a high school transcript with scores, the latest school transcript with scores, the latest high school disciplinary report, a release letter from the school district (if applicable), and a copy of the Individual Employment Plan (if applicable).
- As with all partner agencies, we offer them the opportunity to have access to the South Carolina Works Online Systems (SCWOS) user accounts. If partner staff have SCWOS accounts, it is up to the partner agency to inform the Lower Savannah SCWOS Coordinator if staff is no longer employed so that the account can be deactivated in accordance with state regulations.
- Written appointment information to scheduled test takers to ensure maximum attendance.
- Refer all WIOA youth not participating in GED services for Basic Skills Upgrade to include WorkKeys assessments in Applied Math, Reading for Information, and Locating Information prior to the completion of the first semester of training services.

**Section V: Operations and Compliance**

1. Copies of executed cooperative agreements, which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local SC Works system. This includes agreements between the local board or other local entities with respect to efforts that will enhance the provision of services to individuals with disabilities 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.

   *Beside the Sub-recipient contracts and MOUs we currently have active in the region, there are no executed cooperative agreements active at this time.*

2. A description of the entity responsible for the disbursal of grant funds as determined by the chief elected official(s).
Located in the southwestern part of South Carolina, the Lower Savannah Council of Governments (LSCOG) is a regional organization which coordinates cooperative development of the region as a whole among local governments. The Lower Savannah Region consists of six counties - Aiken, Allendale, Bamberg, Barnwell, Calhoun, and Orangeburg - comprising a total area of 3,981 square miles and containing a population of 316,802 in 2016. There are 45 municipalities within the region.

It is the mission of the Lower Savannah Council of Governments to work with and on behalf of local governments to develop, implement, and administer plans, programs and projects in cooperation with local, state and national stakeholders, to improve the quality of life for residents in the Lower Savannah Region.

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

The majority of all contracts will be procured through a Requests for Proposal (RFP) process. All RFPs are publically advertised and posted on the LSWDA web-site and major local and state papers, as well as, South Carolina Business Opportunity (SCBO). All advertisements include a release date for the RFP. A Bidder’s List is maintained and all Bidders are notified of the RFP release. Key Events and Dates are detailed in the RFP, which outlines the proposal requirements and process. The events are as follows:

- Request for Proposal publication date
- Deadline for Receipt of Letter of Intent to Bid
- Deadline for Receipt of Questions
- Bidders Conference
- Extended Question Period & Replies Posted
- Deadline for Receipt of Proposal
- Preliminary Review for Responsiveness
- Notification of Non-Responsiveness
- Corrections due for Final Review for Responsiveness
- Final Review for Responsiveness
- WDB Executive Committee Training and Distribution of Proposals for review
- WDB Executive Committee will Review, Rate and Decide Recommendations for Funding of Successful Proposals
- Recommendation for Funding of Proposals and LWB approval
- Contract Negotiations
- Program Activities begin

The RFP process and actions taken in each event noted above are documented. The Internal Procurement Policy also details processes and procedures that govern all competitive procurements performed by the LSWDB and staff.

*Please see attached Internal Procurement Policy*
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.

**LSWDA will update once negotiated goals are received.**

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.

Monthly Reports are documented using a Daily Usage Report and are utilized to track each Center’s services provided and reported to the LSWDB. Trends are evaluated to determine customer flow and compare center usage based on center activities and events. Workforce Development Consortium, Lower Savannah Council of Government and LSWDB members are presented with the “Big Picture Report” on a quarterly and annual basis that highlight the local area’s workforce service delivery outcomes in real-time. The areas that are covered in this report are as follows:

- SC Works Center Operations
- LSWDA Performance and Program Oversight
- SC Works Certification Staff Recruitment
- Business/Employer Services
- LWIA Highlights (Quarterly or Annually)

In addition, customer surveys are used to evaluate customer service satisfaction and evaluate feedback from individuals using center services. Outcomes from all reports are shared with all staff and partners to target areas of weakness and continuous improvement goals. Tours, visits, and usage of the Centers are encouraged and provided to the LSWDB regularly.

The methodology of determining cost is based on several factors. The primary calculation of center and SC partner cost center cost is directly related to the Full-Time Equivalent (FTE) hours being worked by both WIOA staff and co-located partners SC Works partners. This number/percentage is directly related to our Resource Sharing Agreement (RSA) that the LSWDB has with all SC Works partners and contributes to overall cost of centers in the region. It is our intention moving forward to adhere to the local infrastructure plan for mandated SC Works partners both co-located and not.
One of the decisions we have made in our region, primarily due to the rural nature of this region, is to place SC Works Center as close to these rural populations as possible. To that end we have budgeted to have an SC Works “Comprehensive” or “Satellite” location in each one of our six counties. This has helped to mitigate the transportation issue to a degree. In the MOU attachment to this document all WIOA required Services performed in the centers within the Lower Savannah Workforce Development Area are listed.

**MOU Attachment B: Lower Savannah SC Works Partner List**

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 Adults and Dislocated Workers seeking training must apply for financial aid. Training Services Committee will approve all training for those individuals enrolled in WIOA seeking training regardless of funding source. The Training Services Committee will only approve training for those individuals who have applied for PELL, SC Lottery, or FAFSA assistance. If an individual is seeking occupational skills training that is not part of the approved training cluster, the service provider must request a Waiver from the Workforce Development Administrator prior to the training committee meeting. The individual seeking training services will have an Individual Training Account (ITA) as the LSWDB has not approved training services contracts at this time.

As required by WIOA sec. 122, state and local partners are working together to develop PATH (Palmetto Academic and Training Hub), a more robust ETPL that will align with critical industries identified at the state and local levels, enable job seekers to make a more informed choice about education and training programs, and help to improve the consistency of service delivery. PATH will be implemented in 2016. Training providers are required to submit program data and meet certain requirements to be eligible to receive WIOA Training Funds. This will help ensure that participants receive high-quality training in High Demand/High Wage Occupations.

Within the chosen sectors for the LSWDA, case managers will address the realities of the trainings that job seekers are desiring. Though job shadowing, work-experiences and internships agreement, participants will see first hand the rigor associated with the professions they are seeking to enter. In addition to the hands on approach, Case managers will utilize labor market information (LMI) data to help illuminate the training landscapes so that participants are fully aware of the pros and cons of each training decision that they make. Information relevant to working conditions, salaries and growth potential will be key parts of the overall discussion between job-seekers and case managers.
7. A description of the process used by the Local Board to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into development of the local plan, particularly for representatives of businesses, labor organizations, and education.

All reviewing documents are placed in SCBO with a link to LSCOG Workforce Development’s WEB Page (www.lswia.org) for public review. These same documents and any attachments are announced (as well as the review timeframe and criteria) in a local newspaper with the same link to the webpage. Lastly, a hard copy of the documents are placed in the reception area of the Lower Savannah Council of Government’s office at 2748 Wagener Road, Aiken, SC 29801 for any person or entity who wishes to come by and review it. There is also a sign-in sheet and a document to record all comments relating to the documents being reviewed.

8. 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.

The local workforce area is moving toward the scanning of all participant documents over the course of the next 2 years. The LSWDB has secured the services of a IT hosting company to fulfill the requirements of computer assisted technology with the SC Works Centers. There are a total of 109 public access computers across the six centers that are state of the art, internet connected machines for the purpose of assisting SC Works customers with finding employment or reemployment opportunities. In addition to computers, the SC Work centers are equipped with fax machines so that those citizens who lack this technology will have the ability to fax resumes to would be employers.

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

The LSWDB has established a priority requirement with respect to funds allocated with the local workforce area for adult employment and training activities. SC Works Center staff responsible for the allocation of services associated with these funds must give priority to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient in the provision of individualized career services. This policy is a deviation from prior priority of service mandates as the priority is not optional nor controlled at the local level but a continuous mandate/instruction regardless of Adult formula funding levels.

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

Veterans received the highest priority within the LSWDA. Signage is posted in each SC Works Center informing the veteran and general population that this priority exist. The expectation is Veterans’ will always be at the front of the line as far as service delivery is
concerned. In addition to veterans’ the LSWDB has instituted, though our SC Works Disabilities Committee, a vigorous referral process for those clients with disabilities. Paxen, the LSWDA youth provider has installed a plan to reach and grow participation among OSY for our six county region. We, as a region, have created or are in the midst of creating substantial linkages and referral mechanisms for both our ex-offender adult populations and offender youth population through the Department of Corrections, County Public Defender offices and Department of Juvenile Justice. Currently and moving forward;

- The LSWDA make referrals to Vocational Rehabilitation for those individuals who would be better served by more knowledgeable disabilities staff. Due primarily to co-location these individuals/Organizations are located in the SC Works Centers

- Youth Ex-offender populations are referred by Aiken, Barnwell, and Bamberg 2nd Circuit Court to the WIOA Youth program, where they are provided soft-skills workshops and placed into universal work-experience as one of their first services.

- The LSWDA currently provides an assessment (WorkKeys and/or TABE) to all Adults who are enrolled to help determine their level of Basic Skills Deficiency. If they are determined by assessment/local policy to be BSD, then they are given priority of service under WIOA

- The LSWDA currently evaluates the income levels of individuals seeking WIOA enrollment. If an individual is determined to be low-income, Adult low-income priority is applied to these participants as they move through the WIOA system

- Lastly, in an effort to address the Dislocated Worker population, the local area partners with all local, state and inter-state entities on Rapid Responses with the intention of providing a greater level of service to the DW community.

11. Copies of current Local Board policies and definitions, including:
   - Supportive Services policy;
   - On-the-Job Training (OJT) reimbursement policy;
   - Incumbent Worker Training (IWT) policy, when using local funds;
   - Youth Incentives policy;
   - Local training cap policy;
   - Local definition for youth who “require additional assistance”; and
   - Adult and Dislocated Worker Self-sufficiency definition(s) for training.

12. Copies of current local workforce area documents, including:
   - Memorandum(s) of Understanding, including signature sheets;
   - Resource Sharing Agreements, including signature sheets;
   - All service provider grants, including statements of work and budgets;
   - Statements of work for in-house operational staff (where applicable);
   - Current or most recent Grant Application Request(s)/Request(s) for Proposals;
   - Local Workforce Development Board By-Laws;
• Local Workforce Development Board and Committee meeting schedules;
• Local Workforce Development Board budgets; and
• Local monitoring schedule.