



GREENVILLE COUNTY
Workforce Development Board

Workforce growing

2020 - 2023 WIOA LOCAL PLAN MODIFICATION #1

Providing details on the local WIOA plan in compliance with the requirements of the Workforce Innovation and Opportunity Act (WIOA)

www.greenvillewib.com

Public Law 101-166, Section 511: The Workforce Innovation and Opportunity Act (WIOA) Adult Program is supported by the Employment and Training Administration of the U.S. Department of Labor as part of an award totaling \$574,155 with \$0 (0%) state, local, and/or non-governmental funds. The Workforce Innovation and Opportunity Act (WIOA) Dislocated Worker Program is supported by the Employment and Training Administration of the U.S. Department of Labor as part of an award totaling \$754,447 with \$0 (0%) state, local, and/or non-governmental funds. The Workforce Innovation and Opportunity Act (WIOA) Youth Program is supported by the Employment and Training Administration of the U.S. Department of Labor as part of an award totaling \$595,262 with \$0 (0%) state, local, and/or non-governmental funds.

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

Local Area: Greenville County

Counties within the Local Area: Greenville

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Attachment B: Local Plan Requirements

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

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

The local plan must include:

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

* A local requirement of the GCWDB. The 2022 Modification to Link Upstate 2020 – 2023 WIOA Regional Plan is in the Attachment section, #12.

CONTENTS

| | |
|---|----------------|
| Section I: Workforce and Economic Analysis | Page 4 |
| Section II: Strategic Vision and Goals | Page 15 |
| Section III: Local Area Partnerships and Investment Strategies | Page 18 |
| Section IV: Program Design and Evaluation | Page 32 |
| Section V: Operations and Compliance | Page 51 |
| Appendix: Attachments: | Page 65 |
| 1. Labor Market Information | |
| 2. MOU-IFA | |
| 3. Equus Contract (SC Works Operator, WIOA Adult & Dislocated Worker Programs, Business Services) | |
| 4. Eckerd Contract (WIOA Youth) | |
| 5. GCWDB – GCS MOA | |
| 6. GCWDB Staff Statement of Work | |
| 7. Request for Proposal (RFP) | |
| 8. GCWDB Bylaws | |
| 9. GCWDB/Committee Meeting Schedule | |
| 10. GCWDB Budget | |
| 11. WIOA Monitoring Schedule | |
| 12. 2022 Modification to Link Upstate 2020 – 2023 WIOA Regional Plan | |

Section I: Workforce and Economic Analysis

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

- **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;**

According to the Link Upstate's Next Generation Partnership Model, manufacturing continues to be our leading industry. A group of manufacturers was instrumental in establishing two priorities, 1) Building a talent pipeline in manufacturing through enhanced career awareness. By collaborating with Tallo, an online connection platform that brings stakeholders together to target individuals who are not committed to college or employment on year post high school graduation, and 2) Address the middle/technical skills gap within manufacturing. Additional Link Upstate industries also include Construction and Trades, Distribution and Logistics, and Healthcare.

Once identifying the skills and knowledge needed to grow the talent needed for our key industry sectors, the next step is to assess whether or not there are educational and training resources available to help grow a talent pipeline. Greenville County Schools and Greenville Technical College Comprehensive Local Needs Assessment has assisted in this process. The CLNA is a vital part of the Strengthening Career and Technical Education (CTE) for the 12th Century Act. The CTE identifies where local CTE programs need improvements and where exceptional programs and activities exist. Through the CLNA process, a number of programs expand within the region to include an **Innovation and Incubation Center at Roper Mountain** where potential studies include Biomedical Science, Information Technology/Cybersecurity, Alternative/Clean Energy, Global Supply Chain Management, and Emerging Automotive Technologies. The new Fountain Inn High School will enable further program expansions as an **Institute of Automation and Engineering**. Students will be able to chart out their career pathways in Informatics, Pre-Engineering, Integrated Production Technologies, Machine Tool, and Mechatronics.

In order to help employers fill job vacancies and help job seekers obtain employment, it is necessary to examine the skills and certifications that employers are looking for.

~~The most advertised hard and soft skills still include: oral and written communication, freight+ (software), integrity, owner operator, team oriented/teamwork, detail oriented, marketing, customer service oriented, team oriented/teamwork, problem solving and Microsoft office. During the same time frame, the top 10 advertised certificates/licensures that employers are seeking include: Class A driver's license, commercial driver's license, driver license, certified registered nurse, HAZMAT, DOT medical care, certification in cardiopulmonary resuscitation, occupational safety and health administration certification, continuing education, and basic life support.~~

~~Due to the impact of COVID-19, many things are uncertain, and we are prepared to pivot frequently to determine the changing needs of our industry partners. According to the SCDEW industry projections available for Greenville County as of July 2020, the following industries are slated for growth:~~

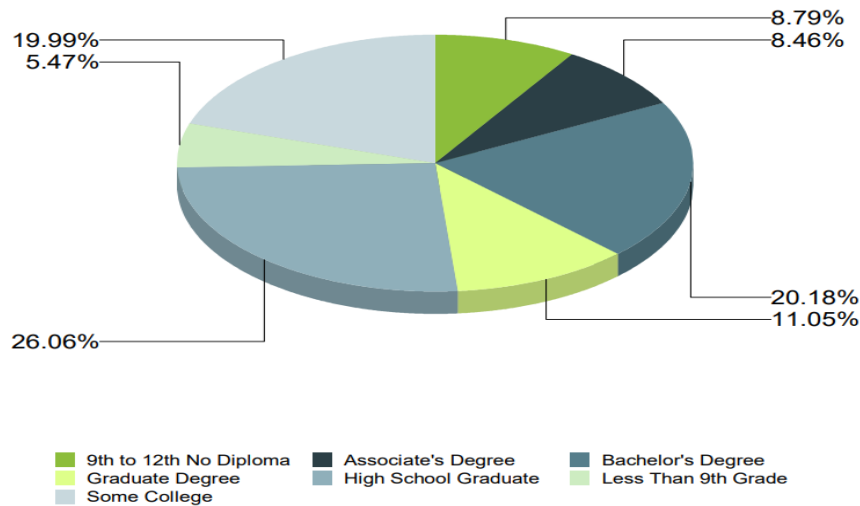
| Industry | Estimated Employment | Projected Employment | Change | Percent Change | Annual Percent |
|--|----------------------|----------------------|--------|----------------|----------------|
| Total All Industries | 294,440 | 332,314 | 37,874 | 12.86 | 1.22 |
| Health Care and Social Assistance | 33,608 | 41,161 | 7,553 | 22.47 | 2.05 |
| Administrative and Support and Waste Management and Remediat | 36,661 | 43,526 | 6,865 | 18.73 | 1.73 |
| Accommodation and Food Services | 24,006 | 29,144 | 5,138 | 21.40 | 1.96 |
| Retail Trade | 28,847 | 31,191 | 2,344 | 8.13 | 0.78 |
| Professional, Scientific, and Technical Services | 16,921 | 19,167 | 2,246 | 13.27 | 1.25 |
| Wholesale Trade | 15,868 | 18,104 | 2,236 | 14.09 | 1.33 |
| Construction | 13,407 | 15,165 | 1,758 | 13.11 | 1.24 |
| Transportation and Warehousing | 7,168 | 8,925 | 1,757 | 24.51 | 2.22 |
| Educational Services | 16,734 | 18,240 | 1,506 | 9.00 | 0.87 |
| Manufacturing | 30,117 | 31,037 | 920 | 3.05 | 0.30 |
| Finance and Insurance | 10,425 | 11,212 | 787 | 7.55 | 0.73 |
| Management of Companies and Enterprises | 5,096 | 5,832 | 736 | 14.44 | 1.36 |
| Real Estate and Rental and Leasing | 4,025 | 4,675 | 650 | 16.15 | 1.51 |
| Other Services (except Government) | 11,321 | 11,939 | 618 | 5.46 | 0.53 |
| Arts, Entertainment, and Recreation | 3,760 | 4,116 | 356 | 9.47 | 0.91 |
| Information | 6,265 | 6,600 | 335 | 5.35 | 0.52 |
| Utilities | 320 | 322 | 2 | 0.63 | 0.06 |

- 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

Overall, Greenville County has had a downward trend in unemployment over the last ten years, with numbers reaching their lowest in the year before the COVID-19 pandemic. Some months had unemployment numbers as low as 1.7% (September 2019). After the pandemic hit this area, unemployment rose to 12.2% in April. It has continued to decrease since then, reaching 7.9% in July 2020. According to the U.S. Census Bureau, the population of Greenville County in 2010 was 443,160, and the projected 2020 population is 492,890. The number of employed individuals in December 2019 was 250,986, and the number of unemployed was 5,127. In the most recent reported month of July 2020, there were 247,984 employed individuals in Greenville County and 21,282 unemployed individuals.

The five largest industries in Greenville County are Health Care and Social Assistance, Administrative and Support and Waste Management and Remediation Services (which includes all individuals working for temporary or staffing agencies), Retail Trade, Manufacturing, and Accommodation and Food Services. The five industries with the largest projected employment change by 2026 are Health Care and Social Assistance, Administrative and Support and Waste Management and Remediation, Accommodation and Food Services, Retail Trade, and Professional, Scientific, and Technical Services. Additionally, the top five projected occupations by total employment for 2026 are Office and Administrative Support Occupations, Production Occupations, Sales and Related Occupations, Food Preparation and Serving Related Occupations, and Transportation and Material Moving Occupations.

The following chart shows the Education Attainment for individuals 25 years and older:



Source: U.S. Census Bureau, American Community Survey - 2013 5-Year Estimates

There are a number of different barriers to employment that affect individuals in Greenville County. The following figures come from the U.S. Census Bureau. An estimated 8.8% of individuals under the age of 65 have a disability, which equates to 46,071 individuals. Some of those disabilities may have no effect on the ability to secure and retain employment, but many disabilities do put an individual at a disadvantage in the workforce. There are 29,704 veterans in Greenville County. Some of those may be retired or not in the labor force for other reasons, but many of those individuals are employed or looking for employment. Approximately 11.1% of individuals in Greenville County live in poverty, which is associated with challenges to getting and keeping a job, including lack of childcare, transportation, and phone/internet access.

Furthermore, a specific analysis of the youth population in Greenville County is important because of the large number of residents that fall in the WIOA Youth age bracket. Of Greenville's 523,542 residents, an estimated 65,084 of them are between the ages of 15-24. It is important to note this age group because this is the age range in which youth and young adults often begin entering the workforce.

Greenville County is unique in that prior to the COVID-19 pandemic, there have traditionally been opportunities for self-motivated youth to successfully enter some form of employment. The on-time High School Graduation rate for Greenville County is 85.1%, which is higher than the State Percentage of 81.1%. The percentage of students scoring Silver on the Career Readiness Assessments (WorkKeys®/Win) is 52.2%. A silver score establishes a person as being work ready for 65% of jobs in the workforce.

The Greenville County School District in partnership with Greenville Technical College convened a local Comprehensive Local Needs Assessment (CLNA) meeting with key community partners in May 2020. During this meeting gap analysis data indicated the growth industries with projected employee shortages as:

1. Business and IT Services
2. Healthcare
3. Transportation Logistics Wholesale Trades
4. Construction
5. Diversified Manufacturing

Some specific occupations within these industries projected for growth include Network and Computer system professionals, Nurses & Nurse Aids, Pharmacy Technicians, Radiologic Technicians, Heavy and Tractor Trailer Drivers, Bus Drivers, Machinists, Welders, and Construction Laborers.

POPULATION

Greenville continues to be the most populous county in South Carolina. The population in Greenville has increased from 451,225 in 2010 to 495,400 in 2020. The population is projected to 542,300 by 2030.

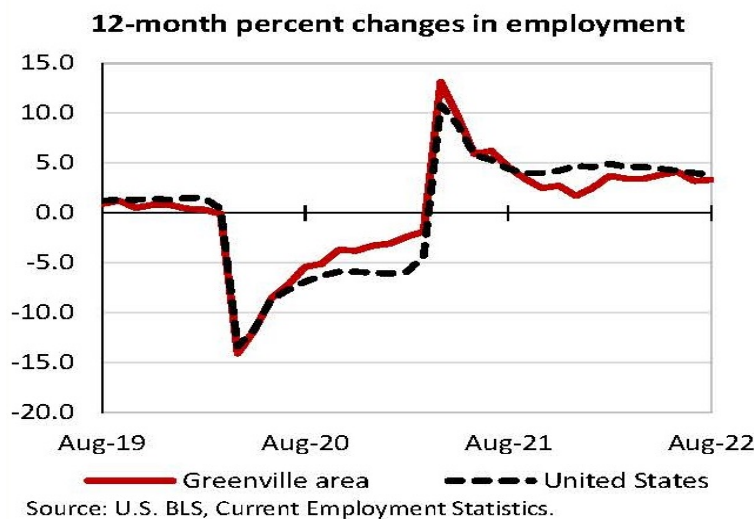
Greenville County has a diverse population. In 2014, our population by gender was 48% male and 51% female. In addition, by race, the population was:

- 77% White
- 18% Black
- 0.53% American Indian/Alaskan
- 2.23% Asian
- 0.07% Hispanic/Pacific Islander
- 1.74% Two + Races

Source: U.S. Census

LABOR FORCE INFORMATION

Greenville County's labor force continues to be strong, as we have progressed through the COVID-19 pandemic. Our unemployment rate for July 2022 was 2.8% and it reflects that 259,346 individuals were in the labor force and 7136 workers were not. The below chart illustrates Greenville County's 12-month UI rates as compared to the U. S. and for other selected regions:



| Month | Job Openings | | Hires | | Quits | |
|------------------------------|--------------|------|---------|------|--------|------|
| | Count | Rate | Count | Rate | Count | Rate |
| August 2021 | 183,000 | 7.8% | 111,000 | 5.1% | 64,000 | 3.0% |
| July 2022 (revised) | 176,000 | 7.3% | 114,000 | 5.1% | 76,000 | 3.4% |
| August 2022 (preliminary) | 174,000 | 7.2% | 108,000 | 4.8% | 81,000 | 3.6% |

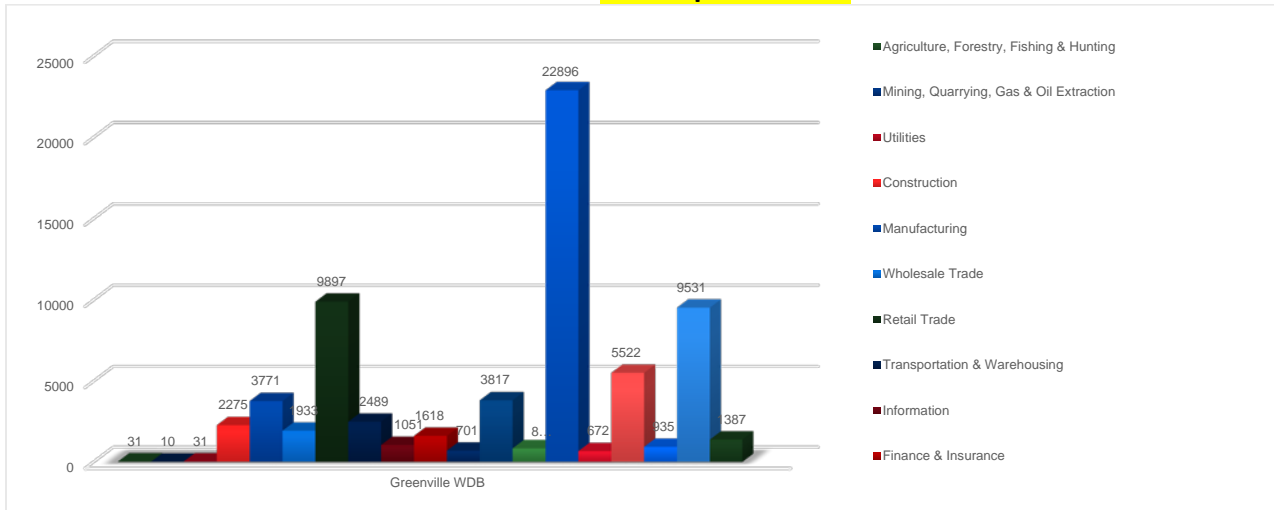
[New Federal Data Show South Carolina Labor Market Continues to Propel Economy | SC Department of Employment and Workforce](#)

The Labor Turnover Survey (JOLTS) data for August 2022 show that South Carolina's labor market remains dynamic and has been throughout the economic recovery from the height of the pandemic. South Carolina's hire rates continue to outpace quits rates. This is an indication that workers are not really quitting jobs. Rather they move from one job to another. Some may refer to this as a *re-churning* labor force. This is true for the Greenville County Workforce Development Area. We are seeing many workers become discontent or frustrated with current jobs so they choose to find a new one.

OUR INDUSTRIES, OCCUPATIONS, WAGES

The Administration & Support & Waste Management & Remediation sector had the strongest hiring during the final quarter of 2021, followed up by the Retail Trade sector.

South Carolina's Hires All: Counts (Accessions) by NAICS Sectors for Greenville County Workforce Development Area



Source: QWI Explorer application, U.S. Census Bureau, qwexplorer.ces.census.gov/exp-r/12a226.html

The Greenville area also offers competitive weekly wages when compared to other counties in the Upstate:

Average weekly wages for all industries by county
Greenville area, first quarter 2022
 (U.S. = \$1,374; Area = \$1,023)

- Greenville County - \$1,082
- Pickens County - \$903
- Anderson County - \$896
- Laurens County - \$861



Wages for the Greenville MSA continues to offer diverse and competitive employment by occupational group even though they are below the national average.

OCCUPATIONAL EMPLOYMENT AND WAGES – GREENVILLE – ANDERSON – MAULDIN – MAY 21, 2021

Table A. Occupational employment and wages by major occupational group, United States and the Greenville metropolitan area, and measures of statistical significance, May 2021

| Major occupational group | Percent of total employment | | Mean hourly wage | | |
|--|-----------------------------|------------|------------------|------------|------------------------|
| | United States | Greenville | United States | Greenville | Percent difference (1) |
| Total, all occupations | 100.0 | 100.0 | \$28.01 | \$23.25* | -17 |
| Management | 6.3 | 5.4* | 59.31 | 51.84* | -13 |
| Business and financial operations | 6.4 | 4.3* | 39.72 | 34.82* | -12 |
| Computer and mathematical | 3.3 | 1.9* | 48.01 | 37.16* | -23 |
| Architecture and engineering | 1.7 | 2.4* | 44.10 | 39.94* | -9 |
| Life, physical, and social science | 0.9 | 0.4* | 38.81 | 31.42* | -19 |
| Community and social service | 1.6 | 1.5* | 25.94 | 21.09* | -19 |
| Legal | 0.8 | 0.6* | 54.38 | 43.73* | -20 |
| Educational instruction and library | 5.8 | 5.2* | 29.88 | 25.02* | -16 |
| Arts, design, entertainment, sports, and media | 1.3 | 1.0* | 31.78 | 26.04* | -18 |
| Healthcare practitioners and technical | 6.2 | 6.1 | 43.80 | 40.27* | -8 |
| Healthcare support | 4.7 | 3.8* | 16.02 | 14.48* | -10 |
| Protective service | 2.4 | 1.8* | 25.68 | 19.67* | -23 |
| Food preparation and serving related | 8.0 | 9.0* | 14.16 | 12.06* | -15 |
| Building and grounds cleaning and maintenance | 2.9 | 2.8* | 16.23 | 13.44* | -17 |
| Personal care and service | 1.8 | 2.0* | 16.17 | 14.37* | -11 |
| Sales and related | 9.4 | 10.0* | 22.15 | 19.11* | -14 |
| Office and administrative support | 13.0 | 13.6* | 20.88 | 18.71* | -10 |
| Farming, fishing, and forestry | 0.3 | 0.1* | 16.70 | 15.78 | -6 |
| Construction and extraction | 4.2 | 3.6* | 26.87 | 21.67* | -19 |
| Installation, maintenance, and repair | 4.0 | 4.0 | 25.66 | 22.71* | -11 |
| Production | 6.0 | 10.7* | 20.71 | 19.24* | -7 |
| Transportation and material moving | 9.0 | 9.7* | 19.88 | 16.98* | -15 |

Footnotes:

(1) A positive percent difference measures how much the mean wage in the Greenville-Anderson-Mauldin, SC Metropolitan Statistical Area is above the national mean wage, while a negative difference reflects a lower wage.

* The mean hourly wage or percent share of employment is significantly different from the national average of all areas at the 90-percent confidence level.

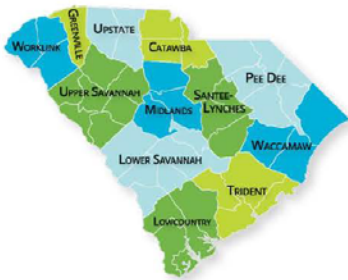
The S. C. Department of Employment and Workforce produces a *Hot Jobs* report to indicate the projected future job growth (2018 – 2028) by occupation and educational level for the Greenville County Workforce Development Area.

Hot Jobs – Greenville

S.C. Department of Employment and Workforce

“We are what we repeatedly do. Excellence then, is not an act, but a habit.” – Aristotle

The Greenville Workforce Development Area is consisted of one county: Greenville.



A Growing Workforce

The Greenville Local Workforce Development Area (LWDA) is expected to add more than 42,600 jobs between 2018-2028, according to employment projections by the South Carolina Department of Employment and Workforce. That is a projected rate of 14.4 percent over the 10-year period.

Based on the results of this forecast, “Hot Jobs” have been identified as in-demand jobs for this time period by demonstrating above average LWDA growth, above average state wages, and greater than 50 annual position openings. This list is useful to educators, career counselors, students and others making career plans.

| Jobs requiring No Formal Education/High School Diploma or Equivalent | | |
|---|------------------------|----------|
| Occupation | 2020 Avg. Wage per Hr. | Growth % |
| Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic | \$22.99 | 41.38 |
| Sales Representatives, Services, All Other | \$29.05 | 27.98 |
| First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers | \$23.96 | 26.83 |

| Jobs requiring a Postsecondary Non-Degree Award/Associate’s Degree | | |
|---|------------------------|----------|
| Occupation | 2020 Avg. Wage per Hr. | Growth % |
| Physical Therapist Assistants | \$28.56 | 33.64 |
| Paralegals and Legal Assistants | \$22.45 | 31.09 |
| Computer User Support Specialists | \$25.00 | 25.62 |
| Heating, Air Conditioning, and Refrigeration Mechanics and Installers | 22.63 | 23.73 |

| Jobs requiring a Bachelor’s Degree, Master’s Degree and/or a Doctorate | | |
|--|------------------------|----------|
| Occupation | 2020 Avg. Wage per Hr. | Growth % |
| Software Developers, Applications | \$43.72 | 48.85 |
| Market Research Analysts and Marketing Specialists | \$29.77 | 36.66 |
| Logisticians | \$34.60 | 29.75 |
| Financial Managers | \$61.18 | 29.24 |

For more information, please visit www.scWorkforceInfo.com



- **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.**

Prior to COVID-19, the Greenville County Workforce Development Board and SC Works were deeply engaged in many solutions-based projects to close the skills gap.

SC Works has been heavily involved in the following initiatives and projects over the last year.

- In partnership with the Greenville Chamber of Commerce, Launch Greenville has been promoted as a viable option to recruit talent from k-12, even serving as a Worksite Employer for the program.
- The Upstate Alliance developed a campaign to interest individuals in relocating to the Upstate of South Carolina and to highlight available training options for those interested in upskilling.

https://www.youtube.com/watch?v=WHg1kZmzh6Q&feature=emb_rel_pause

- In partnership with the Greenville CAN and SCVR, SC Works continues to point business partners to non-traditional talent pipelines, including individuals with disabilities, those with criminal histories, and other barriers, and offering WBL incentives for hiring those who lack the skills to be effective on the job on day 1. This strategy proves to be a very efficient and effective strategy at upskilling and getting individuals back to work.
- The March 2019 launch of the Manufacturing Sector Partnership – (Abbeville, Anderson, Cherokee, Edgefield, Greenville, Greenwood, Laurens, McCormick, Newberry, Oconee, Pickens, Saluda, Spartanburg, and Union) has provided a real-time tool to connect with industry leaders and support them as they develop communication strategies, talent recruitment strategies and skill specific requirements within certain occupations, such as Maintenance Technicians.

The Greenville County Workforce Development Board has a passionate Regional Director of Business Solutions, who serves as the BST Lead and is committed to serving business partners through delivery of program agnostic services. The business services team integrates multiple partners from various agencies and other organizations, to include economic development, CATE, SC Tech system, DSS, SCVR, SCDEW, and Adult Education. The Regional Director of Business Solutions serves as the Lead Convener for the 14 county Greater Upstate Manufacturing Sector Partnership. Our Business Services Team is business driven. Team members are cross-trained to represent the workforce system holistically. They deliver services through an account executive approach that eliminates program focus and decreases duplication of services. This team meets at least monthly to discuss challenges within the business community and to brainstorm creative approaches to quality solutions. Recruiting and screening for employers is a primary business service. This team holds recruiting events (face to face and virtually) throughout the year. A large annual job fairs conducted in each county once per year at a minimum. This team strengthens if the Wagner-Peyser staff were under the supervision of the SC Works One Stop Manager. It would allow us to improve quality, save dollars, and enhance efficiency.

In March 2018, a group of upstate manufacturers convened to discuss mutual industries challenges and opportunities. The group took off, generating a life of its own. It has named itself “the Diversified Manufacturing Partnership.” They continue to meet regularly to address industry needs in the region. They partnership pulled together during the COVID-19 shutdowns to offer best practices among peers. The following businesses are involved:

BMW, Century Printing, Contec, Cooper Standard, Customer Performance Engineering, Dantherm Air Handling, EPC, GE, IVC Inc., Michelin, Millikan, Minileit Inc., Siemens, Teijin Carbon Fibers, ABB, AWL Automation, Bosch, Mogul, Norbord, Nutra, Standard Motor Products, T&S, TransTech of SC/Wabtec and ZF Transmission.

In March 2019, the partnership met, realigned to focus on all industry needs, not limited to workforce. The partnership reference as the Greater Upstate Manufacturing Sector Partnership and is completely controlled by industry, and supported by key partners. The partnership Leadership Team is as follows:

| Steering Committee | | |
|--------------------------------|-----------------|----------------------------------|
| Company | Name | Title |
| AWL Automation | Per Blohm | Managing Director |
| BMW | Herman Adams | Technical Development Specialist |
| Century Printing | Ben Waldrop | President / Owner |
| Michelin | Robin Blackburn | Technical Wage Recruiter |
| Norford West Fraser | John Ryan | HR Manager |
| ZF Transmissions | Michael Morris | HR Manager |

The Business Services Lead from SC Works serves as the Lead Convener for the below group and is responsible for pulling in partner resources, as needed:

| Company | Name | Title |
|---|---------------------------|---------------------------|
| SC Works | Johnnie-Lynn Crosby | Lead Convener/Facilitator |
| SCDOC | Matt Wiggins | Co-Convener/Facilitator |
| SCVRD SCCB | Ryan Skinner | Core Team Member |
| UWB | Dana Wood | Backup Facilitator |
| SCDEW | Shauna Davis | Core Team member |
| SCDEW | Jackie Taylor | Core Team member |
| Greenville Tech | Jermaine Whirl | Core Team member |
| Piedmont Tech Technical College System | Rusty Denning | Core Team member |
| Adult Ed | Tommy Goode | Core Team member |
| Upper Savannah Board | Billy Morgan | Core Team member |
| WorkLink | Meredith Durham | Core Team member |
| SCMEP | Tony Moore | Core Team member |
| GADC | (temporary vacancy) | Core Team member |
| EFG | Dwayne Hatchett | Core Team member |
| CATE | Hollie Harrel | Core Team member |

At the launch meeting in March 2019, the group identified two initial priorities to tackle as a through focused and industry led action teams:

- 1) Talent Team: Build a talent pipeline through improved career awareness. The talent team has secured TALLO for a pilot marketing campaign targeting college non-completers. This campaign runs under the SC Future Makers brand to avoid duplicate efforts. Prior to COVID-19, the group was also working with TALLO to target college non-completers to manufacturing careers, as a solution to the talent shortage. Since COVID-19, the group has pivoted to re-evaluate the talent shortage.
- 2) Middle Skills Team: Address technical skill gaps of entry level Maintenance Technicians. The middle skills team unveiled the maintenance technician skills matrix, identified core competencies for curriculum and is working on the development of an exit assessment. The team will work with the technical colleges to implement a shared curriculum.

The group has renamed itself the Upstate Manufacturing Network. The Upstate Manufacturing Network (UMN) plans to host quarterly networking events for manufacturers beginning in the fall of 2022. UMN will host a re-ignite event in October 2022 to reevaluate existing priority outcomes and needed actions as well as to identify new priorities.

Section II: Strategic Vision and Goals

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**

Our strategic vision and goals have not changed over the past four (4) years. In order to prepare an educated and skilled workforce that supports the needs of business industries, the local area will continue to expand on strategies such as:

- 1) **Regional Collaboration** – reduces duplication and increases the efficiency of the workforce services and outreach efforts among the local workforce development boards within the Link Upstate WIOA Region.
- 2) **Business Engagement** – businesses will continue to lead the development of sector strategy programs and career pathway mapping. The local area will continue to support sector strategy efforts and to specify the training and education requirements needed to move job seekers into employment.
- 3) **Deliver Effective Labor Exchange Services** – prioritize enhanced labor exchange services for workers who are experiencing difficulty moving into the workforce due to significant barriers. Remedies related to addressing this strategic goal includes providing more access to job readiness and relevant soft skills building efforts. The local area will continue to strive to customize core services to people with disabilities, veterans, out-of-school youth, individuals with barriers, those with criminal justice involvement, and young adults with limited work histories or who have experienced homelessness.
- 4) **Modernizing Customer Service and Support** – efforts will continue to improve efficiency and effectiveness by recognizing the need to move job seekers into gainful employment as quickly as possible. The COVID-19 has made this strategic goal most challenging. Many workers have relented to expand their employment needs outside of the areas they may have received training or certifications in.
- 5) **Strengthen Partnerships** – By growing partnerships with education and training partners, such as participating in the Comprehensive Local Needs Assessment (CLNA) process, will continue to be a priority.
- 6) **Work Based Learning for Youth** – increased work based learning opportunities will be afforded to youth through enhanced partnerships with businesses and service providers.

The Greenville County Workforce Development Board (GCWDB) maintains a strategic vision to support both job seekers and employers to promote a strong, energetic and comprehensive economy in Greenville County. By leveraging and building upon our diverse partnerships with various employer groups such as the Greenville Society of Human Resource Management (GSHRM), economic development entities, education and training providers, and allied workforce efforts, we will continue building an environment that is inclusive and moves job seekers into higher quality and sustained employment. The GCWDB's watchword is to **prepare the workforce, grow our economy**.

The GCWDB's Vision provides direction to a set of strategic goals designed to demonstrate continuous improvement and the fulfillment of WIOA performance accountability measures across core program areas:

- A. **Regional Collaboration** – Regional collaboration reduces duplication and increases the efficiency of the workforce services and outreach efforts among the local workforce development boards within the Link Upstate WIOA Region. WIOA annual allocations continue to diminish which makes it imperative that we continue leveraging opportunities to collaborate with our partner LWDBs in the region and to seek out

new and innovative strategies for delivering effective workforce development services while reducing overhead costs.

- B. Business Engagement** – Businesses lead in the development of our sector strategies and career pathways. The GCWDB provides general oversight and support of the business engagement plan by supporting sector strategies that increase focus on growing market segments and career pathway development. Our Sector Team leadership has continued working with companies, education/training institutions, and community organizations to understand the needs of growing industry sectors. The GCWDB supports sector strategy efforts that hones in on the training and education requirements needed to move job seekers into employment. See attached *Center Operations and Business Engagement Plan*.
- C.** Deliver intensive labor exchange and improve accessibility to education and training resources for individuals with significant barriers to employment. The GCWDB recognizes the need to implement more intensive labor exchange services to those who are experiencing difficulty moving into the workforce due to substantial barriers. Remedies related to addressing this goal include providing more access to job readiness training and relevant skills building efforts. In addition, we look for opportunities to customize core services – for people with disabilities, veterans, out-of-school youth, individuals with language barriers, those with criminal justice involvement, young adults with limited work history, or those who have experienced homelessness. One example is our efforts to pilot a program for in-school foster care youth by providing them with financial literacy training, a work experience training assignment, and adult mentoring/tutoring. The goal was to ensure that foster care youth who age out of the system and the youth who reside in a public assistance household are equipped with the necessary foundational skills to become independent, self-sustaining workers within the community. However, we did not have much success with identifying foster care youth who were suitable for WIOA program enrollment. We recognize the need to provide increased outreach to our partners such as DSS so that we can better coordinate a strategy for serving foster care supported youth. We are also piloting initiatives to improve access to employment for people with disabilities (PwD). The GCWDB’s Committee on Serving Individuals with Disabilities (CSID) has led efforts to create a skill database (Ability ASCEND) that uses AI algorithms match PwD to job vacancies. Ability ASCEND develops skill profiles for job seekers rather than generating resumes. Resumes are exclusionary but skill profiles are inclusionary. Ability ASCEND’s tagline could read, “It’s not so much of what you say; it’s what you can do.” The Ability ASCEND was recently migrated to Talents ASCEND along with other programs targeting other underserved communities such as veterans (Veterans ASCEND) and Justice Involved/Second Chance individuals (Mission2 ASCEND). The CSID is pushing the Talents ASCEND out into the business community by encouraging the ones who place emphasis on integrating serving special populations into its workforce to visit <https://talentsascend.com/> and sign up for a 3-month trial use at no cost.
- D.** Modernize customer service and support efforts to improve efficiency and effectiveness. We recognize the importance of moving job seekers into gainful employment as quickly as possible. Greenville will utilize all available tools to accomplish our goal.
- E.** Continue to strengthen our partnerships with education and training partners by focusing on the curriculums needed in order to accelerate time to placement. The GCWDB will continue to work with our local partners to explore opportunities to concentrate learning efforts by supporting individual training accounts (ITAs) as well as non-ITA training programs for in-demand industry sectors and occupations. The GCWDB works closely with the business community to develop a more diverse mixture of work-based learning models aligned with career pathways strategies. One of our business partnerships took place with Greenville County EMS to set up a customized training program for Emergency Medical Technicians (EMT). Another example is a *Supervitamin* research study in partnership

with the Upstate Workforce Board, Cities for Financial Empowerment, MDRC, and the Greenville County Financial Empowerment Center (FEC).

F. Work-Based Learning (WBL) for Youth – The GCWDB will continue to leverage partnerships with businesses and service providers so that youth have opportunities to participate in work-based training programs. Youth may participate in WEX activities more so than OJT. The WEX may be provided in-person or virtually. There may be opportunity for the GCWDB to establish summer employment programs such as internships if funding permits.

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

The local workforce development system built upon trusted partnerships with core and required partners participating in the SC Works System. The local area will be able to achieve its strategic goals by taking actions such as expanding workshops and job clubs, enhancing partnerships with Adult Education and Vocational Rehabilitation programs, enhanced job development and work-based learning assignments, and providing retraining and to individuals with significant carriers.

Section III: Local Area Partnerships and Investment Strategies

1. A description of the planning process undertaken to produce the local plan. The description must include how the chief elected officials, local board, and core and required partners were involved in the development of the plan.

The process used to develop the local plan first involved management staff's review of the entire planning guidance and then subsequently, taking steps to address (respond to) each planning question. Several re-writes may occur in order to produce a draft executive summary prior to presenting the plan for Board approval. Additionally, the following steps taken in order to engage the Chief Elected Official within the planning process:

- The Chief Elected Official, the County Administrator, and the Greenville County WDB receives the planning guidance and has opportunity to review and provide feedback to the WDB Executive Director during plan development.
- The Chief Elected Official, the County Administrator, and the Greenville County WDB receive an executive summary of the draft plan. The full draft plan made available so that stakeholders could receive opportunity to review the full plan and to provide feedback to the WDB prior to finalization.
- An executive summary of the plan provided to County Council, along with a link to view the full plan. County Council members have the opportunity to provide comments to the Greenville County WDB. Subsequently, the local plan is available for the required public commenting period. Any comments incorporated as attachments to the local 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**

Greenville County has a robust workforce system that includes partners from many different organizations. Within the SC Works system specifically, we have organizations representing the following required partner programs:

1. Adult, Dislocated Worker, and Youth Programs
2. Adult Education and Family Literacy Act Programs
3. Wagner-Peyser Employment Services Programs
4. Rehabilitation Programs for Individuals with Disabilities
5. Post-Secondary Education Programs (Perkins)
6. Community Services Block Grant Employment and Training Activities
7. Native American Programs
8. HUD Employment and Training Activities
9. Job Corps Programs
10. Veterans Employment and Training Programs
11. Migrant and Seasonal Farmworker Programs
12. Senior Community Service Employment Programs
13. Trade Adjustment Assistance Programs
14. Unemployment Compensation Programs
15. Temporary Assistance for Needy Families (TANF) Programs

Beyond these required partners, a number of other organizations have a strong partnership with our SC Works center and make referrals to many of our different programs. Some of these organizations include the Greenville County Library System, Upstate Fatherhood Coalition, United Ministries, Hispanic Alliance, SC Department of Corrections, Greenville CAN, and others.

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

The local workforce development system's foundation is trusted partnerships with core entities providing services through the SC Works System. The core programs that provide onsite services at the SC Works center include Wagner-Peyser, WIOA, DSS, and Vocational Rehabilitation Department. Adult Education is currently not co-located within the SC Works Center but they coordinate referrals remotely. Additionally, we have Adult Basic Skills Training and Literacy Activity Services (Greenville Literacy Association) located within McAlister Square and across the hall from the SC Works center. The local workforce system partners, i.e., the GCWDB's SC Works Committee, meets quarterly for the purpose of addressing recruitment priorities, service alignment strategies, and other topics related to the workforce development system. We have executed all MOUs and IFAs with our SC Works partners and are continuing to work out details for tracking referrals and reporting the referral outcomes.

Consistent with the WIOA, the local area will align with key core programs in order to address the following service strategies:

- Expand workshops and job club opportunities for youth and adults to aid soft skills development while enrolled in work-based activities.
- Strengthen partnerships with Adult Education and Vocational Rehabilitation Services through cross-training activities, sharing of knowledge and data and reinforcing our referral process.
- Expand youth programs to include access to more work-based opportunities, including those with barriers to employment. Continuing to develop strategies for work/career exploration and job shadowing experiences for youth based on their interests, as well as providing labor market information in support of Career Pathways development.
- Work towards developing a universal application and eligibility matrix tool to more easily guide and streamline the process for service delivery and co-enrollments. To the extent possible, staff will customize services by individual customer while also taking into account core programs such as Wagner-Peyser, unemployment insurance, WIOA Adult, Dislocated Worker, and Youth.
- Conduct outreach with entities serving individuals who have been involved with the criminal justice system. Attend re-entry group meetings, and identify clients transitioning out of the justice system. Re-entry partners will mutually educate one another on resources and services that support re-entry initiatives.
- Co-enroll applicants between the WIOA Adult and Youth programs in order to better meet the diverse needs of clients.
- Outreach to limited English speaking individuals and continue to develop partnerships with agencies that provide direct services to this population;

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

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

Our Adult/Dislocated worker service provider uses the following strategies to expand access to services:

- The establishment of new productive and collaborative partnerships with nonprofit organizations and the continued increased collaboration with established Partners in Greenville County;
- Making contact and creating a continuous improvement collaboration with new entities in Greenville County such as: S.H.A.R.E, Greenville Housing Authority, CC Pearce Culinary School (Project Host), United Way of Greenville, Greer Relief, Habitat for Humanity, Urban League of the Upstate, Upstate Warrior Solution, Miracle Hill Rescue Mission, and many others;
- Offering to serve individuals where they are, by having information sessions at partner agencies and neighborhood facilities, have SC Works WIOA staff to provide information on a virtual platform (scheduled on a weekly basis), providing interactive learning platforms for customers to train and participate in workshops;
- Anticipating changes in economic trends to properly add to ETPL providers and courses to list of approved;
- Continuing partnerships with ABLE SC, SCVR, re-entry organizations to reach individuals with disabilities, Greenville CAN, Hispanic Alliance, and other organizations who help individuals who may have barriers to employment;
- Continuing collaborations amongst SC Works staff to refer, and work together on projects in order to provide all services under one umbrella for those individuals staff is currently helping;
- Promoting Virtual Job Fairs; and
- Promoting hiring events at locations where customers will have easy access to in their neighborhoods.

Services to Greenville Youth facilitate through engagement of employers, partners, board members, community organizations, and faith-based organizations. Greenville Youth staff will participate in and help conduct industry-specific job fairs, which should increase employer and job seeker success.

The WIOA youth staff is building relationships with Greenville Recreation that services seven community centers in Greenville County. The community centers include Brutontown, Freetown, Mt. Pleasant, Phillis Wheatley, Slater, Staunton Bridge, and Sterling. The community centers will allow the youth program to interact with families in the community and provide the opportunity for Work Experience opportunities.

Community based organizations specialize in niche training and support opportunities that can be layered into our traditional service delivery. The WIOA youth program will collaborate and partner with Mill Community Ministries. Mill Community Ministries serves under-resourced communities in Greenville County to help empower individuals to thrive within the community. Mill Village Farms offers hands on employment training opportunities to community youth with multiple programs where youth will learn basic job skills, sustainable agriculture and entrepreneurship.

Faith Based Organizations who share an invested interest in the positive development of youth in the community are an extremely valuable partner that provide services that include emergency housing/shelter, Transportation services, Faith-based counseling and mentorship, Self-sufficiency training and workshops, College sponsorships.

The WIOA youth program has developed stronger partnerships with local social service agencies like DSS and SC Thrive for financial assistance with childcare, food stamps, rental assistance, utility assistance, and many other financial needs.

The WIOA youth program also directly provides some supportive services determined through individual need and within compliance of the local supportive service policy. Types of Supportive Services include Transportation, Childcare and Dependent Care, Training Related Needs, Work Related Needs, Legal Aid Services, and Emergency Assistance

The WIOA Youth staff will work closely with community partners, such as Vocational Rehab, ABLE SC, Thrive Upstate, and Adult Education to provide youth with disabilities the wraparound services necessary to achieve the goals.

In 2019, 54.5% of the 76,058 students enrolled in the Greenville County School District lived at or below poverty. Growing up in poverty affects a child physically, emotionally, socially, and educationally. Poverty affects not only the ability to learn but also work habits. Marginalized populations are the first and most disproportionately affected by an unstable job market. The ongoing COVID-19 pandemic continues to highlight this trend of instability. Having fewer economic resources lessens education opportunity and perpetuates the cycle of poverty.

The WIOA youth program maintains a relationship with The Department of Juvenile Justice and The Department Probation, Parole & Pardon Services. We have developing relationships with other re-entry service providers in Greenville County including relationships with Second Chance Jobs and a new re-entry initiative located at Phillis Wheatley Community Center in partnership with Greenville Tech.

The WIOA youth program maintains a relationship with DSS to include youth aging out of foster care and many other residential youth homes in Greenville County.

- **Improve access to activities leading to a recognized post-secondary credential, including an industry-recognized certificate or certification that is portable and stackable;**

The Greenville County Workforce Development Board and its staff are crucial to engaging employers in workforce development programs. The GCWDB, like all Local WDBs, has a majority made up of business members. The employers that sit on the GCWDB have an impact on the decisions for the Local Area. They also serve as liaisons between our office and the greater community to help us stay engaged with organizations like the Greenville Society for Human Resource Management (GSHRM) to help us interact with other employers. The local business solutions team works with local businesses to identify workforce needs and skill requirements. The Regional Director of Business Solutions serves as the Lead Convener for the regional Manufacturing Sector Partnership and coordinates with the Greenville Chamber and the SC Department of Commerce to stay up to date on trends and training needs within multiple industries to include customer contact centers and the construction industry. The collaboration among workforce partners in Greenville County continue to lead to less duplication, and stronger outcomes, such as industry-specific job fairs, innovative recruitment and retention strategies and substantial work-based learning activities.

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

The SC Works Greater Upstate Business Services Team (BST) is committed to serving all businesses in the local area with appropriate business solutions, regardless of company size. Work-based learning activities develop with business customers who fall within the in-demand industry sectors as occupations, as outline above.

Business Solutions staff connect to the Greenville Chamber of Commerce and facilitates engagement with local HR Manager through the HR Café, hosted in partnership with Winters Law Firm.

The WIOA youth program will directly develop relationships with local business for work experience opportunities. The youth program will also embrace the target industries identified by the GCWDB. Embracing the target industries will provide youth with a competitive advantage to gain skills for careers that are in demand. The youth program is committed to training and skill development opportunities for youth that lead to employment. The target industries chosen project continued growth.

- Advanced Manufacturing
- Healthcare
- Logistics & Distribution
- Information Technology
- Constructions

Because the GCWDB has a representation of members from local business these members have direct impact on the decisions for Greenville County and serve as liaisons between the GCWDB and the greater community.

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

The SC Works Greater Upstate Regional Business Services Team (BST) is an integral part in ensuring that we are supporting businesses and meeting their needs. The Regional BST meets on a regular basis to discuss a range of topics, including which employers are hiring, which employers are having difficulty finding a certain candidate, what actions we are taking to serve business and best practices from other areas. We also look to the State WDB for their initiatives and goals for employer engagement. Greenville County continuously meets its employer engagement goal. The Greater Upstate Manufacturing Sector Partnership provides feedback from the industry that helps in short- and long-term workforce planning. The Next Gen sector partnership model has influenced service delivery and partner relationships. The model enhanced our understanding locally and regional regarding the benefit of operating under a pull system, as opposed the push system used in the past. Industry takes the lead and owns the plan and action items. As we begin PY 20, we are looking ahead at the other priority industries where this model could be useful, based on the labor market data for the region. (Construction, Healthcare, Information Technology, or Logistics/Distribution)

The WIOA youth program intends to support the local workforce system meet the needs of business by providing services to youth in a manner that better prepares them for the workplace and by matching youth with training/employment opportunities determined as in-demand ad of need in the Greenville area.

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

The Business Services Team (BST) is an integral part in ensuring that we are supporting businesses and meeting their needs. The BST meets on a regular basis and has the opportunity to discuss a range of topics, including which employers are hiring, which employers are having difficulty finding a certain candidate, what actions we are taking towards serving the businesses and best practices from other areas.

We also look to the State WDB for their initiatives and goals for employer engagement. In PY15, Greenville County was one of the areas that successfully met its employer engagement goal of engaging 1,249 new

businesses in the county. We are ready to hear what the next phase of the strategy will be, and we will work towards meeting the goals outlined.

Finally, through the process of the sector strategy initiative, we will be getting direct feedback from employers in high-growth sectors. That feedback used to construct the strategies we are working on in the group. We believe the best way to start meeting the needs of businesses in Greenville County and the Greater Upstate Region is understand their needs.

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

Historically, we have had a good relationship with our economic development partners in Greenville County and the region. We will continue to be involved with those partners in a few different ways. First, we will continue to be involved with business recruitment meetings, as needed. We want to serve as a resource for companies that are considering Greenville County as a new location. Second, we will continue to have an economic development seat on our board. In that past, the Greenville Area Development Corporation has filled that seat. The current seat filled by the City of Greenville Economic Development Office. We will continue to collaborate with both the city and the county on economic development projects. Finally, we will look for other opportunities to engage our economic development partners, including participating on committees and workgroups, attending, and speaking at events, and coordinating new projects as they arise.

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

GCWDB and SC Works McAlister Square staff must have the acceptance and cooperation of the state unemployment insurance program to strengthen it beyond its present status. While the MOU/IFA provides for an appointed WIOA team member to have access to the Workforce Information Portal (WIP) to obtain the necessary UI data that is used to determine an individual's potential eligibility for training and employment services programs under WIOA, these services have limited benefit to the staff member utilizing WIP. Two (2) Reemployment Services and Eligibility Assessment (RESEA) representatives under SCDEW assigned to the McAlister Square center. Their process presently is to refer their clients to the WIOA Orientation if they deem training and/or further employment services are appropriate for the UI claimant they are assisting. We believe that greater communication and collaboration between the unemployment insurance program and the SC Works center staff would enhance the linkage between the partners.

- SC Works 101 Online Training course is a general overview of all partners in the SC Works workforce system and includes basic UI services.
- Recent experience with the COVID-19 crisis has shown us the benefits of UI staff at the centers for face-to-face assistance. This would reduce customer frustration initiated by busy lines, dropped calls, and less-than-satisfactory service per UI claimants. This crisis highlights the importance of the state UI program in participating more financially in the operation of the SC Works centers. During the first month of re-opening 76% of traffic related directly to UI services.

An additional benefit to accessing UI wage data can lend to analyzing the employment patterns for workers by industry. Some states have established voluntary policies to encourage its employers to include an occupational code on their UI tax accounts. It would be a great asset to local areas if South Carolina could have a similar process established to better track and analyze the labor force with one small system enhancement.

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

- **Increasing participation in work-based (WBL) activities, including registered apprenticeship programs;**
 - The Business Solutions team will promote SC Works and WIOA opportunities for WBL (OJT, WEX, and Transitional) to appropriate local employers. Funding directed to WBL provides better results long term over classroom training, so increasing investment makes sense.
 - With the decline of educational institutions participating on the Eligible Training Provider List due to claims of the government demanding too much student personal information not related to WIOA funding, we see even more benefit in ‘earn to learn’ programs.

The WIOA youth program will offer a number of services with the WIOA funding such as On-the-Job Training, Work Experiences (WEX), and targeted vocational and occupational training. The WIOA youth program will increase the utilization of community centers, recreation centers, faith-based organizations, Greenville county school system, community-based organizations, and many other businesses in Greenville County to provide these crucial hands-on job training experiences for the youth. Additionally, the WIOA youth program will work directly with registered apprenticeship programs and recognized regionally approved apprenticeship-training providers.

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

As SCDEW was developing the Job Ready U soft skills training curriculum, we have relied locally on the Operator’s (Equus Workforce Solutions) online soft skills platform called the Academy. In addition to the Academy, Equus has entered into an agreement with LinkedIn Learning to provide an alternative tool for WIOA participants to access. The following are examples of courses that individuals can take through the platform: Problem Solving Techniques, Teamwork Foundations, The Rules of Work, and Writing Customer Service Emails, Communicating with Transparency, Prioritizing Your Tasks, and Professional Networking.

The WIOA youth program views assessment not as a singular one-time event but instead approaches assessment as a continuous process. It includes interviews, career guidance assessments, basic skills assessments, observations, and soft skills assessment. Though assessment is ongoing, the youth program still makes assurances that we are consistent and non-duplicative and that assessment tools used are valid and reliable.

The WIOA youth program formal assessment and soft skills training:

- TABE: We will utilize TABE pre-post-assessments to measure progress and learning gains in reading, and math skills. Individuals who are high school dropouts receive TABE by adult education.
- Career Smart: Work readiness skills and soft skills
- Career One-Stop Interest Assessment: www.careeronestop.org
- Skills Profilers: www.careeronestop.org
- O*Net My Skills My Future: www.myskillsmyfuture.com
- O*Net Interest Profiles: www.mynextmove.org
- WIN or WorkKeys© Testing: Academic and employability skills testing

- SCWOS Comprehensive Objective Assessment Summary: The assessment includes a review of academic and occupational skill levels, as well as the service needs and strengths of the customer.
- **Facilitating the development of career pathways and increasing co-enrollment across partner programs, as appropriate;**

Our Adult/Dislocated Worker program will focus on the following strategies:

- Maintaining a good working relationship and collaboration with Youth Programs in Greenville County.
- Providing information sessions on Labor Market, high demand fields to individuals enrolled in partner programs.
- Training of staff in subjects such as how to create effective career pathways for individuals.
- Provide testing to identify individuals' strengths, best work environments, and personality traits to properly suggest a career that matches their profile.
- Continue to communicate with Partners through MOU / Community Partner Meetings and emails /phone calls to forge strong close working relationships.
- Providing information pertaining to various government and nonprofit programs that will directly provide our clients needed resources.
- Receiving referrals from the following agencies: DSS, SCVR, Goodwill, Adult Education, Youth Programs, and United Way.

The WIOA youth staff maintains strong relationships with both secondary and post-secondary training providers and facilitate training requests. The WIOA youth staff will continue collaboration with secondary and post-secondary training providers and will refer and/or co-enroll to partner programs in order to maximize opportunity for participants.

The youth staff review LMI data and participate in localized strategy meetings throughout Greenville County. GCWDB has an established Business Services Integrated Team that meets to share and discuss on-going employer needs. Skill gap information shared so participants or potential participants can effectively choose an in-demand occupation from a career cluster. Participants are encouraged to long term about advanced careers with increased income potential down their preferred "career pathway". O*NET and the U.S. DOE Career Clusters are helpful resources.

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

Our Adult/Dislocated Worker program will focus on the following strategies:

- Local Operator on state working board and participated in the creation and implementation of SC Works 101. SC Works 101 Training Program equip attendees working in the SC Works Centers, or in the field, who provide services to jobseekers or businesses, with knowledge and understanding of the SC Works system to ensure that customers receive high-quality services each time they engage with the system. This cross training is an important part of the workforce system as it does go into the basics of partner roles, providing a pathway for co-enrollments when in best interests of customer. The OSO is responsible for tracking all partner staff in the assigning of the training and its completion.
- Prior to COVID-19 affecting all operations in the country, SC Works OSO conducted quarterly training for 'all hands', providing opportunity for partners to discuss their programs for the benefit of all. Additionally, we had AbleSC providing training and very helpful content on conducting proper

relationships with the individuals with disabilities community. In April, we had Stephani Frese, Director, Division of Technical Services, SC Human Affairs Commission provide a well-received WebEx EO Training for all Upstate partners.

- Provide an opportunity for all partners to disseminate program information to other partners during the Monthly Community Partner Meeting, thereby educating all on program substance.
- Business Solutions team conducts monthly meetings to ensure all partners on BST are aware of new programs and/or policies affecting the employer community (in addition to sharing Best Practices and general partner updates).

The WIOA youth program staff will participate in SC Works meetings including but not limited to partner meetings, SC Works center meetings, board meetings, BSIT meetings, job fairs, etc. to gain and maintain the knowledge necessary to effectively deliver services as needed to the business and job seeker customers of Greenville county.

Additionally, the WIOA youth service provider regularly schedule internal meetings to communicate information on partner services and initiatives to staff. This passed down knowledge enables each staff person to work with empowerment.

An increased knowledge of the One Stop System provides the tools for staff to serve as a “change agent” increasing the successful matching and placement of jobseekers to business and business to jobseeker.

- **Streamline intake and referral processes;**

The Adult/Dislocated Worker program in Greenville County will streamline intake a referral processes through the following methods:

- Providing partners with an easy access online referral / information sharing platform;
- Continuing to provide customers with virtual enrolments, where they can attend, and enroll in WIOA Services remotely;
- Using technology to improve processes, where possible. Intake has been improved by use of the VOS Greeter, saving time, increasing customer visitation statistics, and providing a method to measure traffic flow for particular organizations;
- Our local area believes that we have done a great job in streamlining the Adult and Dislocated Worker program intake process. Nevertheless, we also acknowledge that further enhancements could better align and make the overall intake and cross-referral process better than what it is. One recommendation is to establish a binding MOU, as a SC Works Certification (Management) Standard, that outlines and commits both the WP and WIOA programs to collaborate on the common intake process for all SC Works customers. The Operator can be responsible for monitoring the MOU common intake progress as well as to identify any challenges that the local board may help to resolve. The DOL did not institute a process or system for streamlining intakes and left it up to states and local areas to implement. A cross-referral MOU would help push us in the right direction. We also recognize core partners do not use the primary WP and WIOA data system (SC Works Online Services - SCWOS). Another action is establish an effective cross-referral process by telephone between the other core partners. Many of them have their own processes and forms and may find it challenging to step outside of their own normal procedures by using another data system. Telephone communications has

tended to work best for system partners to communicate in a real time fashion and could better enhance the cross-referral process;

- The same applies for delivering business services. By continuing to enhance collaboration, intake and cross referrals by the SC Works business services partners would also improve service delivery alignment as well as the functional leadership responsibility placed on the Director for Business Solutions.

The WIOA youth staff values the importance of understanding partner roles. Increased understating of partner roles allow for tweaking of intake and referral processes to streamline when possible. Aligning workforce development programs, social service agency programs, economic development initiatives, and education initiatives through purposeful coordination saves time and reduces administrative costs. An integrated system should benefit its users.

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

In Greenville County, there are approximately 64,300 people living in poverty. This equates to about 13.5% of people in Greenville County. Poverty can be a barrier to employment because an individual who cannot afford stable housing, transportation, phone/internet, and many other needs will likely have a harder time finding and keeping a job. Poverty also makes attending school for additional training and education much more difficult.

The Adult/Dislocated Working program will implement the following strategies to increase access to the above:

- Provide information to customers of how to obtain vital records, locally or online. Vital records can be very easy to find online. Offering information, help to customers on how to obtain their vital records, and training staff to be able to guide customers for this purpose.
- Create Partnerships with Greenville Housing Authority, Habitat for Humanity, Credit Unions, United House Connections, Genesis Homes and other organizations.
- Create a list of trustworthy business / financial entities that can provide financing to individuals for automobiles.

The Youth program offers supportive services to students as they go to and from trainings. This helps limit any transportation issues. In addition, the youth program provides emergency assistance if a student needs additional assistance. Our referral connections are also a great resource we use to refer participants if they need assistance. Miracle Hill's boys Shelter and Pendleton Place have programs that provide shelter. United Ministries and Safe Harbor have great resources available for our students.

- **Supporting industry-led, sector partnerships; and**

The Greater Upstate Manufacturing Sector Partnership launched in March 2019. The SC Works Regional Director of Business Solutions serves as the Lead Convener of the partnership; however, industry controls the agenda and sets all work in action. The existing partnership identified two initial priorities to tackle as a through focused and industry led action teams:

Talent Team: Build a talent pipeline through improved career awareness. The talent team has secured TALLO for a pilot marketing campaign targeting college non-completers. This campaign planned to run under the SC

Future Makers brand to avoid duplication. Prior to COVID-19, the group was also working with TALLO to target college non-completers to manufacturing careers, as a solution to the talent shortage. Since COVID-19, the group has pivoted to re-evaluate the talent shortage.

Middle Skills Team: Address technical skill gaps of entry level Maintenance Technicians. The middle skills team unveiled the maintenance technician skills matrix, identified core competencies for curriculum and is working on the development of an exit assessment. The team will work with the technical colleges to implement a shared curriculum

The Regional Director of Business Solutions works with core team members to analyze labor market data and partnership trends, to determine which priority industry we will focus on next.

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

The Adult/Dislocated Worker program will implement the following strategies:

- Develop an online forum for Greenville County Partners, to post best practices, and facilitate a place for resources.
- Facilitate Quarterly MOU Partner Meetings, and Monthly Community Partner Meetings.
- Provide Quarterly Trainings and provide time for Partners to express their best practices.
- Collaborate with community partners such as United Way and others to hold non-profit summit in Greenville County, service providers discuss their programs.

The WIOA youth program maintains its involvement, values, and supports the connections available through the One Stop system and community groups. The youth staff work directly with partners housed at SC Works and partners in the community like Job Corps, Upstate Circle of Friends, and United Ministries to name a few. Best practices shared at the Youth Committee Meetings and Board Meetings.

The Greenville Chamber of Commerce may also serve as a good resource for the youth program in order to promote a workforce environment growth. The youth program looks forward to establishing a stronger connection to the local chambers.

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

Coordinating service delivery and eliminating duplication will assist in implementing local strategies and services with core partner programs such as WIOA Adult, Dislocated Worker and Youth Programs, Wagner-Peyser Employment Services, Adult Education and Literacy, SC Vocational Rehabilitation, and Senior Community Service Employment Program (SCSEP). The SCSEP has made significant contributions to the comprehensive center through placement of work experience trainees in the SC Works Comprehensive Center.

The Wagner-Peyser (WP) program on-site full time basis in the comprehensive center and is the SC Works first point of contact for career services via labor market information and labor exchange services. WP referrals to any combination of SC Works partners based on need and the best referral source.

SC Vocational Rehabilitation and SC Department of Social Services (DSS) staff is located within the SC Works comprehensive center on a daily basis and are available to provide access to their services.

The local board also collaborates with Regional Center for Educational Support. The Regional Workforce Advisor often conducts activities to benefit the teachers and guidance staff as it relates to career pathways and demand occupations.

The GCWDB regularly collaborates with economic development agencies via business events and business recruitment meetings. Entrepreneurs and small business startups referred to the South Carolina Small Business Development Center located in Greenville and they provide a host of information on their website, as well as free one-on-one consulting. Greenville's NEXT, a program of the Greenville Chamber that sponsors knowledge-based companies, also provides assistance and resources for the entrepreneur.

Greenville is fortunate to have a number of chambers of commerce organizations for the local board to coordinate with, i.e., Greater Greenville Chamber of Commerce, Simpsonville Chamber of Commerce, Greater Greer Chamber of Commerce, Mauldin Chamber of Commerce, and Fountain Inn Chamber of Commerce.

Greenville strives to continue improving upon its system coordination and communications with all partners but especially the Wagner-Peyser and UI programs. Our goal is to continue building upon our ability to increase sharing of LMI and performance data, to receive advanced notice of any issues that may affect SC Works Center daily operations, and to reap benefits of additional assistance to promote the WIOA program to all DEW customers - those receiving labor exchange, UI benefits, and RESEA services.

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

The Adult/Dislocated Worker service provider invites all WIOA participants and partner customers to attend center-sponsored workshops. During this time of COVID-19 impacts to center operations and partner availability, our Facilitators/Outreach Coordinators are providing job preparation skills training workshops virtually on *Get LinkedIn*, *Intensive Resumes*, *Personal Branding*, and *Job Search Strategies*. Workshops such as *Dress for Success* and *Networking* will return when conditions allow.

- Talent Development Specialists utilize Career Pathway Explorer, a scientifically backed visual personality assessment to complete in less than two minutes, in helping to determine a customer's potential success in general occupations, and to identify skills the individual might need for training in various jobs. During the interview and application period a TDS is with a customer, they are also determining what soft skills would benefit an applicant. Depending on the individual, it could be determined that he/she has a work history that proves the customer is lacking in time management, or conflict management. A very important soft skill often overlooked is communication- specifically that basic skill deficient or those needing English learning assistance. As part of our suite of tools, we offer The Academy, which provides thousands of courses, including opportunities to improve soft skills and career readiness. This platform includes the GED Academy and Money Essentials. A few of the courses that help participants improve their employability are Communication Skills, Communicating across Cultures, Communicating with Professionalism and Etiquette, Handling Team Conflict, Critical Thinking, Conflict-Stress-Time Management. These courses are available to anyone with an internet connect. In the near future we will

be providing access and recommended training strategies via the LinkedIn Learning platform, another online depository of thousands of courses to better prepare a job seeker for employment

- The Business Solutions Team has created an employability workshop series in Greenville that is of great benefit to the job seekers. The curriculum, provided by vetted business partners, includes:
 - Basics of Customer Service
 - Typing practice and assessments
 - Communication and Authority to include simulated exercise
 - Time and Attendance
 - Career Pathways within the industry
- In addition to the completion of the workshop series, participants evaluated on timeliness, attendance, class participation, and teamwork. Participants complete the program and who have positive student evaluations interview for employment by each business partner.

For our Youth program, formal tools, informal tools, observation and interview assess soft skills. Eckerd staff will conduct a guided conversation using Motivational Interviewing, engaging in discussion focused on the applicant's past work history and education, present needs/desires, and future unsubsidized employment goals while also addressing the applicant's interests, aptitudes, and barriers to employment. Evidenced-based Interviewing designed to ensure that participants recognize their strengths, and barriers. The WIOA youth program has adopted this approach to ensure staff understand their role and have the tools to serve as a "change agent" and increase the likelihood of success.

The WIOA youth program integrates formal soft-skills training using the Career Smart curriculum. The curriculum consists of the following seven units, Résumé Writing, Interviewing Skills, Financial Literacy, Critical Thinking and Problem Solving, Time Management, NIOSH Job Safety, and Social Media Awareness. The Career Smart curriculum utilizes both modern instructional methodologies and technology for delivery. Instruction facilitated through interactive learning. To complete the course participants must master skills through both formative and summative assessments. Participants develop skillsets to improve workplace maturity and behaviors that result in a greater chance at success in occupational skills training and on the job.

The Youth program also utilizes Workforce Skill for 21st Century Success for virtual engagement soft skills training. Workforce Skills for 21st Century helps patrons develop and strengthen valuable skills to navigate their personal and professional lives. Interactive tutorials, e-books and articles cover essential topics.

We will also utilize the FDIC's Money Smart financial education program to help people of all ages enhance their financial skills and create positive banking relationships. The Money Smart curriculum targets specific demographic age ranges including a curriculum targeted for youth.

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

7. A description of the strategies and services for employers that may include the implementation of initiatives such as Incumbent Worker Training (IWT) programs, On-the-Job Training (OJT) programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of

effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers and support the local board's strategic vision and goals.

The Greenville County Workforce Development Area uses a number of different strategies and services to help meet employers' needs. We offer a number of services with WIOA funding, including On-the-Job Training (OJT) and Work Experience to help reduce the overhead cost of training a new hire. We also offer Incumbent Worker Training to help companies retain a competitive advantage when new training is for their current workforce. The Regional Director of Business Solutions also serves as the Lead Convener for the Greater Upstate Manufacturing Sector Partnership. We also collaborate with other organizations who offer services to the business community. We collaborate with Ready SC when a business is hiring more than 10 employees. We also connect employers with the South Carolina Manufacturing Extension Partnership (SCMEP) when they could benefit from a competitiveness review. We will continue to look for other partnerships to help meet the needs of the business community.

~~The WIOA youth program is currently looking for WEX/OJT partners for participant placement that are broad and diverse. Eckerd is looking to successfully place participants at local libraries, local school districts, Adult Education locations, SC Works locations, retail locations to include faith-based community stores, the humane society, local municipalities, and in manufacturing and construction positions.~~

The WIOA Youth program has grown successful partnerships with employers over the last few years to expand their Work Experience (WEX) and On-the-Job Training (OJT) opportunities. The program has even made a virtual WEX available to help accommodate student needs during the COVID-19 pandemic. Eckerd Connects continues to add new employer partnerships.

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

~~The local board continues its coordination as described in the above response to coordinating with economic development, two additional regional economic development entities are available to promote entrepreneurial skills training across the region via Ten at the Top and Upstate SC Alliance organizations.~~

As described above, the GCWDB regularly collaborates with economic development agencies in our area. We participate in their business events, as well as the business recruitment meetings. When appropriate, we can refer individuals interested in starting or running their own small business to the South Carolina Small Business Development Center located in Greenville. They offer links to a host of information on their website, as well as free one-on-one consulting. Greenville is also home to NEXT, a program of the Greenville Chamber that sponsors knowledge-based companies. Entrepreneurs interested in joining NEXT are required to go through an application process, but if selected, NEXT offers a great deal of resources to the entrepreneur.

There are a number of chambers of commerce that we can connect entrepreneurs to, including Greater Greenville Chamber of Commerce, Simpsonville Chamber of Commerce, Greater Greer Chamber of Commerce, Mauldin Chamber of Commerce, and Fountain Inn Chamber of Commerce.

Finally, Ten at the Top and Upstate Alliance are regional economic development partners that offer forums, and workshops that could benefit entrepreneurs.

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;**

~~Continuous improvement with eligible training providers occurs via strong, long-standing partnership with organizations such as Greenville Technical College, Greenville County Schools Adult Education, and the Greenville Literacy Association. These partner organizations are also represented on the SC Works Committee, in which our meetings include strategic discussions regarding in-demand occupations and growing industries, including soft skills training needs and increasing collaborative partnerships so that work-based learning is better utilized.~~

~~The GCWDB uses its local labor market information to assist in develop programming, investments, and activities. Other resources may include economic reports, EMSI data, board input, and tools as a guide to ensure secondary and postsecondary training investments align with the needs of employers.~~

Continuous improvement is an overarching principle for effectively delivery of workforce development services through the WIOA programs, the local SC Works Center, and with our eligible training providers. Partner commitments and continuous improvement processes are outlined within policies and program document such as in WIOA service provider contract statement of work which are monitored annually in order to ensure compliance and to address issues as they arise within a timely manner. The GCWDB monitors continuous improvement of the SC Works Center and its partners via the SC Work Certification Standards and SC Works Memorandum of Understanding (MOU). The recent issuance of State Instruction 20-03 that provides guidance on the process by which organizations qualify as WIOA eligible training providers and the GCWDB has incorporated that policy within its continuous improvement processes. Finally, the GCWDB may at times evaluate its in-demand training programs against the regional labor market information generated through the Link Upstate Sector Strategy partnership just to make sure that WIOA investments are a match to the jobs vacancies to the ones that are available and/or hard to fill.

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

The local board continues to evaluate where to best station SC Works access points, particularly in the rural communities on the outskirts of Greenville County. We will collaborate with community-based organizations within those communities and provide SC Works resources and periodic visits. The local area will also utilize its various online platforms to provide outreach to rural communities. By use of online tools such as the SC Works Greater Upstate Website, Link Upstate Next Generation Sector Strategy Website, and the virtual job fair software, we are able to provide adequate access to workers and students.

- **How entities within the SC Works delivery system, including center operators and partners, will comply with the nondiscrimination provisions of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (ADA) and the ADA Amendments Act of 2008 (ADAAA) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for**

individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities;

The Adult/Dislocated Worker provider implements the following strategies to ensure compliance:

- SC Works WIOA staff will continue to visit rural area libraries to provide information about SC Works services. Staff has visited some local rural libraries on a consistent basis like Travelers Rest and Greer. Efforts to expand a virtual platform to all rural libraries in 2019; however, there was no approval answer received from Greenville County Library System.
- Staff training will continue in the subject of non-discriminatory practices. Past year trainings have focused on how to help individuals with disabilities. SC Works locations in Greenville County have equipment and are accessible.
- Policies and guidelines in place to protect individuals from discrimination and to provide staff the tools to help individuals with accommodation needs.

The Youth provider implements the following strategies to ensure compliance:

- All partners in the SC Works System are required to sign a Memorandum of Understanding, which includes information on the non-discrimination provision of the WIOA. All partners expected to adhere to this policy. The youth service provider has company policies including a Disabilities Non-discrimination Policy, EEO policy, Anti-Discrimination and Anti-Harassment policy, and requires their staff to participate in annual training and to follow reporting protocols.
- The youth program will work specifically with partner organizations such as Vocational Rehab, ABLE SC, and Goodwill to serve youth with disabilities. The youth program has access to some assistive technology via the SC Works Centers. The youth service provider maintains access to a language interpretation line for program participants.
- With the expansion of virtual technologies and services, the youth program is in a better position to provide services to those living in remote parts of Greenville County and to those unable to receive services in person. Our digital services include the use of WebEx, Adobe Connect, and the learning platform Workforce Skills 21st Century.

The GCWDB's Committee on Serving Individuals with Disabilities (CSID) mission is to address issues relating to providing workforce services to individuals with disabilities like:

- Issues relating to compliance with applicable state and federal nondiscrimination laws regarding the provision of programmatic and physical access to the services, programs, and activities of the local SC Works Career System.
- Appropriate monitoring and technical assistance training for staff on providing supports for or accommodations to, and finding employment opportunities for individuals with disabilities.
- The use of assistive technology equipment within the SC Works Center.

The CSID's goal is to ensure that the local SC Works Career System:

- Meets all accessibility requirements for individuals with disabilities under the ADA and WIOA;

- Increase accessibility for individuals with disabilities to the programs, services, and activities of the SC Works Career System;
- Continuously improve for individuals with disabilities the provision of services within the SC Works Career System;
- Improve opportunities for individuals with disabilities in competitive integrated employment;
- Establishing a single point of contact strategy for the CSID partners;
- Participating in pilot projects to enhance job fit and retention by matching skill and capabilities of individuals with disabilities with competitive employment opportunities.

The LWDA also ensures the following:

- Conduct Facility Accessibility Assessments at SC Works Center(s) to ensure compliance with the provisions of the Americans with Disabilities Act of 1990 (ADA), ADA Amendments Act of 2008 (ADAAA) regarding the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. Able SC regularly conducts baseline Facility Accessibility Assessment of the SC Works Centers for the LWDA. By March 31 of the year conduct baseline on the SC Works Center, the EO officer will submit a subsequent assessment report to the USDOL that indicates whether changes have occurred. The next Facility Accessibility Assessment took place in March 2021.
- EO Statements visibly posted conspicuously in the SC Works Center and within all Access Points for WIOA applicants and participants. Additionally, the EO Statement printed on all forms of WIOA brochures, pamphlets, radio announcements, and websites, and as part of disclosure statements located below the signature line on all original staff emails.
- **Identification of the roles and resource contributions of the SC Works partners.**
In the SC Works system, MOU and other partners make their services available to all SC Works participants who meet the criteria for their programs and wish to participate. Referrals provided by partners help staff to serve our customers.
- **Identification of the roles and resource contributions of the SC Works partners.**

The SC Works Career System bring together a series of partner programs and entities responsible for workforce development, education, and other human resources programs to collaborate in the creation of a seamless customer-focused service delivery network that enhances access to the programs' services.

The Workforce Innovation and Opportunity Act (WIOA) identify the following entities as required partners in the SC Works Career System:

- WIOA Adult, Dislocated Worker, and Youth Programs
- Adult Education and Family Literacy Act Programs
- Wagner-Peyser Employment Services Programs
- Rehabilitation Programs for Individuals with Disabilities
- Post-Secondary Education Programs (Perkins)
- Community Services Block Grant Employment and Training Activities
- Native American Programs
- HUD Employment and Training Activities
- Job Corps Programs
- Veterans Employment and Training Programs

- Migrant and Seasonal Farmworker Programs
- Senior Community Service Employment Programs
- Trade Adjustment Assistance Programs
- Unemployment Compensation Programs
- YouthBuild Programs
- Temporary Assistance for Needy Families (TANF) Programs
- Second Chance Programs
- Other partner programs, including local employers and community-based, faith-based, and/or non-profit organizations, as well as employment, education, and training programs provided by public libraries, as authorized by the local chief elected official.

Each Partner agrees to:

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

The MOU Infrastructure Funding Agreement (IFA) establishes the roles and resource contributions of the SC Works partners. The IFA and budget establishes the plan to fund the services and operating costs of the SC Works Career System. SC Works partners agree that joint funding is an essential foundation for an integrated service delivery system and is necessary to maintain the GCWDB's high performance standards. Cost allocations plans are prepared in accordance with WIOA regulations, Federal Uniform Guidance, including the partner's authorizing laws and regulations, state rules, policies and guidelines.

Infrastructure and agreed upon additional shared operating and/or services costs are listed in the SC Works MOU and the Shared Operating Budget. Any financial changes to a partners' contribution will also result in changes to the cost allocations of the remaining partners.

Partner roles and resource contributions vary by partner; however, providing education / training opportunities, supportive services and employment with ease of access is one of the main goals of SC Works Center. The specific services offered by each partner program on Attachment A of the SC Works Greenville MOU/IFA.

SC Works Center Partner staff work together on many programs and support each other to serve customers. A strong working relationship into the future will be essential to the delivery of more services to our customers,

as it includes services provided by many other agencies and non-profits not in the MOU. Outreach and follow up with non-profits / faith-based organizations continue in order to receive and be able to refer individuals to services provided around Greenville County.

Resource contributions outlined in Attachment E of the SC Works MOU/IFA. All required partner programs contribute towards infrastructure costs based on the Square Footage methodology. Additionally, the majority of partners have agreed to fund a staff position for the front desk, which is optional. The SC Works Greenville center has greatly benefited from having that shared position as the first impression for customers as they arrive to the center.

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

WIOA Title I formula funds allocated to workforce areas for adults and dislocated workers provide career and training services through the SC Works Center offices. The GCWDB determines the most appropriate mix of these services, but both types must be available for eligible adults and dislocated workers.

WIOA Adults and Dislocated Workers may receive additional services such as:

- Customer support to enable individuals with barriers to employment (including individuals with disabilities) and veterans to navigate among multiple services and activities;
- Training programs for displaced homemakers and for individuals training for nontraditional occupations (as defined in WIOA §3(37) as occupations or fields of work in which individuals of one gender comprise less than 25 percent of the individuals so employed), in conjunction with programs operated in the local workforce area;
- Work support activities for low-wage workers to improve retention and career advancement. , in coordination with Boards, that will provide opportunities for these workers to retain or enhance employment. Work support activities may include any activities available under the WIOA adult and dislocated worker programs in coordination with activities and resources available through partner programs. These activities enhances the worker's ability to participate, for example by providing activities during nontraditional hours or providing on-site childcare.
- Support services, including needs-related payments, as described in WIOA §134(d)(2) and (3);
- Transitional jobs, as described in WIOA §134(d)(5), to individuals with barriers to employment who are chronically unemployed or have an inconsistent work history.

Having the training providers available that provide training in the Targeted Occupation Sectors as chosen by the workforce board each program year requires a constant vigilance by the workforce board. DOL mandate reporting of training participants, WIOA and non-WIOA. The requirement impact number ETPL course options available significantly. Spartanburg Community College has opted out of participating on the eligible training provider list due to the report requirement. Greenville County still availability of other training providers in Targeted Sectors such as:

| Provider Name | Address | City | Curriculum |
|-------------------------------|--------------------------------------|----------------|---------------------------------|
| Arclabs Welding School | 2615 Highway 153 Building B3 | Piedmont | Welding |
| Career Step, LLC | 2901 N Ashton Boulevard | Lehi | IT/Medical |
| Greenville Technical College | 506 South Pleasantburg Drive | Greenville | Limited CCE/Curriculum |
| IG Training Institution | 2320 East North Street, Suite RR 108 | Greenville | Healthcare Admin |
| Interactive Business Training | 301 Halton Road | Greenville | IT/Admin |
| Kinetic Potential | 1801 McCormick Drive | Largo | Proj Mgmt/Cyber Security |
| Limestone University | 1115 College Drive | Gaffney | Gen Business Assoc Degree |
| Norris Mechanical, LLC | 415 Manley Drive | Anderson | Welding |
| PSI Project Management, Inc. | (online) | | Project Mgmt |
| SBL Driving Academy, Inc. | 210 Parksouth Drive | Greer | CDL |
| Second Chance Job Center | 1878 Carolina Towne Court | Mount Pleasant | Pre-Apprenticeships-Const/Manuf |
| Tri-County Technical College | 7900 Highway 76 | Pendleton | CCE Courses |
| Truck Driver Institute | 3425 Lancaster Highway | Richburg | CDL |

The pandemic has enhanced remote, virtual training. Virtual activities and services are part of service delivery whenever appropriate.

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

The GCWDB will participate in rapid response activities when scheduled by SC DEW. Our Representatives visit employers, as scheduled to talk to affected employees about WIOA Adult and Dislocated Worker services. Limited services provided on-site, including resume and cover letter assistance.

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 youth service provider and local area continues to develop a comprehensive list of educational, skills-based learning opportunities and work support services for the Greenville County youth. This includes assisting youth obtain their GED, High School Equivalency, or High School Diploma, providing access to~~

scholarships and postsecondary learning, and opportunities to develop their job skills through work-based activities. Services include:

- Career Awareness and Exploration. This service is tailored to the individual youth and may include activities such as career exploration field trips, job shadow experiences, and informational interviews. Career Coaches develop a comprehensive ISS plan with each participant at the beginning of the program that is reviewed, updated and tracked with the end goal of placement in mind.
- Tutoring and Study Skills. The SC Works Greenville center has a computer lab available for GED and postsecondary preparation. The computer lab provides access to basic skill remediation programs such as Aztec, Career Ready 101, WIN Ready to Work, and My Next Move. The youth program partners with Adult Education in order to provide remedial services with the goal of a GED or post-secondary preparation. Progress is tracked and documented via testing and successes and gains when confirmed are documented in SCWOS.
- Alternative Secondary School. The computer lab for GED training aids youth with obtaining their high school equivalency. Youth program staff may also provide referrals to supportive services and may use the lab to help youth prepare for post-secondary learning. Though the youth program primarily focuses on serving OSY, there is an agreement in place with Greenville County Schools to also serve ISY. Eckerd, as the youth service provider is now serving both groups with active OSY and ISY participants from relationships through Greenville County Schools.
- Occupational Skills Training. This service provides support to youth in specific careers. The focus is on short-term certifications and training in demand occupations. There are currently participants in training at Greenville Tech studying physical therapy, radiology technician, medical terminology, and business.
- Training Opportunities Combined with Workplace Related instruction. This category includes work experience, internships, and OJT opportunities. Through work experience, participants are exposed to the demands of specific occupational requirements, workplace culture, and the competencies needed to secure and retain employment. Strategic WEX opportunities will greatly enhance the long-term potential of youth jobseekers in the workforce. Strategic WEX provides opportunities for soft and hard skill growth. Youth participants have been placed in WEX in the occupations of administrative assistant, retail store closers, landscaping, and janitorial, etc.
- Contextual Learning. This service includes educational instruction provided concurrently with paid work experiences, workplace education activities, and/or GED preparation. The local area will continue to look for ways to expand contextual learning initiatives by coupling post-secondary educational instruction with workplace education.
- Leadership Development Activities. Youth participants are offered leadership development activities such as planning for a special project or to engage in a service-learning component that includes a variety of work readiness skills. Topics may include relationships, career direction, time and stress management, budgeting, managing a household, financial literacy activities, leadership and integrity. Several of our youth WEX participants recently assisted with a special production of a local black history play.
 - Resume preparation, interviewing skill development, workshops. These services will be provided to youth and are augmented to include career exploration and/or an academic and occupational learning component.
 - The WIOA youth program is prepared to serve youth with disabilities by partnership and co-enrollment with agencies such as Vocational Rehab, ABLE SC, and DDSN. With co-enrollment, participants are given extra one-on-one attention with another case manager who specializes in helping individuals with disabilities gain employment.

- All enrolled participants will receive Comprehensive Guidance and Counseling which allows for ongoing consultation from their case manager.
- Upon exit from the program Follow-up Services will be provided for a minimum duration of 12 months.

The GCWDB has youth workforce investment in the local area for youth to:

1. Obtain education, skills-based learning, and work support. This includes obtaining a GED, High School Equivalency, or High School Diploma;
2. Provide access to scholarships and postsecondary learning, and opportunities to develop their job skills through work-based activities.
3. Career Awareness and Exploration services tailored to the individual youth and may include activities such as career exploration field trips, job shadow experience, and informational interviews.
4. Career Coaches will assist youth to develop a comprehensive ISS plan that is reviewed at the beginning of the program and updated and tracked throughout the program;
5. Tutoring and Study Skills. The SC Works center also has a computer lab available for GED and postsecondary preparation. The computer lab provides access to basic skill remediation and postsecondary preparation. The computer lab has remediation program such as Aztec, Career Ready 101, WIN Ready to Work, and My Next Move.
The WIOA youth program collaborates with Adult Education and Greenville Literacy Association in order to provide remedial services with the goal of a GED or post-secondary preparation. Testing used to track progress, success and gains, all documented in SCWOS.
5. Alternative Secondary School. The computer lab for GED training aids youth with obtaining their high school equivalency. Youth program staff may also provide referrals to supportive services and may use the lab to help youth prepare for post-secondary learning.
6. Occupational Skills Training. This service provides support to youth in specific careers. The focus is on short-term certifications and training in demand occupations. There are currently participants in training at Greenville Tech studying physical therapy, radiology technician, medical terminology, and business.
7. Training Opportunities Combined with Workplace Related instruction. This includes work experience, internships, and OJT opportunities. Work Experience Training (WEX) expose youth to the demands of specific occupational requirements, workplace culture, and the competencies to secure and retain employment. Strategic WEX opportunities will greatly enhance the long-term potential of youth jobseekers in the workforce. Strategic WEX provides opportunities for soft and hard skill growth. Youth participants receive WEX in occupations of administrative assistant, retail store closers, landscaping, and janitorial, etc.
8. Contextual Learning. This service includes educational instruction provided concurrently with paid work experiences, workplace education activities, and/or GED preparation. The local area will continue to explore ways to expand contextual learning initiatives by coupling post-secondary educational instruction with workplace education.
9. Leadership Development Activities. Youth participants offered leadership development activities such as planning for a special project; or to engage in a service-learning component that includes a variety of work readiness skills. Topics may include relationships, career direction, time and stress management, budgeting, managing a household, financial literacy activities, leadership and integrity. Several of our youth WEX participants recently assisted with a special production of a local black history play.

10. Resume preparation, interviewing skill development, and workshops. Provided to youth and augment career exploration and/or academic and occupational learning.
11. The WIOA youth program is capable of serving youth with disabilities by collaborating with and/or making referrals to organizations such as SCBVRD, Able SC, and DDSN. Co-enrolled participants are given extra one-on-one with a case manager who is experienced in helping individuals with disabilities to gain competitive employment.
12. All enrolled participants will receive Comprehensive Guidance and Counseling, which allows for ongoing consultation from their case manager.
13. Upon exit from the program, Follow-up Services provided for 12 months.

The COVID-19 has also proved to be challenging for the WIOA programs. The WIOA Youth Program work-based learning expenditure requirement has caused us to rethink new strategies for continuing with WBL activities but to do it in a safe manner for participants. The virtual work experience program is the solution and a successful model to continue in future years. IOA Youth Program kept busy by investigating and researching virtual engagement platforms and engagement tools that resulted in identifying two new virtual resources for youth participants: Adobe Connect™ and EBSCO Learning Express Workforce Skills for 21st Century Success Center. Both of these tools have proven to be successful components for delivering WIOA Youth Program activities.

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

- ~~1. Tutoring, Academic Remediation, Study Skills Training, and instruction leading to secondary school completion, including dropout prevention and recovery strategies~~
In partnership with Greenville County Schools Adult Education/Alternative Schools, Eckerd will provide computer based training/instructor facilitated GED Practice, GED Prep materials, e.g., Steck and Vaughn GED curriculum, WIN, Khan Academy (online), Practice GED exams, and Workforce Skills for the 21st Century Success as an online instructional teacher-aided tool that is also used as an one-on-one instructional resource with minimal guidance.
- ~~2. Alternative secondary school offerings~~
In partnership with Greenville County Schools Alternative School Program, Eckerd will provide APEX Computer Based Instruction, WIN and Workforce Skills for the 21st Century to deliver alternative secondary school offerings.
- ~~3. Paid and unpaid work experiences, including internships and job shadowing~~
In partnership with community business partners and community organizations, including Mill Community Ministries, Phillis Wheatley Community Center, Swamp Rabbit Café and Grocery, Eckerd will provide various documented paid/unpaid work experiences, internships, and/or job shadowing activities to youth. The work experience training will pay wages at \$11 per hour for approximately 320 hours.
- ~~4. Occupational Skills Training~~
In partnership with approved training providers, Eckerd will provide various occupational skills training opportunities to youth based on identified occupations and career fields on the PATH/ETPL List with approved training providers.
- ~~5. Concurrent Education and Workforce Preparation~~

In partnership with community business partners, Eckerd may provide basic skills training in reading and mathematics to assist young adults while they receive work readiness activities in a class setting or individually.

6. Leadership Development Opportunities, including such activities as positive social behavior and soft skills, decision making, teamwork, etc.

Eckerd in connection with various community partner agencies and employers such as the Greenville Police Department, Clemson University, and engaged business partners, will provide Employability Skills, Life Skills curriculum that includes leadership development, health, nutrition, sexual behavior, and substance abuse prevention.

7. Supportive Services

Eckerd in connection with various community partner agencies and/or employers will make available supportive services that are independently driven by participant needs. Supportive services for educational training and employment activities such as gas cards, bus passes/vouchers, emergency triage and childcare assistance. Supportive services must be necessary to the success of the training plan (ISS) and beyond the ability of the participant to pay.

8. Adult Mentoring for at least 12 months

Eckerd in partnership with Mill Village Ministries and other partners and employers will make available Career Coaches to provide mentoring during enrollment and in follow up status. Mentoring is independently driven by participant needs and is case managed and documented. Volunteers from outside agencies may be considered as mentors.

9. Comprehensive Guidance/Counseling

In partnership with community agencies, Eckerd will provide comprehensive guidance and counselling to youth in the form of facilitating a career assessment, creating and developing the Individual Service Strategies (ISS), coordination of educational services, issuance of support services, and follow up calls. The objective of the guidance and counselling is to monitor participant progress in fulfilling the ISS. Where progress is slow or in reverse, the Case Manager/Counselor is proactive in contacting and meeting with the participant to identify any problem and help solve it in order to keep the participant on track. Comprehensive guidance may also take the form of referrals to community resource agencies such as the Phoenix Center for drug and alcohol related issues, or to United Ministries or SHARE to assist with basic needs.

10. Follow up Services

Eckerd will provide follow up tracking on all youth who exit from the program. Follow up services are provided for twelve months after exit and are determined based on the need of the individual. Services can include counseling, tutoring, mentoring, invitations to job fairs, employment retention services, and other non financial support and personal assistance. Follow up can be over the phone or in person; these services are documented in the SCWOS database.

11. Financial Literacy Education

Eckerd will deliver financial literacy via its Career Smart workshops, FDIC Money Smart for Young People computer based instruction, and through community business partners. Financial literacy will be offered as part of work readiness activities in a class setting or individually. Local financial institutions will sometimes be invited to participate in financial literacy workshops and events.

12. Entrepreneurial Skills Training

Eckerd Connects has identified and uses multiple resources to teach entrepreneurial skills training coursework and certification. Eckerd's community business partners will serve as the primary provider of entrepreneurial skills training through the "Village Launch" program. Career coaches will assist youth that may be interested in establishing their own business with research and guidance

based on the Network for Teaching Entrepreneurship (NFTE) curriculum, and online resources found at Santa Clara University and Khan Academy.

13. Services that provide labor market information and employment information in the local area
Eckerd will provide this information as part of the work readiness training activities in a class setting or individually. Eckerd will become an active member of the Integrated Business Services Team to remain up to date with local labor market information.
14. Activities that help youth transition to postsecondary education and training
Eckerd's Career Coaches will assist with guidance and referrals to colleges or technical schools. The Career Coaches will assist with setting up career exploration activities and will make referrals to the Educational Opportunity Center (a TRiO program) who can assist with FAFSA applications as needed.

The GCWDB's WIOA Youth Program contract statements of work ensure that youth provided with the following opportunities:

1. Tutoring, Academic Remediation, Study Skills Training, instruction leading to secondary school completion, dropout prevention and recovery strategies. Collaborate with Greenville County Schools Adult Education/Alternative Schools. Eckerd provide computer based training/instructor facilitated GED Practice, GED Prep materials, e.g., Steck and Vaughn GED curriculum, WIN, Khan Academy (online), Practice GED exams, and Workforce Skills for the 21st Century Success, an online instructional teacher-aided tool used for one-on-one instructional with minimal guidance.
2. Alternative secondary school offerings
In partnership with Greenville County Schools Alternative School Program, Eckerd will provide APEX Computer-Based Instruction, WIN and Workforce Skills for the 21st Century to deliver alternative secondary school offerings.
3. Paid and unpaid work experiences, including internships and job shadowing
In partnership with community business partners, Eckerd provides various paid/unpaid work experiences, internships, and/or job shadowing activities to youth. The work experience training will pay wages at \$12 or higher per hour and for approximately 320 total hours.
4. Occupational Skills Training
In partnership with approved training providers, Eckerd will provide various occupational skills training opportunities to youth for in-demand industries and occupations.
5. Concurrent Education and Workforce Preparation
In partnership with community business partners, Eckerd may provide basic skills training in reading and mathematics to assist young adults while they receive work readiness activities in a class setting or individually.
6. Leadership Development Opportunities, including such activities as positive social behavior and soft skills, decision-making, team work, etc.
Eckerd in connection with various community partner agencies and employers such as the Greenville Police Department, Clemson University, and engaged business partners, will provide Employability Skills, Life Skills curriculum that includes leadership development, health, nutrition, sexual behavior, and substance abuse prevention.

7. Supportive Services

Eckerd in connection with various community partner agencies and employers provide supportive services independently driven by participant needs. Supportive services for educational training and employment activities such as gas cards, bus passes/vouchers, emergency *triage*, childcare assistance, Internet access, computer/tablets, etc., and any other supportive service allowable under the WIOA.

Supportive services must be necessary to the success of the training plan (ISS) and beyond the ability of the participant to pay. Services may take the form of incentives or cash assistance.

8. Adult Mentoring for at least 12 months

Eckerd in partnership with business partners such as Mill Village Ministries will make available Career Coaches to provide youth with mentoring while enrolled and during follow-up. Mentoring independently driven by participant needs and case managed and documented. Volunteers from outside agencies may be mentors.

9. Comprehensive Guidance/Counseling

In partnership with community agencies, Eckerd will provide comprehensive guidance and counseling to youth in the form of career assessments, creating and developing the Individual Service Strategies (ISS), coordination of educational services, issuance of support services, and follow in making follow up contacts.

The objective of the guidance and counselling is to monitor participant progress in fulfilling the ISS. Where progress is slow or in reverse, the Case Manager/Counselor is proactive in contacting and meeting with the participant to identify any problem and help solve it in order to keep the participant on track. Comprehensive guidance may also take the form of referrals to community resource agencies such as the Phoenix Center for drug and alcohol related issues, and to the United Ministries or SHARE, Inc. for assistance with basic needs.

10. Follow-up Services

Eckerd will provide follow-up tracking on all youth who exit from the program. Follow-up services provided twelve months after exit based on the need of the individual. Services can include counseling, tutoring, mentoring, invitations to job fairs, employment retention services, and other non-financial support and personal assistance. Follow up is by phone or in person; services documented in SCWOS.

11. Financial Literacy Education

Eckerd in partnership with community partners will provide financial literacy as part of work readiness activities in a class setting or individually. Local financial institutions participate in financial literacy workshops and events.

Greenville County collaborates with the Cities for Financial Empowerment and the Greenville County Financial Empowerment Center (FEC) to pilot financial literacy training and WIOA training evaluate how it prepares a person for post-program outcomes.

12. Services that provide labor market information and employment information in the local area

Eckerd will provide this information as part of the work readiness training activities in a class setting or individually. Eckerd will become an active member of the Integrated Business Services Team to remain up to date with local labor market information.

13. Activities that help youth transition to postsecondary education and training

Eckerd's Career Coaches will assist with guidance and referrals to colleges or technical schools. The Career Coaches will assist with setting up career exploration activities and will make referrals to the Educational Opportunity Center (a TRiO program) who can assist with FAFSA applications as needed.

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

The WIOA youth program uses TABE to determine basic skills deficiency.

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

The Greenville County Workforce Development Board Director sits on the Greenville Technical College Area Commission, which provides valuable insight as to the local educational institution's plans and goals in serving the employers' needs for entry level and journeymen training that improve the individual and the business. The board also reviews all applications from training providers to be placed on the Eligible Training Provider List (ETPL) (required for WIOA training programs), which allows a thorough and solid determination to be made on the trainings available locally for WIOA clients. There are times when more than one training provider of a course is approved, for good reason. We consider distance for students, cost of programs, and timeline for participant to complete training, enhancing the customer choice aspect of WIOA requirements.

The Greenville County Workforce Development Board Director collaborates with workforce investment resources with relevant secondary and post-secondary education and workforce programs and activities with education and workforce investment activities through strategies as: regional business services strategies, regional career pathways, and development of work based learning programs has put us in a position to better engage with our local business partners and to provide organized, evidenced based information to the GCWDB and our eligible training providers and SC Works partners. The GCWDB has a strong, long standing partnership with secondary and post-secondary entities such as Greenville County Schools Adult Education, Greenville Literacy Association, and Greenville Technical College. These partner organizations are also represented on the SC Works Committee and are involved in which holding strategic discussions regarding in demand occupations and growing industries, including soft skills training needs, and increasing collaborative partnerships so that work based learning is better utilized.

All individuals without a high school diploma or general equivalency diploma (GED) are referred to Adult Education, Greenville Literacy Association, or United Ministries. There is a considerable amount of cross referrals between SC Works partners for individuals seeking to obtain their HS Diploma or GED. One setback is that many adult customers continue to hesitate about going back to school after being out for a number of years. So we continue to use our quarterly one stop partner meetings in order to keep the lines of communication open and to establish cross referrals and follow up.

SC Works customers are encouraged to use WIN Ready to Work remediation/assessments in order to improve their NCRC levels. We have also partner with the SC Commerce Regional Workforce Advisor in the past to hold

career fairs in the middle and high schools as well as to conduct SAT/ACT preparation classes for students. Students are counseled on the importance of obtaining a HS Diploma or Equivalent and to pursue advance training, whether technical or 4-year, in order to better earn sufficient income to make a living and to pursue a career.

Finally, the Director of the GCWDB also holds a seat on the Greenville Technical College Area Commission, which provides valuable insight as to the local educational institution's plans and goals in serving the employers' needs for entry level and journeymen training that improve the individual and the business.

Greenville County maximizes communications and partnerships in support of the GCWDB's strategic initiatives to serve clients. Our regional business services strategies, regional sector strategies, regional career pathways, and work-based learning has put us in a position to better engage with business partners and to provide organized, evidenced-based information to the GCWDB and training partners.

The GCWDB has a strong, long-standing partnership with Greenville Technical College, Greenville County Schools Adult Education, and the Greenville Literacy Association. These partner organizations are represented on the SC Works Committee that are used to hold strategic discussions regarding in-demand occupations and growing industries, including soft skills training needs and increasing collaborative partnerships so that work-based learning is better utilized. One example of our collaboration with post-secondary education is the GCWDB's partnership with Greenville Technical College and Greenville County EMS to operate a customized training program for Emergency Medical Technicians.

The GCWDB also uses local labor market and business demand to develop programming, investments, and activities. We will utilize economic reports, EMSI data, board input, and other resources to help design services, to make investments in secondary and post-secondary training, and to help identify industries suitable for work-based learning opportunities.

Individuals without a high school diploma or general equivalency diploma (GED) referred to Adult Education, Greenville Literacy Association, or United Ministries. There is a considerable amount of cross referrals between SC Works and all our partners for HS Diploma or GED preparation. However, many adult customers continue to hesitate about going back to school after being out for a number of years. Through our quarterly one-stop partner meetings, we are able to maintain a level of consistent communication to address any issues pertaining to referrals and follow up, as well as to hear about any new initiatives.

Through our partnership with the SC Commerce Regional Workforce Advisor, Greenville County WDB is able to host career fairs in the middle and high schools as well as to conduct SAT/ACT preparation classes for students. Students receive counseling on the importance of obtaining a HS Diploma or Equivalent and to pursue advanced training, whether technical or 4-year, to earn sufficient income to make a living and to pursue a career. Staff members constantly stress the need for a high school diploma and some college in order to earn enough money to make a decent living and in order to build a career pathway.

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

The Greenville County Workforce Board in conjunction with the Upstate Workforce Board issued Regional Instruction Letter R17-02, WIOA Services Procedures. The policy addresses issuance of "...necessary services

to eligible WIOA enrolled participants, enrolled in intensive or training activities, who cannot afford to pay for these services and without them, would make it impossible for the participant to attend WIOA activities.” This instruction defines supportive services as including transportation, childcare/dependent care, appropriate supplies needed for training program or retaining employment, legal aid, and emergency assistance. COVID-19 pandemic resulted students needing to attend online classes due to closed training facilities or restricted access, computers and related software.

We assess each customer’s supportive service needs and document it within their objective assessment at the time of their enrollment. Needs are evaluated, included within the Individual Employment Plan, case notes are entered in SCWOS. Payments documented in SC Works Online Services (SCWOS) under the appropriate supportive service activity. Documents maintained in the SC Works digital files, but copies of the supportive service voucher and related documentation maintained in the customer’s hard file. WIOA customers informed about the availability of supportive services within the local area.

Our Talent Development Specialists thoroughly review with the customer what needs or barriers they may have which negatively affects their chances of successful participation. A Living Expenses worksheet assess the financial status and ability of participant to afford any costs going forward in WIOA program. The Operator, EQUUS, utilizes a proprietary data base, Equus WORCS, to manage the financial records of supportive services funding approved by GCWDB during the program year; staff also maintain hard copy records and enter case notes and activities into the state data system, SCWOS. TDS staff ensure other partners are not suited to aid prior to using WIOA funds. Referrals made as appropriate.

~~Additionally, the GCWDB Executive Director is a driving leader of Mobilizing for Mobility (M4M) which is actively studying and investigating ways to address the severe transportation issues facing Greenville County, especially for those job seekers and un/underemployed residents in distressed neighborhoods.~~

The Youth program will use the SCWOS objective assessment to confirm the interests, skills and experience of the customer while also identifying factors that could impede their success. In coordination with other partner services and understanding that WIOA is payer of last report, WIOA staff will make appropriate partner referrals. Supportive services are documented in SCWOS via activity codes, case notes, and on the ISS.

GCWDB’s Supportive Services Policy (as well as other regional/local policies) viewed via the Internet at: <http://www.greenvillewib.com/InstructionNotices.aspx>

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

~~The Greenville SC Works Comprehensive Center is the focal point for workforce services in Greenville County. With monthly partner meetings and real collaboration amongst partners, we have found less duplication of services than in years past. Involving the board members, coordinating with workforce partner agencies, outreach to the employer community through our business solutions team and the recent Sector Strategy network in the upstate have all contributed to a results driven strategy in serving the employers and jobseekers. Ensuring the workforce delivery system is seamless and efficient is a win for all concerned, as budgets in general dwindle each year. Should we observe duplication of services, it is simple to coordinate with our partners and resolve the issue. Elsewhere in this document are many examples of how collaboration~~

between partners benefits the system and the community, be it referral processes, supportive services to our trainees, or providing workshops open to all so that each partner does not have to present on the same topics.

The GCWDB will make every effort to create a workforce development system where the delivery of products and services match customer needs, which requires minimum time and resources. Specifically, the GCWDB will work with the SC Works Operator over the next year to accomplish the following strategies and objectives:

- Compliance with the One-Stop Certification Standards. The standards should assist the local area to accomplish the metrics and parameters identified for becoming a high performing board;
- A common intake process whereby the primary Career Services to be provided within the SC Works Center are identified by the core partner programs;
- Facilitate, in partnership with the UI and RESEA programs, an invitation-only job fair event so that priority is on the re-employment of unemployment insurance claimants, including long-term UI recipients. The UI-RESEA-specific job fairs will also provide the WIOA Adult and Dislocated Worker program staff with opportunities to recruit potential customers while being onsite for the job fair events;
- Across all core programs, reduce duplication of the Basic Career Services by a rate or percentage to be determined by the SC Works Committee;
- Develop common reporting to indicate how the SC Works Basic Career Services have been streamlined and tracked;
- Continuing clarity on the nature of service delivery partnerships and coordination in the local area. This may require periodic revising of the partner MOUs.

The local area will document the following:

- Existing job seekers services offered by the core partner programs
- Services currently tracked by the core partner programs in a common solution
- A common job seeker intake process
- Evaluation and recommendations for improvement

The above list of the deliverables is not all-inclusive. However, they do represent the critical ones aligned with the customer base and visitation patterns at the SC Works Center. Other deliverables identified as necessary.

The GCWDB will focus every effort to enhance universal access via a detailed directory or menu of all locally relevant programs and services for staff, with appropriate training and follow-up. The menu consolidates all services made available to targeted SC Works populations: the unemployed (including long-term unemployed), criminal justice-involved, Veterans, Adult Basic Education learners, Older Workers, English Language Learners, Individuals with Disabilities, SNAP and TANF recipients, and youth.

The WIOA has six core programs: Adult, Dislocated Worker and Youth Programs, Wagner-Peyser Employment Services, Adult Education and Literacy, and Vocational Rehabilitation. There are an additional 13 required partners as well as optional partners. All partnerships are vital to services provided through the SC Works delivery system and are not limited to those required by WIOA. We constantly seek out partners unique to the Greenville community so that our one-stop delivery system environment reflects local, accessible agencies and resources. For instance, Goodwill has a Senior Community Service Employment Program (SCSEP) that is a community service and work-based job training program for older Americans ages 55 and up. Authorized by the Older Americans Act, the program provides training for low-income, unemployed seniors. Participants

work an average of 20 hours a week, and have access to employment assistance through American Job Centers. They gain valuable work experience in a variety of community service activities at non-profit and public facilities including schools, hospitals, daycare centers and senior centers. Locally, the SCSEP program has made significant contributions to the comprehensive center by placing their work experience trainees in the one-stop in order to help provide customer service to job seekers. Many of our past SCSEP work experience trainees go on to obtain full-time job offers.

Wagner-Peyser partner is in the comprehensive center and is the primary core partner to see one-stop visitors as most are in need of labor exchange services. WP referrals to one-stop partners based on need and which partner(s) is the best referral source.

Vocational Rehabilitation and Department of Social Services (DSS) staff are also located within the comprehensive center on a daily basis and are available to provide access to their services.

The GCWDB also collaborates with Regional Center for Educational Support. The Regional Workforce Advisor often conducts activities to benefit the teachers and guidance staff as it relates to career pathways and demand occupations.

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

~~Adult Education and Literacy partners in Greenville are active with other partners in the workforce area. This genuine collaboration provides for referrals between the partners that address the barriers a customer might present. For example, if a WIOA Adult applicant/participant determines after assessment that an Associate's Degree or CCE in Mechatronics is his/her best option, but the TDS notes the individual does not have his/her secondary diploma, the TDS will refer them to Lifelong Learning or Greenville Literacy, both providing Title II services and access to Adult Education and Literacy, where they may receive their GED.~~

For our Youth Program participants, initial assessment of skills levels may include information on a customer's level of literacy, numeracy, and English language proficiency. Initial assessment may also include information on aptitudes, abilities, skills gaps.

Eckerd currently collaborates with the Adult Education programs in Greenville County. Orientations and outreach provided onsite at the Adult Ed locations throughout Greenville County. If more convenient for a participant, case management services are also offered onsite at Adult Ed. Eckerd's other literacy partnerships include United Ministries and Greenville Literacy.

~~The GCWDB has a long-standing relationship with Greenville County Schools Lifelong Learning Center and the Greenville Literacy Association. The Lifelong Learning Director is a member of the GCWDB and both Lifelong Learning and Greenville Literacy Association are represented on the GCWDB's SC Works Committee. It is through these relationships that the GCWDB is able to develop a stronger referral process and to cross share knowledge with our Adult Basic Education and Literacy activities partners.~~

~~In regards to how the GCWDB will carry out the review of local applications submitted under Title II consistent with WIOA requirements, a notification will be sent from the State to the Local Board Chair with a cc: Local WIOA Administrator to include information on the Adult Education RFP and WIOA requirements for LWDB's~~

~~review of proposals. A timeline of the proposal review process will be included in the notice. Upon receiving the notice, the Local Board Chair will solicit three (3) board members who will review applications and will score applications according to a predetermined rubric. Evaluators may also be required to participate in an application review training session prior to conducting the review.~~

The GCWDB has a long-standing relationship with Greenville County Schools Lifelong Learning Center and the Greenville Literacy Association. The Lifelong Learning Director is a member of the GCWDB and both Lifelong Learning and Greenville Literacy Association on the GCWDB's SC Works Committee. It is through these relationships that the GCWDB is able to develop a stronger referral process and to cross share knowledge with our Adult Basic Education and Literacy activities partners. We are currently in discussion with the Adult Education (AE) program to co-locate an AE staff person within the SC Works Center, in which this will further ingrain the AE program into the SC Works system.

In regards to how the GCWDB will carry out the review of local applications submitted under Title II consistent with WIOA requirements, the process will entail:

A Notification sent from the State to the Local Board Chair with a cc: Local WIOA Administrator to include information on the Adult Education RFP and WIOA requirements for LWDB's review of proposals. A timeline of the proposal review process will be included in the notice. Upon receiving the notice, the Local Board Chair will solicit three (3) board members who will review applications and will score applications according to a predetermined rubric. Evaluators may participate in an application review training prior to conducting the review.

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

Affirmative action outreach accomplished via regular meetings/communications with our program partners who serve diverse groups of customers. Our SC Works partners meetings discuss strategies for improving service delivery across all customer groups, low-income, Veterans, individuals with criminal background, limited English proficiency groups, individuals referred via religious and community based organizations. The Operator in Greenville invites community partners to monthly meetings. Those partners include organizations who serve individuals of various backgrounds. The Operator targets customers groups identified within their contract to ensure there is progress.

Our Committee on Serving Individuals with Disabilities has provided great benefit in targeting services to this customer group. Most, if not all, of the service agencies who work with disability groups are on the standing committee. The regular meetings and dialogue has greatly improved collaboration and coordination. We are currently working to implement a job referral system specifically designed for individuals with disabilities (Disability ASCEND).

For our Youth Program, a specific outreach and recruitment plan developed outlining recruitment activities and tracking of youth intakes. Career coaches will coordinate recruiting efforts and refer to our partnership programs as needed. The staff will also target low-income areas using partnerships with community centers, faith-based organizations, community organizations, and other partnerships to attract potential participants.

The plan consists of staff responsibilities in reaching target groups in the community with a developed goal each month targeting recruitment events and community partner meetings.

Section V: Operations and Compliance

1. Copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local SC Works system. This includes agreements between the local board or other local entities with respect to efforts that will enhance the provision of services to individuals with disabilities, such as the cross-training of staff, technical assistance, the use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

MOU between Greenville County Schools (GCS) and the Greenville County Workforce Development Board (GCWDB) is in the **Attachments section, #5**.

Copies of executed cooperative agreements are within the Attachments. We do not have any noteworthy changes or information to share but staff is preparing for a new WIOA Youth Program procurement for PY23. In the event that a new WIOA Youth Program service provider selected, copies of the agreement incorporated as official attachments to the WIOA Local Plan, and sent to DEW.

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

Per Section 107 of the Act, the chief elected official in the local area shall serve as the grant recipient. The chief local elected official has designated Greenville County Government to be the WIOA grant recipient and to be responsible for disbursement of grant funds.

No fiscal agent changes. In accordance with Section 107 of the Act, the chief elected official has designated Greenville County Government to be the WIOA grant recipient and to be responsible for disbursement of grant funds.

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 Innovation and Opportunity Act (WIOA) eliminated the option under WIA that allowed the designation or certification of one-stop operators by agreement between the local board and a consortium of three or more one-stop partners.~~

~~The full requirements for the new competitive process are set out at sec. 678.605 of the Joint WIOA Final Rule, and they clarify that local boards must select the one-stop operator through a competitive process.~~

~~Locally, in keeping with WIOA regulations, the Request for Proposal (RFP) and procurement process are done every four years at a minimum. The Greenville County WDB intends to partner with the Upstate WDB on a consolidated procurement of an operator to oversee daily SC Works operations within Greenville, Spartanburg, Cherokee, and Union counties.~~

~~The Greenville County WDB also works closely with Greenville County's Procurement Services as needed to facilitate the competitive (RFP) procurement process. The County's procurement policy for small purchases is also used to govern procurement of items that are not required to be put out for competition.~~

All bids/quotes are published on the Greenville County WDB website, and SCBO. Goods and services that are solicited under a competitive process will be evaluated according to the determining factors stated within the procurement document. An evaluation team (or standing committee) of the Board will be responsible for evaluating and ranking qualified proposals or bids and to submit their funding recommendations to the Greenville County WDB for approval. New service provider contracts procured under an open competition also requires the approval of the chief elected official. Contract extensions only required the approval of the signatory official.

The Greenville County WDB has an appeal process for those who are aggrieved with the procurement process/results. Protests must be submitted in writing to the Chair of the Greenville County WDB within ten (10) days of the non-award notice.

The Greenville County WDB and fiscal agent (Greenville County) both maintain detailed records for each Request for Proposal (RFP) or Invitation for Bid (IFB) issued. Some items that are maintained include (but are not limited to) the following: RFP/ IFB document released; notification of RFP/ IFB advertisement to prospective and registered vendors; SCBO request; SCBO advertisement; timeline; signed Code of Ethics/Conflict of Interest forms; training presentation/sign in sheet; pre-bid meeting bidders sign in sheet; questions and answers related to the RFP/IFB; bid opening results — copy of each proposal/ bid received; committee evaluation score sheets; Intent to Award notice; Notice of Award notice; and contract.

There were no changes made to the competitive process used by the GCWDB to award sub-grants and contracts to WIOA Title I activities. The GCWDB continues to comply with the competitive process outlined in sec. 678.605 of the Joint WIOA Final Rule, including the selection of the one-stop operator.

Procurements may take place annually but for many reasons. Meeting performance goals may extend contracts for an additional year. In return, the procurement process is every four years at a minimum.

The GCWDB continues to collaborate with the Upstate Workforce Board (UWB) on a consolidated procurement of the one-stop operator to be responsible for overseeing daily SC Works Greater Upstate operations, and the WIOA Adult/Dislocated Worker Programs and Business Services.

The GCWDB works closely with Greenville County's Procurement Services as needed to facilitate the competitive (RFP) procurements. Greenville County's procurement policy for small purchases used to govern procurement of items that do not require a bid.

Whenever bids or quotes are required, the GCWDB utilizes resources such as its website and SCBO. Goods and services solicited under a competitive process evaluated according to the determining factors stated within the procurement document. An evaluation team (or standing committee) of the Board will be responsible for evaluating and ranking qualified proposals or bids and to submit their funding recommendations to the GCWDB for approval. New service provider contracts procured under an open competition also requires the approval of the chief elected official. Contract extensions only require the approval of the signatory official.

The GCWDB has an appeal process for those who grieved by the procurement outcome. Protests must be in writing to the Chair of the GCWDB within ten (10) days of the non-award notice.

The GCWDB and fiscal agent (Greenville County) both maintain detailed records for each Request for Proposal (RFP) or Invitation for Bid (IFB) issued. Some of the maintained items include RFP/ IFB document, RFP/ IFB advertisements, SCBO advertisement, timeline, Code of Ethics/Conflict of Interest forms; training presentation/sign in sheet, pre-bid meeting bidders sign in sheet, RFP/IFB Q & A, bid opening results – copy of each proposal/ bid received, committee evaluation score sheets, Intent to Award notice, Notice of Award notice, and contract.

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

Greenville’s 2020 and 2021 goals are below.

| WIOA TITLE I – ADULT | Program Year 2020 Goal | Program Year 2021 Goal |
|--|-------------------------------|-------------------------------|
| Employment Rate 2nd Quarter After Exit | 80.80% | 80.80% |
| Employment Rate 4th Quarter After Exit | 75.30% | 75.80% |
| Median Earnings in the 2nd Quarter After Exit | \$5,800 | \$5,800 |
| Credential Attainment Rate | 63.00% | 63.00% |
| Measurable Skill Gains | 51.00% | 51.00% |
| | | |
| WIOA TITLE I – DISLOCATED WORKER | Program Year 2020 Goal | Program Year 2021 Goal |
| Employment Rate 2nd Quarter After Exit | 80.60% | 81.10% |
| Employment Rate 4th Quarter After Exit | 77.00% | 77.00% |
| Median Earnings in the 2nd Quarter After Exit | \$7,875 | \$7,875 |
| Credential Attainment Rate | 62.50% | 62.50% |
| Measurable Skill Gains | 49.20% | 49.20% |
| | | |
| WIOA TITLE I – YOUTH | Program Year 2020 Goal | Program Year 2021 Goal |
| Education or Training Activities or Employment in the 2nd Quarter After Exit | 63.20% | 63.20% |
| Education or Training Activities or Employment in the 4th Quarter After Exit | 70.00% | 70.00% |
| Median Earnings in the 2nd Quarter After Exit | \$2,950 | \$2,950 |
| Credential Attainment Rate | 68.00% | 69.10% |
| Measurable Skill Gains | 48.00% | 49.00% |

GREENVILLE COUNTY LOCAL AREA PY 2022 AND 2023 WIOA PERFORMANCE GOALS

| Performance Measure | Negotiated Goals |
|--|------------------|
| Adult Employment Rate 2nd Quarter After Exit | 77.8% |
| Adult Employment Rate 4th Quarter After Exit | 78.0% |
| Adult Median Earnings 2nd Quarter After Exit | \$6,800 |
| Adult Credential Attainment Within 4 Quarters After Exit | 65.0% |
| Measurable Skill Gains | 60.0% |
| | |
| DW Employment Rate 2nd Quarter After Exit | 85.0% |
| DW Employment Rate 4th Quarter After Exit | 80.0% |
| DW Median Earnings 2nd Quarter After Exit | \$8,629 |
| DW Credential Attainment within 4 Quarters After Exit | 58.4% |
| Measurable Skill Gains | 60.0% |
| | |
| Education or Training Activities or Employment in the 2 nd Quarter After Exit | 72.0% |
| Education or Training Activities or Employment in the 4 th Quarter After Exit | 70.0% |
| Youth Median Earnings 2nd Quarter After Exit | \$3,100 |
| Youth Credential Rate | 68.1% |
| Youth Measurable Skill Gains | 52.8% |

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;**

The GCWDB is fully committed to continuous system improvement through a variety of initiatives and strategies, including an evolving regional collaboration with the Upstate Workforce Board (and other regional workforce development boards) to standardize service delivery efforts and collaborations. The GCWDB successfully cultivates and maintain relationships with local, key sector employers and industries through collaborative partnerships, including the Link Upstate WIOA Regional Sector Strategy Initiative. Additionally, the GCWDB has taken the following actions in order to remain a high performing workforce area:

- Adherence to the SWDB Local Standards for Boards and the SC Works One-Stop Certification Standards.
- A regional Business Services Team will lead overall coordination of business relationships within the GCWDB and UWB regions, making sure to maintain a connection to the work of the business services work groups within our region.
- Continued use of available labor market data and workforce reports to identify target areas for outreach.
- Increased emphasis on providing follow up services to ensure employment attainments and retentions.

The Greenville County WDB will continue to utilize the State WDB Local Board Standards as one tool for maintaining high performance within the workforce area. The Greenville County WDB Director provides direction to the WIOA service providers, the American Job Center (SC Works) and the WIOA youth programs. The providers routinely meet with Board staff to ensure WIOA compliance at the federal, state and local levels.

Each WIOA service provider submits monthly reports that reflect relevant program information. These reports provide Greenville County WDB staff with the ability to observe trends and see a monthly snapshot of the services that were provided during the month. The reports are provided to the One-Stop and/or the Youth Committees for informational purposes. The Greenville County WDB Director attempts to hosts grantee meetings on a monthly basis. These meetings allow staff and the WIOA service provider staff to have dialogue regarding current operations. It is also an opportunity to relay any important information that may be relevant to providers.

Finally, the Greenville County WDB provides written instruction letters to WIOA service providers. We publish instruction notices on our website during annually in order to make technical assistance documents more accessible to service providers.

The GCWDB exemplifies its commitment to a continuous improvement system by implementing a variety of initiatives and strategies, including an evolving regional collaboration with the Upstate Workforce Board to standardize service delivery efforts and collaborations. The GCWDB successfully cultivates and maintain relationships with local, key sector employers and industries through collaborative partnerships, including the Link Upstate WIOA Regional Sector Strategy Initiative. The GCWDB will take the following actions in order to remain a high performing workforce area:

- Adherence to the SWDB Local Standards for Boards and the SC Works One-Stop Certification Standards.

- A regional Business Services Team will lead overall coordination of business relationships within the GCWDB and UWB regions, making sure to maintain a connection to the work of the business services work groups within our regions.
- Continued use of available labor market data and workforce reports to identify target areas for outreach.
- Increased emphasis on providing follow-up services to ensure employment attainments and retentions.

The GCWDB will utilize the State WDB Local Board Standards as one measure for remaining a high performing workforce area. The GCWDB Director provides direction to the WIOA service providers, the American Job Center (SC Works) and the WIOA youth programs. The providers consistently meet with Board staff to ensure WIOA compliance at the federal, state and local levels.

Each WIOA service provider submits monthly reports that reflect relevant program information. These reports allow staff to observe trends and monthly snapshot of the services during the month. The reports provided to the One- Stop and/or the Youth Committees for informational purposes. The GCWDB Director attempts to hosts grantee meetings on a monthly basis. These meetings allow staff and the WIOA service provider staff to have dialogue regarding current operations. It is also an opportunity to relay any important information that may be relevant to providers.

The GCWDB provides written instruction letters to WIOA service providers. We publish instruction notices on our website in order to make technical assistance documents more accessible to service providers.

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

~~The local area has established other fiscal and performance goals beyond the federal measures. For example, Adult, Dislocated Worker, and Youth contracts include metrics such as targeted customer groups, targeted industry training programs, and participant cost rates. Additionally, we will be attempting to establish over the next few program years post program performance goals on cost per training, cost per placement, and post program return on investment. Progress made on all established goals will be tracked and made publically available at board and committee meetings, as well as will be published along with other meeting documents on our website.~~

The GCWDB utilizes the state's fiscal and program performance goals and those subsequently negotiated as the final benchmarks in order to establish local goals. Note some goals are set above the state goal and others equal to the state goal.

The following are the state and local area fiscal and performance goals:

Fiscal Performance Goals

Fund Utilization Rate (FUR) – The FUR includes Workforce Innovation and Opportunity Act (WIOA) program and administrative funds carried into the Program Year (PY) and WIOA money allocated in the current PY.

- The State Workforce Development Board (SWDB) requires that for each fund stream (Adult, Dislocated Worker, and Youth), 70% of available WIOA funds will be expended in the PY.
- The GWDB expects the local area's FUR to be 70%. While the local area more often surpasses a FUR of 70%, there may be times when future WIOA funding cuts or rescission of funds are being anticipated whereby the

local are intentionally sets a FUR goal of 70% so that we have sufficient WIOA carryover funds to augment next year advance allocations.

Obligation Rate – The obligation rate is on allocated program funds received in the current PY and does not include any carry-in funds.

- The SWDB expects a local area to obligate at least 80% of the program portion of the current year's allocation by the end of the program year.
- The GCWDB expects that local area to obligation at least 80% of the program portion of the current year's allocation by the end of the program year.

Participant Cost Rate (Adult, Dislocated Worker) – The SWDB requires that the local workforce area's Adult and Dislocated Worker, and Rapid Response expenditures meet a minimum participant cost rate of 30%. The participant cost rate evaluated annually and based on program expenditures of both carry-in and new funds. The GCWDB expects the local area's Adult and Dislocated Worker, and Rapid Response expenditure exceeds the minimum of participant cost rate of 30% annually.

Participant Cost Rate (Youth) – The SWDB requires that the local workforce area spend no less than 20% of the youth program funds on work-based learning (WBL). The GCWDB expects the local workforce area's youth participant cost rate to exceed 20%.

Youth Spending Requirements

WIOA Section 129(a) (4) expects that not less than 75% of the youth program funds (over the life of the funds) allotted to local areas provide workforce activities for out-of-school youth. The GCWDB expects the local workforce area to adhere to this standard.

Similarly, WIOA Section 129(c)(4) states that not less than 20% of the youth program funds allocated to the local area shall be used to provide in-school and out-of-school youth with work based learning (WBL) opportunities over the life of the funds. The GCWDB expects the local workforce area to adhere to this standard.

Program Performance Goals

- **Employment Rate Q2** – The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program (for title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the second quarter after exit).
- **Youth Education and Employment Rate Q2** – The percentage of title I Youth program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program.
- **Employment Rate Q4** – The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program (for title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit).
- **Median Earnings Q2** – The median earnings of participants who in unsubsidized employment during the second quarter after exit from the program.
- **Credential Rate Attainment Rate** – The percentage of those participants enrolled in education or a training program (excluding those in on-the-job training [OJT] and customized training) who attain a

recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma; or recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program.

- Measurable Skill Gains – The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment. Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.
- Effectiveness in Serving Employers – WIOA sec. 116(b)(2)(A)(i)(VI) requires the Department of Labor and the Department of Education to jointly establish a primary indicator of performance for effectiveness in serving employers to meet their critical workforce needs within the community.
- Youth Five Percent Low-Income Exception - WIOA Section 129(a) (3) (A) maintains a 5% low-income eligibility exception where 5% of local area participants who ordinarily would need to be low-income do not need to meet the low-income provision. The 5% low-income exception is calculated based on the 5% of youth newly enrolled in a given program year who would ordinarily be required to meet the low-income criteria.
- Youth Five Percent In-School Youth Limitation
WIOA Section 129(a)(3)(B) states no more than 5% of the in-school youth (ISY) assisted may be eligible based on paragraph (1)(C)(iv)(VII), which refers to the barrier for an ISY who requires additional assistance to complete an educational program or to secure or hold employment. Local areas must ensure that no more than 5% of newly enrolled ISY in the program year are eligible based on the “additional assistance” criterion.

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

Infrastructure costs allocated to program partners using the Square Footage Methodology. Per the MOU/IFA, shared costs allocated based on the number of square feet occupied by a partner’s staff assigned to work in a facility (enjoying the benefits of being in the building) on a weekly basis and counted proportionately as defined below:

- Sole Space – Allocated to one partner 100% of the time;
- Common space – Hallways, restrooms, breakroom, resource room and computer labs (including applicable IT charges for public access PCs only), meeting rooms, etc. Common space allocation is by percentage of sole space occupied by partner compared to the total square footage of the facility. The Shared Operating Budget is in the **Attachments Section, # 2**; and
- Rotating Part-time Partners – When multiple partners are sharing the same designated work space/SF on a rotating schedule, the cost for that workspace based on the percentage of time for partner use. This ensures the square footage is included in the total allocation only once and that those partners who are not co-located on a full-time basis are sharing costs proportionately based on use and relative benefits received. See Attachment E, Shared Operating Budget.

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

All partners who participate in the MOU/IFA agree to the following roles and contributions:

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

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

- **If contracts for training services will be used;**

~~Contracts for training are not used.~~

Yes, training services contracts used in addition to the ETPL. The GCWDB has a *Customized Training Policy*.

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

~~Not applicable, as contracts for training are not used.~~

We have observed that free tuition scholarships via SC WINS has reduced the number of customers seeking WIOA training. Additionally, the performance reporting requirements has become burdensome for training providers and they gradually are choosing not to participate in the ETPL. Therefore, Greenville will exercise use of State Instruction 21-02 – Training or Contract Exceptions to ITA Funding. A list of in-demand training programs created. A public notice posted for 30 days on our website and SCBO to solicit entities to apply for the ETPL and offer the identified in-demand training programs. Within 15 days after the public notice has expired and no response, the GCWDB will deem there is an insufficient number of in-demand ETPs for an identified in-demand occupation or industry and the only way to procure the training would be through contracting directly with a provider.

- **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.**

Applicants for WIOA services are assessed and counseled on expectations for the various training opportunities available, be it technical schools, short-term truck driving, and/or classroom education. Local Targeted Training Sectors balanced with customer choice when making training decisions. Talent Development Specialists do

inform their clients that the final choice on training selections available on the ETPL is up to them. Similarly, OJT/WEX participation is a decision made by the customer.

7. A description of the process used by the local board to provide a 10-day public comment period prior to submission of the plan, including an opportunity to have input into development of the local plan, particularly for representatives of the businesses, labor organizations, and education.

~~The GCWDB will post the Local and Regional Plans, along with any necessary attachments, to the GCWDB website for a minimum of 10 days. Instructions will be listed for how to submit comments and the timeframe during which comments will be accepted. A link to the Plans will be emailed to our Local Board, local Chambers of Commerce, County Council, and other local stakeholders.~~

A public notice posted on the GCWDB website (www.greenvillewib.com) and notices emailed to the GCWDB membership, the GCWDB standing committees, County Administrator and Chief Elected Official, and to an address book of community organizations and partners that include local chambers of commerce, secondary and post-secondary educational institutions. It is through the partnerships established with the local chambers of commerce offices that the GCWDB is able to expose the plan development businesses members. Several labor organization and apprenticeship-training representatives serve on the GCWDB and share the plan development information for providing feedback. The GCWDB also leverages its own business members to voice information about the plan development within their respective industries and occupations.

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

The local area utilizes the state provided South Carolina Works Online System (SCWOS). The Workforce Innovation and Opportunity Act provided direction for establishing agreement among mandated partners on a joint reporting system and referral system. SCWOS used primarily by Wagner-Peyser and WIOA programs for case management activities. Our WIOA Adult/Dislocated Worker contractor utilizes a proprietary QuickBase platform for financial management of participant training accounts, both programmatic and supportive services. One welcomed tool is VOS Greeter self-check-in, with SCWOS being the location for information entered by customers. Staff have access to who has asked to see them upon checking in, customers receive quicker service, and statistical data is available to local and state personnel.

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

The GCWDB ensures compliance of the Adult priority of service requirements under WIOA Title I via the regional Adult Priority of Service Policy (R17-04). The policy states that priority for Adult Program services must be given to recipients of public assistance and other low-income individuals or for individuals who are basic skills deficient (BSD). Under WIA, this priority applies only when Adult Program funds are restricted. Under WIOA, however, priority access to services by members of this group (public assistance recipients, other low-income or BSD groups) applies automatically. Per Training and Employment Guidance Letter (TEGL 3-15), Adult Program applicants must meet basic eligibility requirements and any other service priority criteria in effect for the Greenville County Workforce Development Board (GCWDB).

To be eligible to receive WIOA services as an adult in the Adult and Dislocated Worker programs, an individual must be 18 years of age or older; must be a citizen or noncitizen authorized to work in the United States; and must meet Military Selective Service registration requirements (males only).

Individualized career services and training services is on a priority basis, regardless of funding levels. First priority must be given to Veterans (includes eligible spouses) who are Low-income (or receiving public assistance), Basic skills deficient, or Long-term unemployed. Second priority must be given to Adults (non-covered individuals) who are Low-income (or receiving public assistance), Basic skills deficient, or Long-term unemployed. Third priority must be given to Veterans (includes eligible spouses), not Low-income (or receiving public assistance), not Basic skills deficient, or Long-term unemployed. Fourth priority must be given to Adults (non-covered individuals) who are not Low-income (or receiving public assistance), not Basic skills deficient, or not Long-term unemployed.

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

Our priority populations include veterans, basic skills deficient individuals (including persons with English as a Second Language), low-income individuals, individuals with disabilities, and returning citizens (those with a criminal history). During Program Year 2019, even with the influences of COVID-19, the WIOA Adult/Dislocated Worker programs enrolled ten veterans, eight individuals with disabilities, 25 with basic skill deficiencies, and 43 individuals with a criminal history. With a total enrollment count of 178, this represents 48.3% of enrollments (noting it is possible some enrollees fell into more than one category).

The One-Stop Operator (OSO) conducts a Monthly Community Partner Meeting whereby our local community and non-profit organizations, along with workforce partners, have a forum to get together and discuss workforce related issues. We have many active partners that collaborate on serving priority populations: SC Department of Vocational Rehabilitation, SC Commission for the Blind, AbleSC, SC Department of Social Services, and others. In addition, the SC Works center is complaint with all ADA requirements.

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

An onsite programmatic and financial monitoring visit occurs annually. The One-Stop Operator and service providers notified in writing no less than 10 days prior to the visit. At the beginning of the visit, an entrance interview conducted with designated staff to discuss the scope of visit, to ask and answer questions, and get information not documented otherwise. Hard copy files and documentation used to validate data entered in the SC Works Online System (SCWOS). The financial monitoring staff reviews the same financial records and documents that SCDEW monitors review when they monitor our Local Area (e.g., policies and procedures manuals, organizational chart, employee job descriptions, general ledger, chart of accounts, bank reconciliations, payroll registers, etc.). As needed, staff provided technical assistance by the monitors and permitted to correct deficiencies prior to the exit review or final report issuance. After the reviews are completed, an exit conference occurs with designated staff to discuss the findings and/or observations noted during the monitoring. An official written report issued within 30 days of the monitoring visit and the service providers given 15 days to submit a written response.

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

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

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

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

Local Plan Signatures

Local Workforce Development Board:

Greenville County Workforce Development Board
Robyn Knox, Chair

Signature

Date

Local Grant Recipient Signatory Official:

Greenville County Workforce Development Area
Joseph Kernell, County Administrator

Signature

Date

Local Chief Elected Official:

Greenville County Workforce Development Area
Willis Meadows, Greenville County Council Chairman

Signature

Date