



PEE DEE LOCAL PLAN
Workforce Innovation &
Opportunity Act (WIOA)
(2016-2020)

Joette Dukes, Workforce Development Director
Pee Dee Regional Council of Governments

**Workforce Innovation and Opportunity Act
Local Plan**

July 1, 2018 – June 30, 2020

Local Area:

Pee Dee Local Area

Counties within the Local Area:

Chesterfield, Darlington, Dillon, Florence, Marion and Marlboro Counties

Local Area Administrator and Contact Information:

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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. Local Boards and chief elected officials must submit a local plan modification every two years to identify and describe any changes to policies, procedures, and activities that are carried out in the local area, consistent with the strategic vision and goals outlined in the State Plan including its modification, and the respective regional modification.

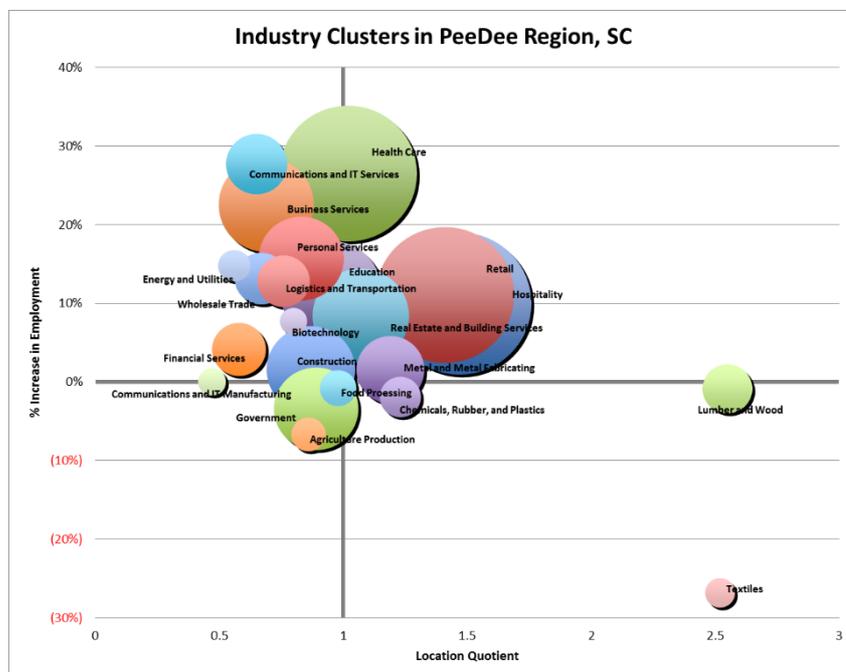
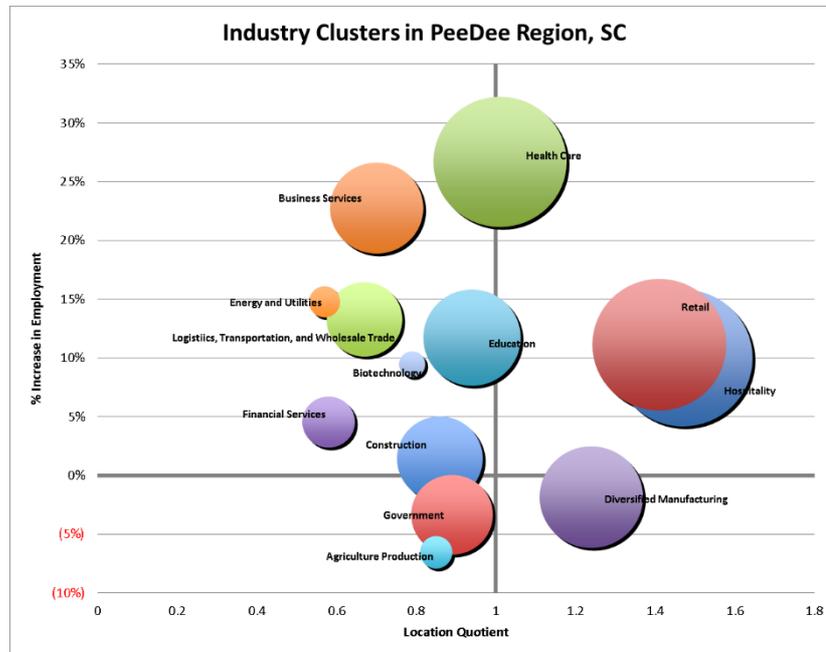
Local Boards must use previously approved plans (regional and local) as the starting point and add or revise information as appropriate, based on the guidance below. Any changes and additions to the plans must be HIGHLIGHTED IN YELLOW.

Section I: Workforce and Economic Analysis

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

[As noted, an analysis of regional labor market data and economic conditions is requested for this section. The local area is in agreement regarding the selection of Healthcare, Diversified Manufacturing and Hospitality as the top three sectors for the region. The Pee Dee Planning Region includes the six counties of the Pee Dee Workforce Development Area (Chesterfield, Darlington, Dillon, Florence, Marion, and Marlboro Counties), four counties in the Santee-Lynches Local Workforce Development Area (Clarendon, Kershaw, Lee, and Sumter Counties), and three counties in the Waccamaw Local Workforce Development Area, (Georgetown, Horry, and Williamsburg Counties), for a total of 13 counties along the northeastern quadrant of the state. It is also important to note that periodically, as necessary, the Pee Dee Workforce Development Board reviews local data and lists high demand sectors/occupations targeted for training. Currently this list includes the following clusters: customer service, transportation, distribution and logistics, advanced manufacturing/technology, healthcare, construction and administrative/information technology support.]

Data reports and additional data and information shared by the state and other sources were analyzed to determine in-demand industry sectors and occupations. Explored were current sector priorities and the Health Care was selected as the priority sector to begin planning efforts to create the pipeline needed to meet the employment needs of employers within the region. The data chart below supports Health Care as being the most in-demand, fastest growing sector for the region:



An analysis of industry comparisons and clusters clearly support the healthcare sector as an existing as well as emerging in-demand industry sector. This analysis included an analysis of the Pee Dee Region data report, which documented significant job growth and occupations that would be attainable by the targeted populations of agencies, and needs of employers in the region. There is a prevalence of healthcare as a demand industry in all parts of the region. Healthcare is the only industry with growth in all three local workforce areas. The other industries are more prevalent in some areas than others and are very concentrated in singular parts of the region, e.g. Hospitality. Initial validation can be provided by healthcare representation on Local Boards, along with Technical colleges' validation of the demand for healthcare training in the region, and all three local workforce areas' validation of healthcare growth and demand across the region. Based on the analysis of all data, healthcare is expected to grow significantly across all areas in this region. Expected growth figures and an industry summary are below for the healthcare industry:

Expected Growth

- **Health Care (12,364)**
 - Hospitals (Local Government) (356)
 - Offices of Physicians (2,138)
 - General Medical and Surgical Hospitals (1,675)
 - Home Health Care Services (1,378)
 - Nursing Care Facilities (719)
 - Continuing Care Retirement Centers (674)
 - Services for the Elderly and Persons with Disabilities (603)
 - Kidney Dialysis Centers (482)
 - Offices of Dentists (435)
 - Pharmacies and Drug Stores (391)
 - Hospitals (Local Government) (987)
 - Vocational Rehabilitation Services (294)

Industry Summary for Health Care

46,229

Jobs (2015)
4% **below** National
average

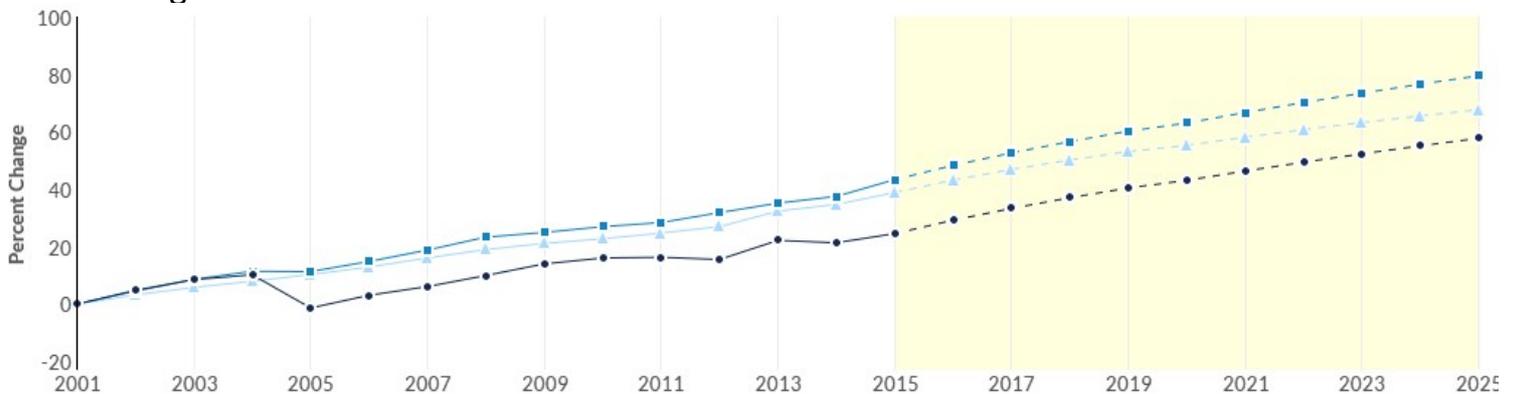
+26.7%

% Change (2015-2025)
Nation: **+20.8%**

\$52,282

Avg. Earnings Per Job (2015)
Nation: \$61,197

Regional Trends



2015 Jobs

2025 Jobs

Change

%
Change

A Region

46,229

58,565

12,336

26.7% B State

252,171

315,875

63,704

25.3% C Nation

20,004,648

24,165,708

4,161,060

20.8%

- **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;**

Data for the Pee Dee Region provided typical entry level education requirements for various healthcare occupations. For example, Registered Nurses require an Associate’s Degree while personal care aides require certification/licenses. Such occupations require some type of certification to meet the requirements demanded in the healthcare industry.

In general, the majority of people hired by employers in the Pee Dee Region tend to have a high school diploma or equivalent with no college studies (34%). However, the next group of employees being hired do have some college or an Associate’s Degree (31%). Approximately 19% of those being hired have less than a high school diploma or equivalent while 16% have a bachelor’s degree or higher. The top 15 certifications employers look for when hiring in our region are listed below. The number represents how many times the certification show up in job postings.

TOP CERTIFICATIONS	Jan-Jun 2016
Driver's License	5,125
Commercial Driver's License	4,715
Certified Registered Nurse	3,400
Basic Life Support	1,769
Certification in Cardiopulmonary Resuscitation	1,448
HAZMAT	1,206
Advanced Cardiac Life Support	937
Continuing Education	907
Occupational Safety & Health Administration Certification	892
Food safety programs	783
Licensed Practical Nurse	714
Certified in Nursing Administration	466
Certified Purchasing Manager	441
Hospice and Palliative Care	433
DOT Medical card	416
Physical Therapist Certification	381

Source: SC Works LMI

The list below also identifies the top 10 soft skills that employers are looking for in employees. All of these soft skills are being addressed through various workshops held through WIOA, SC Works, the technical colleges, the school districts, workforce collaborations and more.

TOP SOFT SKILLS
Oral and written communication skills
Integrity
Team-oriented, teamwork
Marketing
Microsoft Office
Customer service oriented
Detail oriented
Creativity
Problem solving
Self-starting / Self-motivated

Source: SC Works LMI

- 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

Analysis of unemployment rates reflects that the unemployment rate in the Pee Dee Region has been higher than the State for the past 10 years (2005-2015).

Pee Dee WIOA Region						
Annual Unemployment Rate (Unadjusted)						
Year	Pee Dee WIOA Region			South Carolina		
	Employment	Unempl	Rate	Employment	Unempl	Rate
2018	410,886	17,768	4.1%	2,243,656	79,553	3.4%
2017	401,106	21,771	5.1%	2,207,404	98,617	4.3%
2016	395,977	25,500	6.1%	2,175,584	114,978	5.0%
2015	388,923	30,420	7.3%	2,122,573	134,504	6.0%
2014	382,094	31,967	7.7%	2,074,277	142,505	6.4%
2013	375,254	38,285	9.3%	2,022,444	166,924	7.6%
2012	369,514	46,549	11.2%	1,983,506	200,607	9.2%
2011	365,679	53,758	12.8%	1,945,900	229,623	10.6%
2010	363,549	55,536	13.3%	1,915,045	240,623	11.2%
2009	370,542	54,226	12.8%	1,910,670	242,075	11.2%
2008	386,749	33,904	8.1%	1,996,409	145,823	6.8%
2007	391,709	27,451	6.5%	2,005,686	120,205	5.7%
2006	390,138	31,077	7.4%	1,973,337	135,760	6.4%
2005	379,052	33,472	8.1%	1,929,233	139,366	6.7%

Source: SC Department of Employment & Workforce; Pee Dee WIOA Region Community Profile

The number of Area Job Openings in the region has also fluctuated over the past year, but continues to be significantly less than the number of unemployed individuals in the region. Thus the need to create additional employment opportunities within the region.

**Pee Dee WIOA Region
Number of Unemployed per Job Openings Distribution**

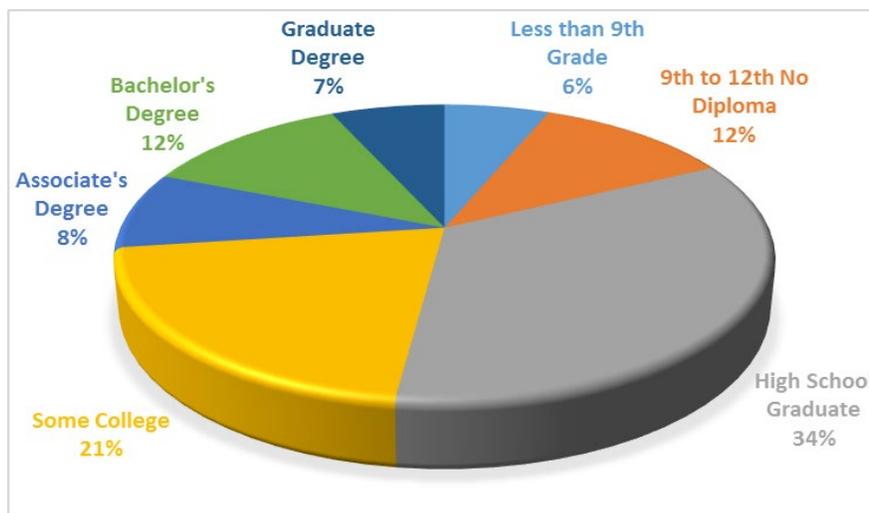
The table below shows the workforce development regions with the highest ratio of preliminary estimated number of unemployed (not seasonally adjusted) to number of advertised online job openings in South Carolina for July, 2016 (Jobs De-duplication Level 2).

Area Name	Number of Unemployed in July, 2016 (not Seasonally Adjusted)	Job Openings in July, 2016	Number of Unemployed per Job Opening in July, 2016
Pee Dee WIOA Region	26,579	23,382	1.14

Source: Bureau of Labor Statistics, SC Dept of Employment & Workforce; Job Online advertised jobs data

Labor Market projections reflect an 11.96% positive change in projected employment from 2012 to 2022 across all jobs. The healthcare sector in particular has a projected positive percent change of 27.5% (11,636 jobs) for this time period.

Educational Attainment data indicates that approximately 18% of persons 25 years of age and older have received less than a high school diploma while roughly 34% have graduated from high school. Approximately 21% have received some college education and 8% have received their Associate’s Degree. Graduate trends for the region reflect more residents with a Bachelor’s Degree (12%) than any other higher level post-secondary degree (7%).



Source: US Census Bureau; Pee Dee WIOA Region Community Profile

Barriers

The Pee Dee Region has many residents who face one or more barriers to employment. Different population groups may need more tailored services to address their training and employment needs.

Data shows that 9,353 individuals were released in SC in 2015 and approximately 23.67% of those were in the Pee Dee WIOA Region. In the state, the average age of an inmate was 31.8 years old, 53% did not have a HS/GED, and 72 % were reading at less than 8th grade level.

EX-Offenders		
Pee Dee WIOA Region	2,214	23.67%
State Total	9,353	

Source: Department of Corrections

At 17 percent, the Pee Dee Region holds the highest percentage of people with disabilities and the highest labor force participation rates (LFPR) for individuals with disabilities at 3.1%. Also, for 5-17 year old range, cognitive abilities hold the highest percentages. Mobility (ambulatory difficulty) is the highest percentage for all regions in the 18-64 year old range.

Disability			
	Pee Dee Total	With a Disability	Percent with a Disability
Total civilian noninstitutionalized population	927,071	157,322	17%

Source: 2010-2014 American Community Survey 5-Year Estimates

24.05% of Pee Dee’s population is below poverty level.

Poverty			
	Pee Dee WIOA Region	Total SC	% of Population
Income in the past 12 months below poverty level:	202,062	840,141	24.05%

Source: 2010-2014 American Community Survey 5-Year Estimates

The homeless population makes up approximately 25% of the region. Data also shows that the majority of the 1319 are males and there are 462 families represented. 70% of these

individuals are unsheltered and 47% are adults with substance abuse disorder. This is a very difficult group to reach since they often do not have any means of transportation, communication (ex. Cell phone) or permanent address where they can be reached.

Homeless 2015		
	# of homeless	% of state's homeless
Pee Dee WIOA Region	1,319	24.7%
South Carolina	5,354	

The data were collected by the CoCs and analyzed by the Master of Public Administration Program at the College of Charleston.

- **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.**

Strengths

A strength of the region’s workforce development activities is the many collaborations in place to help individuals with barriers to find employment that will lead to a self-sufficient wage.

For example, for *ex-offenders*, WIOA in Georgetown County has a partnership with the Georgetown Re-Entry Program. SCDEW has a partnership with SC Department of Corrections that allows Workforce Consultants to visit Palmer Pre-Release Center in Florence County, Lee Correctional Facility in Lee County and Evans Correctional Facility in Marlboro County on a monthly basis to provide workforce services to incarcerated individuals prior to re-entry. Such services include assistance with resumes and applications, introduction to WIOA, SCWOS and federal bonding. Ex-offenders who have gone through a vigorous training program through the prison system have then been enrolled in WIOA where they have been on a Work Experience and then rolled over into an On-the-Job Training opportunity. Many of these ex-offenders have been successfully hired and are doing well. DJJ is a partner on the boards’ Youth Committees and its members offer expertise and collaboration on serving youth offenders.

One way that the region is assisting *individuals with disabilities* is through the Disabilities Committees created under the WIOA federal law. These committees are made up of Workforce Development Board Members and other experts in the community such as Vocational Rehab, Disabilities and Special Needs and other officials. Since October is Disability Awareness Month, the Disabilities Committee of the Pee Dee Workforce Development Board plans to especially promote the services of its SC Works Partners who serve individuals with disabilities through events offered to the public, partner staff, and employers to raise awareness. Also, Vocational Rehabilitation is an active, vibrant partner in each local area, providing professional services to this population, to include job readiness training centers,

comprehensive evaluation centers, substance abuse treatment centers and staff that serves clients at various itinerant sites such as SC Works, local high schools, and community mental health centers. SC Commission for the Blind offers individualized services for the blind and visually impaired and businesses that hire these individuals throughout the region.

Collaborations have been formed with public agencies such as the Department of Social Services, as well as private, non-profit organizations to help create employability skills boot camps that involve workshops, assessments, mock interviewing and referrals to other partner agencies that may be able to help those who are *low income*. Low -income is defined as an annual income less than 200 percent of the federal poverty level. DSS is a viable partner and provides employment and training services to recipients of SNAP and TANF, such as resume assistance, soft skills development, job search assistance and referrals to employers and partner organizations. Project Hope is especially helpful in the Pee Dee WIOA Region as it provides funding for training and employment in the allied health field for low-income individuals, veterans, and youth aging out of foster care.

To assist the *homeless*, agencies have come together to provide housing, basic needs, employability skills training which eventually lead to a job. Partnering together has proven to be a successful means to helping homeless individuals gain employment. In the Pee Dee Workforce Development Area, Lighthouse Ministries serves as the catalyst to accomplish this collaboration for supportive service needs in Florence County. The possibility of placing technology in the locations where homeless individuals, including homeless veterans, can access SC Works Online Services is being explored.

As noted, data indicates that in the region, approximately 18% of persons 25 years of age and older have received less than a high school diploma while roughly 34% have graduated from high school. Individuals without a HSD/GED are encouraged to enroll in Adult Education. Unfortunately, many individuals with a high school diploma are tested to be *basic skills deficient*, but there are many opportunities available through Adult Education for upgrading which in many cases is coupled with WIN skills' development. A win-win!

According to the SC WIOA Unified State Plan and US Census Bureau, in the 2014-2015 program year, local adult education programs in South Carolina served 35,640 students of which 5,800 were English as a Second Language (ESL) students. The purpose of the ESL program is to increase the English language proficiency of eligible students so they can achieve success in the classroom, therefore, in life. Poyner Adult Education Center was recognized by the Office of Adult Education of the SC Department of Education in 2014-2015 for the strength of its ESL program. Poyner was one of only four programs among the 32 statewide that achieved the highest possible ranking indicating above average achievement in its ESL students' retention, performance, instructional effectiveness and meeting performance measures. ESL students face a significant barrier to employment, but quality programs are available to address this barrier.

Five technical colleges are located in the Pee Dee WIOA Region (Northeastern, Florence-Darlington, Horry Georgetown, Central Carolina and Williamsburg) and along with the adult

educations in each county, we have many institutions available to provide the necessary and required training to address the education and skill needs of job seekers. The Southeastern Institute of Manufacturing & Technology (SiMT), at FDTC, offers current, quality programs to employers in the Advanced Manufacturing sector, a key sector for the region. Its reputation extends beyond the region and state. The necessary supportive services designed to eliminate barriers to employment are in place and each local area has entered into memorandums of understanding with various partner agencies to facilitate job seeker access to those services. In addition, collaborative agreements are in place between employers and technical college institutions that allows for clinical training opportunities, etc. to be conducted at employer worksites to ensure that the proper training is provided to meet employer demands.

Also, Business Partner Meetings are held in all three of the local areas which connect employers and workforce agencies, i.e., WIOA, SC Works, Vocational Rehab, technical colleges, DSS, etc. These meetings are designed to enable some of the workforce agencies to provide information to employers on the types of services available to them such as OJTs, Work Experience, internships, apprenticeships and more; as well as provide them a pool of applicants qualified for open positions.

Weaknesses

Although, there are opportunities available in each local area to provide education and training opportunities, address the education and skill needs of job seekers and the employment needs of employers, more conversation is needed on how to replicate some of these programs regionally. The three local areas are aware of this and have started discussing how to “regionalize” some of these programs.

Section II: Strategic Vision and Goals

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

The Pee Dee Workforce Development Board (PDWDB) has formulated the following vision for the Pee Dee’s workforce system- A coordinated, proactive system that aligns talent development assets with current and future business recruitment, retention, and attraction efforts to improve the economic competitiveness of the region.

On May 19, 2016, the PDWDB members met to strategize about the program year ahead. The passage of WIOA has brought a new focus on adult “priority” populations and disconnected youth. Currently, 72% of the adults served by Pee Dee LWDA are low-income or basic skills deficient. It is expected that this trend will continue as these populations are largely reflected in our six counties.

It is the goal of the PDWDB that all individuals served in WIOA programs (youth, Adults & Dislocated Workers) receive a silver National Career Readiness Certificate (NCRC). During assessment, individuals without a silver NCRC complete a WIN pre-assessment. Unless the individuals are eventually enrolled in occupational training for which licenses and/or certifications trump WIN® certifications, these WIOA participants are registered in WIN’s Career Readiness Courseware or a short-term course at the local adult education for upgrading.

Also, the PDWDB and staff provided support to each Pee Dee County and their teams as all six set a goal to become an SC Work Ready Community. This included the attainment of WIN® certifications including 25% NCRC Plus, improvement of high school graduation rates and Business Support. All Pee Dee Counties successfully attained certification as planned. It is a goal of the PDWDB to sustain the progress accomplished through the initiative.

Recently, the Youth Committee of the PDWDB carefully reviewed LMI regarding disconnected youth in the Local Area and set a goal to seek out these youth and to meet them where they are. There is a plan to expand the membership of the committee’s leadership to include some of these Disconnected Youth and their parents. Also, the committee recognizes the need to understand these youth and leaders in the faith-based community will be engaged to educate the committee of the needs of this population and ways that they can best be served by available workforce programs. Furthermore, the committee plans to access the availability of educational and workforce programs for Pee Dee young adults, gather contact information to share through the committee memberships’ organizations, SC Works centers, and on SC Works Pee Dee webpage and FaceBook page.

A long standing and recurring goal of the PDWDB is to serve the educational needs of the youth dropouts in the region. For many years, dropouts have been the focus of our WIOA youth programs. Since 2010, nearly 500 disconnected youth have enrolled in Pee Dee youth programs to exit with their GEDs or high school diplomas in their hands. We believe this success is due to our dedicated staff, as well as, a program we developed and termed GED Incentive Program because of its use of financial rewards for increasing skill levels, passing a section of the GED, and finally, attaining the GED. The curriculum is primarily Aztec Learning Systems online and the students study other pre-approved GED materials at home on their

own time. Also available to GED students is access to all Adult Education (AE) programs, a core partner. Those who choose to attend AE classes are afforded the same financial incentives as students choosing only to utilize Aztec software in the youth providers' resource computer rooms. Several Adult Educations are active in the service delivery of WIOA youth services- **Chesterfield County Adult Education**, Florence #3 Adult Education, Poynor (Florence #1) Adult Education, Marion County Adult Education, Dillon County Adult Education and Darlington County Adult Education.

Another goal of the PDWDB is to survey employers of their workforce needs and their understanding and opinion of Business Services available to them through the SC Works Workforce System. The Pee Dee's Business Services team members will be encouraged to seek more opportunities to educate employers of workforce services available to prepare an educated and skilled workforce. As apprenticeships are such a unique - strategy to increase the skills of youth and adult job seekers, the PDWDB supports efforts to promote apprenticeships and the services of *Apprenticeship Carolina*.

The PDWDB has multiple strategies to work with entities that carry out core programs and required partners to align available resources in order to make sure the Pee Dee's workforce is skilled and educated. A significant strategy is the local area's identification of the position of Workforce System Coordinator. Ms. Mamie Legette has served in this role since its inception. It is her mission to increase coordination with core WIOA partners and add community partnerships to the SC Works System. Partner meetings are held in each county and she faithfully attends County Coordinating Council meetings to share information about services available in the SC Works System.

At WIA's inception, the Pee Dee Workforce Investment Board determined that although only one comprehensive center is required per the local area, having a presence in each county is important. As a result, we have a center in each of the six counties to include access points in locations, such as, libraries, adult educations and community action agencies so that job seekers can more easily link with services to assist them to increase their opportunity to be self-sufficient and to be successful. There are nine SC Works Centers or access points in the Pee Dee Local Area. Six are hosted by core partners, two by required partners, and one by an optional partner.

Also, the PDWDB has established a One Stop Committee which includes WDB members, representatives of core programs and workforce partners. This committee's purpose is to increase business customers, promote SC Works in the community, improve center operations and increase partner participation. The Workforce System Coordinator is assigned staff to this

committee. The committee encourages the implementation of the One Stop Certification standards and will assist in the Pee Dee Center's attainment of the standards.

Each year the mission to establish a Memorandum of Understanding (MOU) with core partners and community partners requires significant engagement and communication. The Pee Dee LWDA has organized numerous meetings with core programs and the need for these meetings continue. We have accepted the role of educating local core partners of the requirements of WIOA.

Section III: Local Area Partnerships and Investment Strategies

1. *A description of the workforce development system in the local area, including:*

- *Identification of the programs that are included in the system; and*
- *How the Local Board will support the strategies outlined in the State Plan to support service alignment among the entities carrying out core programs and other workforce development programs.*

The most significant change that occurred since 2016 is highlighted below. In PY'17, Pee Dee LWDA contracted with Eckerd Youth Alternatives, Inc. for SC Works Center Operations, Adult/DW and Youth WIOA programs. Also, HiCor Learning Systems became the provider for the WIOA youth program in Chesterfield and Marlboro Counties.

Identification of programs in the system:

A Memorandum of Understanding (MOU) is currently under development with these core programs included in the Pee Dee workforce development system. In the MOU, shared resources are identified that can be used to provide services in the SC Works Centers in the local area. Resources include staff time, workshop facilitation, space & reasonable rent for SC Works Centers, usage of phones, copiers, internet, computer resource rooms, etc.

- Title I- Adult, Dislocated Worker and Youth Programs- In the Pee Dee, title I programs are administered by Pee Dee Regional Council of Governments (PDRCOG) through contracts with Eckerd Youth Alternatives, Inc. (SC Works Center Operations and Adult/DW programs, Youth), HiCor Learning Systems, and Darlington County School District for WIOA Youth Programs.
- Title II- Adult and Family Literacy Act Program- Administered by local Adult Educations in each county and Florence Literacy Council serves individuals reading at levels below 3-4th grade.
- Title III- Wagner-Peyser Employment Services Program- Administered by SCDEW in the SC Works Pee Dee Centers
- Title IV- Vocational Rehabilitation Act Programs- In the Pee Dee, SC Vocational Rehabilitation has a Local Office in Florence and in Bennettsville. SC Vocational

Rehabilitation staff keeps appointment hours in various SC Works Centers. Also, SC Commission for the Blind (SCCB) has one representative in the Pee Dee Area.

Required One-Stop Partners, are also a viable part of the programs in the SC Works Pee Dee system. They include:

- Career and Technical Education (Perkins)- Represented by Florence-Darlington Technical College; Northeastern Technical College
- Community Services Block Grant- Administered by Community Action Agencies (CAA)- Pee Dee CAA in Florence, Dillon and Marion County; Darlington County CAA; and Chesterfield-Marlboro EOC in Chesterfield and Marlboro Counties.
- Indian & Native American Programs- Pee Dee Indian Development Council
- HUD Employment & Training programs- Administered by HUD Housing Projects in each county
- Job Corps- Administered by Heritage Corporation for South Carolina. Bamberg Job Corps Center is in Bamberg, SC.
- Local Veterans' Employment Representatives & Disabled Veterans' Outreach program- Administered in the Centers by SCDEW
- National Farmworker Jobs program- Administered by Telamon Corporation
- Senior Community Service Employment program- Administered by Goodwill Industries
- Temporary Assistance for Needy Families (TANF)- Administered by SC Department of Social Services (DSS)
- Trade Adjustment Assistance programs- Administered by SCDEW in the centers. Participants are case managed by WIOA Title I Dislocated Worker staff
- Unemployment Compensation Programs- Administered by SCDEW in the SC Works Centers
- YouthBuild- Administered by various organizations competitively procured by DOL. There are no YouthBuild programs in the Pee Dee Local Workforce Area, but there is one in Kingstree, in the Pee Dee Region.

Also, workforce development activities in the Pee Dee Local Area are being delivered by various educational institutions, faith and community-based organizations and human services organizations. The PDRCOG's One Stop System Coordinator participates in Coordinating Council meetings in each county at which these entities share information about the services they are providing. We have six Coordinating Councils in the Pee Dee. The System Coordinator also hosts partners meetings in each county where available workforce development activities are discussed and coordinated.

The SC WIOA Unified State Plan identifies many strategies and entities carrying out core programs and other workforce development programs. These programs are being used strategically in the state to develop the workforce. The board and its staff are partnered with many of these programs and support the service alignment of these programs with core WIOA programs. A role shared by all the Pee Dee's workforce staff and its board members is to inform the community how the SC Works Pee Dee System can be a part of and can promote these various programs. Such programs, identified in the State Plan include:

- *Sector Strategies & Career Pathways Project* that aims to align strategies, resources & services delivery on a regional economic basis across workforce development, economic development, education & other partners to maximize value for employers & improve career opportunities for students, job seekers and workers. A state leadership team and regional leadership team has been established and PDWDB members and staff are active.
- *EvolveSC* was promoted by the Pee Dee workforce staff, particularly the Business & Industry Liaison and the Business Services Team. Twenty-five grants were awarded to businesses to upskill their incumbent workforce and 15 of these were awarded to the Pee Dee Region. In the Local Area, Honda of South Carolina received a grant for a Certified Production Technical Certificate program. The employees that participated received a bonus from Honda of South Carolina and credit towards a degree at Florence-Darlington Technical College.
- *Certified Work Ready Communities* has been actively supported by the board and the workforce staff. Each Pee Dee County achieved all the goals necessary to be certified and the board will continue the maintenance of this strategy.
- *Learn2Earn/Statewide Soft Skills Training Curriculum*- The Pee Dee was not selected as a service area for the grant that assisted with credential attainment for youth/adults, however, we look forward to the utilization of the Soft Skills curriculum in the near future. Often, employers report major disappointment in today's employees to show up on time, dress appropriately, respect authority and work as a team, to name a few.
- *K-12 Activities Education and Workforce Preparation Activities*- The PDWDB joins the State Board in its support of recent initiatives of the SC Department of Education to include SC Profile of a Graduate; SC's Youth Education and Skills (YES) Initiative project; College and Career Ready Standards in Math and English Language Arts; WIN Testing of all students entering 11th grade; Career and Technical Education's offering programs in SC's identified career clusters; Dual Enrollment of high school juniors and seniors in college courses enabling attainment of a post-secondary degree upon high school graduation' Regional Workforce Advisors (RWAs) who bridge the gap between the business and education communities on workforce preparation of SC's students; South Carolina's robust network of Two and Four Year Educational institutions; and the State's Adult Education and Family Literacy Activities.
Programs and Activities that Enhance Services to Priority Populations
Youth- the hiring of a Statewide Youth Coordinator; requirement of each LWDA to have a Youth Committee; promotion of Youth Apprenticeship through *Apprenticeship Carolina*; Jobs for America's Graduates-SC (JAG-SC) of which we have eight in the Pee Dee (Creek Bridge High School, Darlington High, Marion High, Mullins High, Timmons High, South Florence High, West Florence High, Wilson High); Education 2 Employment (E2E) youth grant in North Charleston; the Bamberg Job Corps Center; National Guard Youth Challenge (SCNGYC) program; programs for students with disabilities through SC Vocational Rehabilitation; and programs for students with visual impairments and/or legal blindness through SC Commission for the Blind.
Individuals with Disabilities- SC Vocational Rehabilitation's (SCVRD) Job Driven Vocational Training Programs based on specific needs in the local community; SCVRD Job Readiness Centers; Able South Carolina's centers for independent living providing independent living and transition services; SC Disability Employment Coalition & Transition Alliance of South Carolina & Developmental Disabilities Council all promoting the improvement of the quality of life for individuals with disabilities; SCCB Summer Teen

Program; SCVRD's programs to expose diploma track students with disabilities to post-secondary education opportunities; Rallying for Inclusive Successful Employment (RISE); and Ticket to Work and Work Incentives Planning & Assistance (WIPA) for people receiving disability benefits from Social Security.

Recipients of SNAP and TANF Benefits- workforce programs through DSS to include Project Hope which provides funding for training and employment in the allied health field. The SNAP E&T Coordinators are located in SC Works Florence and Hartsville Centers.

Offenders- Self-Paced In-Classroom Education Program (SPICE) which is a faith-based community partnership providing education, career readiness, life skills training and spiritual awareness to inmates; and Youthful Offender Parole and Reentry Services (YOPRS) for offenders 17-25 to reduce recidivism.

Juvenile Offenders- Job Readiness Training Center (JRTC) program by DJJ to teach life and jobs skills classes for offenders ages 12-18 made available statewide by video conferencing; and Job Readiness Training (JRT) Program for At-Risk Youth through DJJ providing employability training to at risk high school students ages 14-17.

Veterans- Veterans Workforce and Veterans Business Consultants in the SC Works Centers provide priority employment services to veterans; and Operation Palmetto Employment (OPE) supported by the National Guard to reduce unemployment for SC's military community.

Aging Workers and Workers that Acquire Disabilities- SC Vocational Rehabilitation provides Job Retention Services to individuals that face losing their employment due to need for adapted intervention on the job. We also have partnerships with AARP and Goodwill Industries to place workers in the centers where they can use the resources of the Center and often end up employed.

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

No significant changes since 2016.

The fact that all the core programs have representation on the PDWDB works towards expanding access to core programs and facilitating the development of career pathways and co-enrollment, as appropriate. At Board meetings, members can interact with one another, share about notable activities that their staff and program participants are involved in and discuss opportunities of collaboration with other programs. The Core partners include SC Department of Employment and Workforce (SCDEW), SC Vocational Rehabilitation (SCVRD), SC Commission for the Blind, and SC Department of Education (SCDE) Office of Adult Education (OAE). These partners use the MOU to describe ways that they will expand access to employment, training, and education to eligible individuals by working together and sharing resources. Also, the SC Works Coordinator holds partner meetings in each county on a quarterly

basis, whereby, the core programs, along with other partners share the activities they provide to the individuals they serve. This provides a wonderful opportunity for the various partners to talk about referral processes and co-enrollment procedures to ensure that the training and supportive needs of the populations they serve are addressed. Sometimes WIOA can provide tuition for training and another entity, such as SCVRD, can provide eye glasses, tools or medications. Co-enrollment is always beneficial to both the participants and the partners.

The PDWDB is very involved in the development and promotion of industry/sector strategies and career pathway initiatives. The Workforce Development Director, the PDWDB chair, other Board members from core programs and local employers are participants on the Regional and Statewide Leadership teams created by the State Board to publicly align public and private resources to address the talent needs of employers. A strong foundation has been set at the state and regional levels, for the development and implementation of sector strategies and their connection to Career Pathways. For the Pee Dee, Healthcare was selected as the priority sector. The goals established by the Pee Dee Regional Team are to:

- Develop an effective, diverse and sustainable regional team to meet the demands of the growth industries in the region;
- Develop a regional identity that both job seekers and employers identify as the “go to” system for employment and training support; and
- Develop a Healthcare Career Pathway tool that allows job seekers to navigate opportunities across the region.

Recently, the workforce staff partnered with area technical colleges to survey employers in Healthcare, the primary targeted industry sector for the Pee Dee Local Area and Region. One of the questions is whether or not the employer offers career ladder successions to employees who earn stackable degrees or certifications while working for them. Unfortunately, there was limited response to the survey and plans are being made to regroup and perhaps release a new survey in 2017. The Regional Workforce Advisor, Cheryl Lewis, is active with the Youth Committee and with our WIOA youth program providers and often there are opportunities to partner with the Department of Commerce on career pathway initiatives with local middle and high schools. The Board has co-sponsored events with the RWA, even a multi-day visit by Boeing to the region. Boeing visited with area school students and held community meetings about careers in aerospace.

The PDWDB’s chairperson was formerly with Honda’s Training Department and was involved in the process of the attainment of an EvolveSC grant for the company. The grant allowed for the development of a curriculum by FDTC and Honda for Certified Production Technicians (CPTs). Fifty (50) Honda employees participated, received certification and many received bonuses. This certification is portable and the training is now successfully being offered by FDTC to other companies. The PDWDB has a strong relationship with the area technical colleges and will ensure that the colleges are aware of its support to continue offering and developing certificate programs such as these that offer industry-recognized certificates or certifications that are portable and stackable.

3. *A description of the strategies and services that will be used in the local area to:*
- *Facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations;*
 - *Support a local workforce development system that meets the needs of businesses in the local area;*
 - *Improve coordination between workforce development programs and economic development; and*
 - *Strengthen linkages between the SC Works delivery system and unemployment insurance programs.*

The Pee Dee Local Area has a strong Business Services Team (BST) that is led by assigned staff of the Pee Dee Regional COG. This team was active during the WIA era and has only grown in its importance and involvement since that time. The full team meets quarterly and the core team meets at least monthly. The purpose of the team is to manage the presentation of SC's public workforce system services to employers, to present a unified, simplified explanation of available business services to employers, and to keep the core programs and partners aware of special initiatives that may be underway in the region. The result is a team that works well together to plan, organize and operate successful local and regional job fairs, to represent one another's key services, and to keep the business community informed of quality, cost savings that will strengthen their workforce and their organizations. Team members also have Business Services presentation folders that include information on all partner services that they can use in their interaction with employers. There is a strong effort made to limit the number of duplicate visits of team members to the same employers. The members also participate together to host Job Fairs.

Most recently, the Business Services Team has hosted 42 hiring events with 22 employers that brought 850 job seekers to the centers. This spring, in a combined effort of SC Works partners, one hundred eighty-two job seekers and forty-three vendors participated in the Marlboro Area Office Job Fair held at the Bennettsville Community Center. Also, in April, at the SiMT Building at Florence-Darlington Technical College, a job fair was held with 76 employers and 600 job seekers. 49 of these job seekers were veterans. In August, at Northeastern Technical College, 28 employers participated in a Job Fair and met with 140 Job seekers, 10 of which were Veterans.

As an update for 2017, the Business Services Team hosted 86 Events with 33 employers. 730 job seekers attended these events. The Team hosted its first event for WalMart Distribution Center. It was held at the Northeastern Technical College- Pageland site and 255 attended. The first Reentry Job Fair was held in Florence on 9/27/17 at SC Vocational Rehabilitation. There were 167 job seekers and 20 employers. In the Spring, at the SiMT Building at Florence-Darlington Technical College, a job fair was held with 81 employers and 463 job seekers. 47 of these job seekers were veterans. The team continues to work well together.

In Program Year '15, the Pee Dee Business Services Team exceeded the Business Engagement Goal of 600 new businesses by one-third! This speaks to the efforts of team members to engage new employers, especially small employers in the various Pee Dee communities. The team members are also involved with local chambers of commerce, many serving as community ambassadors. As such, they attend new business ribbon cuttings and have opportunity to introduce themselves as an active partner with the chambers and the business community. The PDRCOG has secured membership in many of the chambers of commerce in the local area so that team members can attend various chamber events on behalf of the SC Works system. Chambers are a very important, effective business intermediary and the Pee Dee strives to be involved. Currently, the PDWDB's Vice-chair is on staff at the Greater Florence Chamber. This partnership ensures that the Board's vision and services are a part of discussions that involve serving the local business community. The Florence Chamber has made a column available to the Board in its monthly newspaper that is mailed to members. Business Services Team members are active throughout the region in chamber activities.

Also, the PDWDB has a Business Committee that is made up of board members, economic development representatives from the local area and local employers that can provide guidance to the workforce staff and the Business Services team. One of the goals of the committee is to survey employers about their perception and experience with the services of the SC Works system. Healthcare has been identified as the primary industry sector of the Local Area and the Region. Already underway is a survey of healthcare employers, in partnership with Florence-Darlington Technical College (FDTC) and Northeastern Technical College (NETC), regarding entry level occupational hires planned for the coming year. Future surveys will be done. This information will be used to ensure that the Pee Dee workforce system is prepared to meet the primary need of employers- a skilled, available workforce and provide further detail and validation of the preliminary work performed by the Regional Planning Team. The existence of healthcare curriculums, stackable certificates, On-the-Job Training (OJT), Apprenticeships, Internships, Incumbent Worker Training (IWT) will be presented.

In July, 2016, the Pee Dee's long-time Business & Industry Liaison, Kim Gardner, was hired by Florence County Economic Partnership to work with small businesses in county. (Dianne Herrington serves as the Pee Dee's Business & Industry Coordinator). A strong relationship had already been established with the Economic Development organizations in the local area, and this partnership is only strengthened by Kim's new role in our largest, most commercial county. She is regularly engaging small businesses about the services of SC Works and the workforce system. There is always room for improvement in coordinating workforce development programs and economic development in the region, however, the board plans to continue its hands-on involvement of the economic development organizations in the review of Incumbent Worker Funds (IWT) applications. This relationship has served the Pee Dee well over the years and keeps the organizations aware of the WDB's purpose and goal to provide business services that will strengthen the available industry and new industry prospects. Also, Florence County Economic Partnership is represented on the PDWDB and the Board has received presentations from SC Department of Commerce, NESAs and the Marion County Economic Developer at its quarterly meetings.

Of course, SC Department of Employment and Workforce (SCDEW) staff is actively involved in the Pee Dee Business Services Team and the overall workforce system. One of SCDEW's many contributions is an understanding of and direct access to information regarding Unemployment Insurance (UI). Primary to the workings of a successful workforce system made up of partners from various workforce programs, is a cross training and sharing of information relevant to the varied programs and benefits of each partner. It is a constant battle to break down walls, perceived and real, that exist between these programs. However, strong communication is urged within the SC Works Center walls and efforts are made to ensure that SC Works staff understand as much as possible about the tenets of the programs of partner agencies, such as Unemployment insurance. The communities at large still recognize the SC Works Centers as the hub for all things UI. Individuals can utilize computers in the center to register for UI and receive access to telephones to contact SCDEW's UI hotline. One strategy that SCDEW has engaged to improve service delivery to individuals receiving Unemployment benefits is to utilize the SC Works Online System (SCWOS) as a communication tool to inform new UI registrants about center hiring events, relevant job listings, and job fairs planned in the region. Staff can send personal emails to the email address under which the customer registered in the system, send information about jobs that specifically match the personal info the customer has entered in their personal profile in the system, and attach general announcements of workshops, local Job Fairs and invitations to visit the center when employers will be on-hand to interview and hire for their establishments.

4. *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.*

No significant changes since 2016.

As explained in reply to question 4 above, a major strategy of the PDWDB and staff in serving employers is the activities of the Business Services Team made up of core programs and partners. Each core program brings tools to the table that can be offered to employers. Primary WIOA tools include IWT and OJT. The PDWDB's involvement of Economic Development organizations in the promotion and selection of IWT grant recipients has been a successful strategy for many years. IWT funds allow employers to address the training needs of their existing staff and these funds are successfully utilized in the Pee Dee. Over the years, the Pee Dee has had a strong OJT program. A large percentage of Adult and dislocated worker training funds are spent on OJT. It is recognized as the quickest, most effective way to quickly provide an employee to a business that can then train the employee in the intricacies of its business and to its liking. The Business Services Consultants (BSCs) screen the WIOA eligible candidates and promote the best matched candidate to the employer. Once selected, the BSC

stays in touch with the employer, monitors the new employee's status, and encourages the employer with a monthly reimbursement of training costs.

Customized training programs are also a unique WIOA tool. They require partnership with a business or group of businesses that agree to hire the trained workforce that results from the customized training program. As the market fluctuates and hiring plans change, it is difficult and there has been reluctance on the behalf of employers to commit to a wholesale hire of a class. But along comes such initiatives as SC Manufacturing Certification (SCMC) classes and CNC trainings that can be offered by the technical colleges to improve the skills of the labor force and prepare graduates for openings that periodically come available in the manufacturing sector. This year, Marion County Economic Development officials expressed renewed interest in bringing the SCMC classes to Marion for its citizens. SCMC originated as a statewide program designed to prepare participants for careers in advanced manufacturing by giving them a skill set that is needed to be successful in today's advanced manufacturing environment. In partnership with iMPact Marion County and FDTC, workforce staff was very instrumental in recruiting for the SCMC Marion class and on February 22, 2016, the very first SCMC class for Marion County began. The program consists of hands-on-skill training, computer basics, print reading, gauging, shop math and production simulations. SC Works staff offered encouragement throughout the class, and upon completion, assisted graduates in finding employment.

The workforce staff also partnered with NETC on a Computerized Numerical Control (CNC) training. We assisted in the advertisement and recruitment, as well as, support of the training. The CNC training consists of Six Sigma Yellow Belt Certification, Shop Math, Blueprint Reading, AutoCAD basics, CNC Machining, Operations, Lathe, and Milling and OSHA training for general industry. It is the intent of the staff to continue to support such efforts to our partners and promote economic growth of the region.

The Incumbent Worker Training Funds (IWT) provided by the State Workforce Development Board allows the PDWDB to offer grants to businesses that are experiencing expansion, new technology, retooling, new services/product lines and new organizational structuring or as a part of a layoff aversion strategy. In PY'15, the grants were awarded to 11 employers in the healthcare and manufacturing sectors. Another customized training program supported by the PDWDB and provided by the State is the EvolveSC program. This program provides an opportunity for businesses that did not qualify for programs such as readySC or Rapid Response to be reimbursed for specialized training programs. Honda of South Carolina, of Timmonsville, received funding from EvolveSC to offer classes in partnership with FDTC for 50 Honda associates to receive certification as Certified Production Technicians (CPT). This

training made these employees eligible for promotions, bonuses and credit towards degrees at FDTC.

The Pee Dee is very involved in the development and promotion of industry/sector strategies and career pathway initiatives, important components of WIOA. The Workforce Development Director, the PDWDB chair, and other Board members and local employers are participants on the Regional and Statewide Leadership teams created by the State Board to publicly align public and private resources to address the talent needs of employers. A strong foundation has been set at the state and regional levels, for the development and implementation of sector strategies and their connection to Career Pathways. For the Pee Dee, Healthcare was selected as the priority sector. The goals established by the Pee Dee Regional Team are to:

- Develop an effective, diverse and sustainable regional team to meet the demands of the growth industries in the region;
- Develop a regional identity that both job seekers and employers identify as the “go to” system for employment and training support; and
- Develop a Healthcare Career Pathway tool that allows job seekers to navigate opportunities across the region.

Presently, the workforce staff is partnering with area technical colleges to survey employers in Healthcare, the targeted industry sector for the Pee Dee Local Area and Region. Efforts like these will continue. The Regional Workforce Advisor, Cheryl Lewis, is active with the Youth Committee and with our WIOA youth program providers and often there are opportunities to partner with the Department of Commerce on career pathway initiatives with local middle and high schools. The Board has co-sponsored events with the RWA, even a multi-day visit by Boeing to the region. Boeing visited with area school students and held community meetings about careers in aerospace. There are plans for the PDRCOG to replace the vacated Business and Industry Liaison position and industry sectors and career pathways, along with leadership of the Business Services Team will be an important aspect of this team member’s role.

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

No significant changes since 2016.

As described in the answer to question 4 above, the PDWDB traditionally has a healthy, active relationship with the regional economic development organizations in the local area. Workforce staff is asked to participate in presentations to prospective industries and talk about the various workforce incentives that SC Works has to offer. The PDCOG is also a partner with The North Eastern Strategic Alliance (NESA), a regional economic development organization that serves a nine-county region in the northeast corner of South Carolina. NESA’s primary objective is to significantly enhance the quality of life for residents of the

region by creating additional jobs and capital investment within the existing industry base, recruiting new companies and expanding tourism-related development. The PDCOG also administers the Community Development Block Grant (CDBG) program and US Department of Economic Development Administration (EDA) programs in the local area. The Board partners with the RWA to educate students, parents and industries about career clusters, lucrative career opportunities available to students with associates degrees and certificates from technical colleges. Workforce staff is actively engaged with the local technical colleges, particularly the Continuing Education divisions, as these divisions are working hand-in-hand with the local industry and are best suited to promptly develop trainings that meet their immediate needs. Recently, with NETC, we co-sponsored a meeting with employers to encourage Apprenticeship development. *Apprenticeship Carolina* is an excellent partner and often responds to our call to meet with local employers about potential apprenticeships in their businesses and the cost savings benefits offered by the State and through WIOA. The Southeastern Institute of Manufacturing & Technology (SiMT), at FDTC, offers current, quality programs to employers in the Advanced Manufacturing sector, a key sector for the region. The Board recently sponsored an Information Technology (IT) camp at SiMT for out-of-school youth. The youth earned certificates in Microsoft and CompTia which will make them marketable to many types of employers. The Pee Dee Local Area is fortunate to be surrounded by organizations promoting entrepreneurial skills training and microenterprise services and the Board promotes these entities and needs to find more ways to be involved. For example, at the SiMT, across the street from the PDRCOG, is the Gould Business Incubator. The Incubator was built to help startup businesses grow. By using the incubator, businesses get a reduced rate for office space and access to conference rooms and manufacturing space. The Small Business Development Center (SBDC), funded by the US Small Business Administration, is located at Florence-Darlington Technical College. It offers free services to startups such as formulation of a business idea, creation of a business plan, the process of searching for funding, etc. One of the founders of the North Dargan Innovation Center in downtown Florence, is former PDWDB chair and Entrepreneur, Robby Hill. He is a strong resource to us in terms of support for entrepreneurial efforts. All of these organizations are carrying out regional economic development activities and by combining our efforts, the Local Area will benefit.

Section IV: Program Design and Evaluation

(Significant changes made to Section IV since 2016 are highlighted below.)

1. *A description of the SC Works delivery system in the local area, including:*
 - *How the Local Board will ensure the continuous improvement of eligible providers of services through the system and that the providers will meet the employment needs of local employers, workers, and jobseekers;*
 - *How the Local Board will facilitate access to services provided through the SC Works delivery system, including in remote areas, through the use of technology and other means;*
 - *How entities within the SC Works delivery system, including center operators and partners, will comply with the nondiscrimination provisions of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and*
 - *Identification of the roles and resource contributions of the SC Works partners.*

The PDWDB is deliberately involved in the procurement of providers of WIOA services to Adults, Dislocated Workers and Disconnected Youth. The PDRCOG workforce staff prepares and releases a Request for Proposals (RFP) to provide WIOA services. The Executive Committee of the PDWDB reviews the proposals received and makes its selection recommendations to the full Board. Workforce Staff then develops binding contracts with the selected entities that includes performance expectations, as well as, expectations of continuous improvement. The Board reviews contractor's quarterly performance at each PDWDB meeting. The staff provides technical assistance to providers that are experiencing difficulties meeting performance expectations. Also, the board requires that workforce staff monitors the contracts of these providers. The programmatic and financial monitoring of service providers is the primary responsibility of Workforce Specialists at the Pee Dee Regional Council of Governments. Following an on-site monitoring, a report is developed identifying weaknesses and requiring a corrective action plan to improve the problem area. Desk-top monitoring is performed daily as staff reviews reports in the SC Works Online System (SCWOS). Workforce staff provides training opportunities on a quarterly basis to youth service providers through Quarterly Youth Staff Meetings. ResCare Workforce Services provides Adult & Dislocated Worker program services in the SC Works Centers and Center managers meet on a quarterly basis in SC Works Management Team meetings.

In regards to training providers that the PDWDB and staff accept to the Local Area's Eligible Training Provider's List (ETPL), these providers must report the performance results of their program graduates. The State of South Carolina is upgrading its ETPL system, but once it is fully implemented, providers on the list will be evaluated based on how well their graduates do in finding employment. Acceptable performance measures will be developed and the board and Pee Dee workforce staff will only allow those providers who maintain acceptable performance to remain on the list. It is not clear at this time what will be deemed acceptable methods of

providing continuous improvement to the training providers. Meeting the employment needs of local employers, workers, and jobseekers is the mission of the PDWDB, so all methods will be considered.

The PDWDB continues to maintain the commitment made by the Pee Dee Workforce Investment Board (WIB) under the Workforce Investment Act to have a physical SC Works Center in each county. This commitment is becoming more and more difficult to keep as WIOA staff and SCDEW staff numbers are reduced. Currently, the Board includes public libraries in Florence County; Chesterfield-Marlboro EOC, Inc., in Chesterfield County; Adult Educations in Chesterfield, Darlington and lower Florence Counties; a satellite campus of Northeastern Technical College in Dillon County, and three SCDEW owned buildings as venues for SC Works services. The Pee Dee Local Area is primarily made up of rural counties and the public transportation services are either scarce or not available outside of Florence County. The One Stop Committee of the Local Board will review customer traffic counts during the Program Year to determine if changes to the current arrangements are required. Such changes will be considered by the full board. The Pee Dee Local Area has a contract with Summit Worx, an IT provider out of North Charleston, to provide technology services in the SC Works Centers and it is available to consult on more efficient ways to use technology to ensure access to SC Works services, especially in remote areas of the local area, if necessary.

The PDWDB is committed to compliance with the Americans with Disabilities Act (ADA) and ensuring the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities. As stated in the SC Works Certification Management Standards, "There are consistent expectations for physical infrastructure and facilities which includes accessibility of each SC Works Center so that all job seekers and business customers can fully participate in the services offered." In an effort to provide staff training and support, the state EO staff provided training to local staff on serving customers with disabilities.

When re-location of an SC Works Center is considered, compliance with ADA is of paramount concern. In Program Year '15, a decision was made to look for new space for the SC Works Hartsville Center. SCDEW Equal Opportunity (EO) staff was invited to tour the space that was eventually selected in order to pinpoint possible accessibility concerns. The Pee Dee Local Area contracted with Able SC to assure the accessibility of the new Hartsville Center to individuals with disabilities and a Civil Engineer with the Pee Dee Regional Council of Governments performed assessments of the other Centers. Recently, SC Works staff and SCVRD staff in Bennettsville met to discuss services provided by the partners and ways to better serve SC Works customers by working together. Subsequently, a meeting with the leadership is being planned as an effort to show support and unity and that staff also see leadership working together.

Recently, Assistive Technology in the Resource Rooms of each of SC Works Center was updated to ensure vision impaired customers access to services. ZoomText is a software that brings advanced text magnification and powerful reading tools to a computer. Vision impaired customers' experience surfing the web, creating a document, or emailing allows them to see

and use the computer applications more easily than ever before. Also, the Assistive Technology designated computer is equipped with such products as a large monitor, an adjustable table for wheelchair users, a modified keyboard, joystick and trackball.

In the Pee Dee Workforce Development Area, through 2017, the SC Works Centers were operated by ResCare Workforce Services, who was assigned this role based on the results of a competitive procurement process in 2014. They provided day-to-day support for SC Works Center operations in all of the locations, except the access points in Chesterfield, Cheraw, Lake City, and at the Florence County Library which are managed by the host partner. In 2017, in response to a competitive procurement, Eckerd Youth Alternatives, Inc. was awarded the role of operations and WIOA program development of all Pee Dee Centers. The SC Works System Coordinator provides strategic oversight to the entire system, regardless of where it is hosted or by whom it is managed. Several partner programs (WIOA Title I Adult, Dislocated Worker, Youth; Wagner-Peyser; TAA; UI; Veterans; and DSS SNAP) support infrastructure costs with cash support and with staff assistance in the Centers. Other partners (CSBG, Adult Education, Perkins Act, and local library systems) provide support in the form of free or greatly-discounted facilities. The remaining partners provide support in terms of electronic access to their services, periodically stationing personnel in the SC Works Centers, participation on the business services team, and/or collaborating to plan and implement special projects and events. Detailed information regarding the roles, responsibilities, and resource sharing contributions is included in the umbrella memorandum of understanding and resource sharing agreements, which are included as attachments to this Plan.

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

The Pee Dee Local Area has a wide array of training activities available to adult and dislocated workers. Since competition is stiff, slack or low-quality programs are the exception and not the rule. Listed below are some of the training activities:

SC Works Pee Dee Centers- In every SC Works Pee Dee Center, there are computer labs available to the general public. Individuals can access the internet to work on WIN's Career Readiness Courseware software to improve WIN scores, Aztec Learning software to improve basic skills, access through SC Works Online System (SCWOS) to ALISON which is one of the leading FREE online learning websites. ALISON offers courses on a variety of topics, including tutorials on Microsoft® Word, Excel and Access; Google Gmail; understanding potential workplace safety issues; basic economics; and even identity theft. All courses on ALISON are accessible for free. Also, daily workshops are offered in basic computer skills, interviewing, applying for jobs, etc.

On-the-Job Training (OJT)- OJT is and has always been a cornerstone activity for the Pee Dee. OJT allows for immediate employment for the individual and the opportunity for the employer to train the individual to the specifics of the job available. The employer receives up to 75% of the wages of the individual during the agreed upon training time.

Four Year Colleges - Coker College, in Hartsville, and Francis Marion University, in Florence- Two four-year colleges with stellar reputations are available to students in the Pee Dee. Of course, only curriculums that will provide for employment in-demand industry sectors and occupations

are on the Eligible Training Provider List. Due to the lifetime maximum of \$13,500, typically WIOA can only fund students at these institutions in their last four semesters of training.

Adult Education and Family Literacy- Adult Education Programs exist in all six Pee Dee Counties. These Adult Education programs offer a range of program accessibility, certified instructors, current curriculum materials, instructional resources, and career transition services. Through these programs, students can move towards a high school diploma (HSD), high school equivalency degree (HSED) and/or National Career Readiness Certificate (NCRC), as well as transition to post-secondary education and/or employment. They also offer classes for basic literacy skills, English language improvement, family literacy and college preparatory skills.

Technical Colleges- Northeastern (NETC), in Cheraw, and Florence-Darlington (FDTC), in Florence- Two technical colleges in the Pee Dee offer credit and non-credit certificates, diplomas and degree programs, and short-term training programs that allow individuals the opportunity to efficiently train for a specific occupation or industry. Additionally, technical colleges delivery high-quality, cost effective continuing education training. Both technical colleges offer transfer and articular agreements to SC's four-year institutions, allow students to continue their education and ultimately earn a baccalaureate degree.

Project Hope- Project HOPE provides funding for training and employment in the allied health field for low-income individuals, youth aging out of foster care and veterans.

TRADE- The Trade Adjustment Assistance Program (TAA Program), provides assistance to workers who have been adversely affected by foreign trade (Dislocated Workers). Benefits include training, job search allowances, job relocation allowances, trade readjustment allowances (TRA), case management and employment services and access to the Health Coverage Tax Credit (HCTC). The TAA program gives an advantage to dislocated workers affected by foreign trade, as training budgets are more robust, these DWs are eligible for payments during training, to include allowances to search for work and re-locate.

Academy for Careers Technology, Mullins, SC- Located in Mullins, SC, ACT offers a very reputable Licensed Practical Nurse (LPN) program for adults and dislocated workers.

Proprietary Training Schools- Several proprietary schools exist in the Pee Dee, especially to provide certifications in the medical field. Professional Medical Training Center and Pee Dee Medical are examples.

Truck Driver Training Schools- In the Pee Dee there are many Truck Driver Training Schools. Florence-Darlington Technical College, as well as, proprietary schools offer the program.

Apprenticeships- The LWDA strongly supports joining employers that have Apprenticeship programs and will agree to hire WIOA eligible adults, dislocated workers and youth. WIOA can assist employers with the required OJT funds, as well as, training dollars for the required training hours. In the NETC area, several manufacturers utilize apprenticeships, such as, Schaeffler Group USA, INA-Cheraw, AO Smith, Domtar, Agape, Mar-Mac Wire. Schaeffler Group's Human Resources Director is a long time member of the PDWDB and he has presented on programs with the workforce staff at statewide conferences, and locally, at meetings to recruit employers to establish new apprenticeships. Also, Robby Hill, former PDWDB Chair, offers apprenticeships in his IT company, HillSouth.

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

The Pee Dee Local Area has always enjoyed a strong partnership with state staff leading rapid response activities. The local area will continue to ensure that a representative from the PDRCOG attends and participates in management meetings and Employee Orientations. In July 2016, the Pee Dee Local Area has established a Career Center on site at Roche Carolina that has layoffs planned from 2016-2020 at which time the pharmaceutical plant will close. The state will provide workshop services at the Center and always provides technical assistance and support when called upon.

- 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 Pee Dee Local Area has established a strong standing Youth Committee that is reflective of the many youth workforce investment activities in the local area. Members represent Career and Technology Education (CATE), a non-profit afterschool center, the Regional Workforce Advisor (RWA), Job Corps, GEAR UP, Department of Juvenile Justice, SC Youth Advocacy Program (foster care), Telamon, and the SC JAG Program, to name a few. Also, there are plans to add more representatives to include disconnected youth and their parents. The best way to assess the available workforce activities in the community is to ask the persons for whom the programs are designed to be a part of their continuous improvement. In light of this, the Committee is planning to add youth participants and parents to its membership.

Most of the training activities described in answer to question #2 are also available to youth. WIOA defines youth as 14-24, therefore, allowing more options for training available to this population. Through contracted providers, WIOA offers workforce investment activities to out-of-school youth ages 16-24. Pee Dee WIOA youth programs offer the GED Incentive Program through which nearly 600 dropouts have attained their GED since 2010. Also, available in the Pee Dee are eight (8) Jobs for America's Graduates (JAG) programs! Eligible youth can go to South Carolina's Bamberg Job Corps Center for employment training and the Job Corps representative often uses the SC Works Pee Dee Centers as a recruitment hub. This summer, Darlington County Schools' WIOA in-school youth participants were able to participate in work experience activities as a result of a partnership with Darlington County Community Action Agency (CAA). The WIOA program provided the youth, developed worksites and shared pre-employment materials and the CAA provided a week of pre-employment skills training, worksite orientations and monitorings, participant wages and an awards ceremony for participants and parents at the end of the summer. Positive results come from partnerships like this!

In regards to youth with disabilities, SC Vocational Rehabilitation works hand-in-hand with PDWDA youth contractors to provide co-enrollment and funding for work experience opportunities for eligible youth. SCVRD has a counselor assigned to each public high school in the state, and in some instances an SCVRD counselor is physically located at the school. For example, there is a High School High Tech Counselor (HSHT) and a transition counselor in the Florence Area. There is also a transition counselor that covers Marion, Mullins, and Dillon. This summer, SCVRD provided its High School High Tech (HSHT) students with a special event called Summer Institute. The students experienced the field of Engineering through field trips to Otis

Elevator, ScienceSouth, and General Electric and through hands-on STEM and team building exercises. These counselors provide pre-employment transition services to students, including:

- Job exploration counseling;
- Work-based learning experiences;
- Counseling on opportunities for enrollment in comprehensive transition or post-secondary educational programs at institutions of higher education;
- Workplace readiness training to develop social skills and independent living; and
- Instruction in self-advocacy, which may include peer mentoring.

There are also programs for students with visual impairments and/or legal blindness through SC Commission for the Blind.

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

Local WIOA youth contractors must make all 14 program elements available to youth participants, but not all services must be funded with WIOA youth funds. Contractors may leverage partner resources to provide program elements that are available in the local area. If a contractor does not fund an activity with WIOA title I youth funds, the contractor must have an agreement in place with the partner to offer the program element and ensure that the activity is closely connected and coordinated with the WIOA youth program if enrolled youth participate in the program element. They are as follows:

- *Tutoring and Study Skills Training and Instruction*
For in-school youth, participants receive services during school in the Career Specialist's classes and during the after-school program located in the high schools. For out-of-school youth, participants receive services in the WIOA computer lab or the Adult Education program. This includes tutoring in core curricula courses by certified teachers on an as needed basis, assistance with homework or other assignments, basic skills upgrading utilizing the Aztec Learning Systems software, **WIN Learning's Career Readiness Courseware**, and the Steck-Vaughn 2014 computer-based GED program. Career specialists coordinate services on an individual basis for each participant.
- *Alternative Secondary School Services*
Participants receive services at the Alternative Secondary school assigned to the district in which they reside or another approved agency that is K-12 funded. Services must be approved by the school district and lead to a high school diploma or GED. Career specialists coordinate services on an individual basis for each participant.
- *Paid and Unpaid Work Experiences*
Work experiences are coordinated by the career specialists to assist youth in acquiring the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. The purpose is to provide the participant with the opportunity for career

exploration and skill development. Assessment results assist case managers with placing students in appropriate work experience sites.

- *Occupational Skills Training*

Training services are coordinated by the career specialists in conjunction with the participant based on expressed interest and skill levels. Training is provided by technical colleges, vocational schools, Adult Education Centers, and proprietary training centers. Training is aligned with in-demand industry sectors or occupations in the local area.

- *Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.*

Contractors provide workforce preparation training to participants for specific occupations utilizing Career Pathways, WIN's Career Readiness Courseware, and other available training to assist in advancement in their chosen career. WIN® is utilized to ensure that participants have the skill levels required to maintain employment in their chosen career.

- *Leadership Activities*

Participants perform community service projects that emphasize positive social behaviors, self-esteem building, maintaining healthy lifestyles and encourage the importance of responsibility. Participants are encouraged to enroll in courses and programs that will assist in developing leadership skills, attend various workshops, and participate in college and industry tours.

- *Supportive Services*

This service is provided on an as needed basis as identified by the career specialist on the Individual Service Strategy. The contractor identifies the method (in-kind, arrangement with another agency, or cash assistance) by which supportive services are provided. The career specialist coordinates services and resources with partner agencies in the local area to assist participants in achieving their goals. These agencies are utilized first before assistance is funded by WIOA. Supportive Services Provisions are further outlined in the contractor's statement of work.

- *Adult Mentoring*

The contractor identifies individuals that will serve as adult mentors to participants. Mentors help participants develop positive attitudes, character building skills, leadership skills, as well as, encourage good performance. Mentors serve as role models and impart standards or expectation to youth with respect to employment decisions, self-sufficiency, education achievement and life skills. A minimum of two hours per month are provided to participants.

- *Follow-up Services*

Follow-up services are provided for 12-months after exit to participants. Career Specialists have regular contact with participants in assisting them with securing better paying jobs, career development or furthering their education. Contact is made on a monthly basis via telephone, text message, Facebook, face-to-to, etc. These contacts are documented in the

case notes section of the SC Works Online System (SCWOS). The types of services provided and the duration of the services are determined based on the needs of the individual.

- *Comprehensive Guidance and Counseling*

Comprehensive Guidance and Counseling is conducted by the career specialists or other agencies that the contractor has partnered with to offer services that are not provided by the contractor. Services include assistance with problems in school/training, employment difficulties, alcohol and drug abuse, etc. Counseling sessions are conducted face-to-face or by phone. Participants are referred to partner agencies on an as needed basis.

- *Financial Literacy Education*

The coordinator/career specialist conducts trainings utilizing Career Pathways and/or WIN's Career Readiness Courseware curriculums. The FDIC's Money Plus curriculum is utilized. Financial institutions are also invited to offer workshops/trainings and materials to participants.

- *Entrepreneurial Skills Training*

Contractors partner with school districts that offer Entrepreneurial classes to offer training to participants. They utilize speakers from business and industry to offer workshops on starting a business, how to offer a product, the process and the end results. Junior Achievement, WIN Learning's Career Readiness Courseware, Employability and Work Maturity Skills, and SCOIS are also utilized.

- *Services that provide labor market and unemployment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling and career exploration services.*

Contractors partner and coordinate with Cheryl Lewis, Regional Workforce Advisor, to discuss apprenticeships and partnerships with industries in the local area and explore attending Business Expos and other events. Contractors also coordinate and implement participant visits to the SC Works Centers to attend workshops that support job seekers and businesses, become familiar with all the services the centers have to offer.

- *Activities that help youth prepare for and transition to post-secondary education and training.*

Contractors utilize WIN's Career Readiness Courseware, Career Pathways, DOL's My Skills My Future website and SCOIS to identify career interests. Contractors also coordinate and/or partner with the high schools for participants to attend FAFSA workshops, Essay writing workshops, SAT and ACT workshops, college tours, college application day etc.

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

Several of the PDWDB's strategic goals are relevant to the accomplishment of coordinating educational programs and workforce investment activities in the community in order to coordinate strategies, enhance services and avoid duplication of services. Goals such as to position the board as the "go-to" partner for workforce information and expertise, to increase the community's awareness of the Board's role in workforce development and to Increase engagement of Pee Dee's "disconnected" youth, ages 16-24, with workforce services in their communities. Each of these goals have been assigned to workforce board staff and committees and will be a central focus of the board.

The key component of coordination is communication and information. The Local Board established its Youth Committee to bring together the various educational and social programs serving youth in the local area together. It is through this board that information about existing workforce investment activities in secondary and post-secondary education programs are being discussed. For example, Jobs for America's Graduates-SC (JAG-SC) is active on the committee. It is a dropout prevention program dedicated to high school and post-secondary academic success. Many WIOA youth are or have been active in JAG programs. Job Corps is also represented on the Committee and a representative from Job Corps visits the SC Works comprehensive center to recruit on a regular basis. The Local Area's Career and Technical Education Centers are represented on the committee by Marion Academy for Careers and Technology. The Regional Workforce Advisor (RWA), Cheryl Lewis, bridges the gap between business and education communities and facilitates collaboration on how best to prepare a workforce that meets industry demands. She reports each quarter on workforce activities planned for the area.

Also, the Local Board looks to its membership from Adult Education and the local technical colleges to be kept abreast of workforce investment activities taking place on their campuses. Many of the Local Adult Educations are sharing their space with SC Works Centers and WIOA youth program providers- namely Darlington, Marion, Dillon and Florence Counties (2 sites- Poynor and Lake City). This assists in the goal to avoid duplication of services. Leadership at both NETC and FDTC have sat down with Board staff to discuss opportunities for collaboration and coordination. Many shared workforce activities have resulted and will continue.

The Certified Work Ready Communities Initiative was a great state-led strategy that combined the efforts of secondary schools, post-secondary schools and businesses in promoting the attainment of National Career Readiness Credentials (NCRCs). The Local Board provided leadership to the local area in this endeavor and each county met its goals and is poised to sustain the gains made as a result of the endeavor.

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

In the past few years, due to limited funding, the PDLWDA had for all intents and purposes, discontinued the wholesale availability of supportive services to Adults and Dislocated Workers. It was only available in extreme situations and with a waiver from the LWIA. In PY'16, WIOA

career specialists are allowed, without waivers, to offer limited supportive services on a case by case basis. Often times, an individual can attain all the training dollars he/she needs from lottery funds, Pell grant, and other scholarships. In situations like these, it is reasonable to assume that WIOA could provide assistance with transportation and childcare expenses if needed to enable the individual to attend training. The Local Area's policy allows direct payment to child care providers or limited cash payments to participants based upon the number of children for which childcare is needed.

In regards to transportation, Pee Dee Regional Transportation Authority (RTA) has a healthy transportation route system in and around Florence. There are various one-day per week routes in some communities in Florence County. A route for Hartsville is under discussion and a route exists between Darlington and FDTA. There is a route from Lake City and Marion County to Myrtle Beach for employment opportunities in the hospitality industry. Also available are various private transportation services. In PY'15, the Pee Dee workforce staff as a partner with IMPACT Marion, participated in an activity to raise money for Pee Dee RTA to continue its route in Marion County. The effort was successful in raising \$5,000 and other such activities may be considered.

In October of 2017, the Pee Dee Workforce Development Board received a Transportation Demonstration Grant from the State Workforce Board. With the funds, PDRTA provided a weekday commuter bus service originating in Marion County and making stops in communities in Dillon County to transport individuals to work for major employers like Harbor Freight and Perdue Farms. The route was successful and additional funds were received to extend the service through December, 2018. Over the life of the grant 150 unique individuals took advantage of the public transportation. Although the grant was not sustained by the employers or the public sector at that time, it did serve to spur the interest and attention of the business and government community for the need for transportation services

Again, the Workforce System Coordinator is an active part of all the County Coordinating Councils whose purpose is to share the availability of programs for the citizenry. The Coordinator shares about SC Works and takes information back to the centers about various assistance that may be available for system clients.

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

One of the Local Area's strategies for maximizing coordinating, improving service delivery and avoiding duplication of Wagner-Peyser Act services and other services provided through the SC Works delivery system is to make it a priority to ensure that all partners in the computer resource areas in the centers have a clear understanding of all services in the system and share the commitment to better serve customers. In PY'15, SCDEW announced an effort to cross train its Wagner-Peyser staff with other SCDEW funded staff in the centers. This cross training will perhaps increase staff's ability to address a customer's needs no matter their expressed barriers to employment. Unfortunately, many of the DOL programs available in the

SC Works Center have restrictions on the activities in which particular staff can be involved. This often results in staff being available to assist, but to do so would be against the language of the legislation and may result in a reprimand from supervisors or potential sanction by DOL.

Staff for the SC Works Centers are extremely limited. As a result, the Local Area has had to strategize with SCDEW on numerous occasions over the years to ensure that SC Works Centers are fully staffed. One of the strategies to address staff needs is to make sure that partners signing the MOU consider allowing their staff persons to spend time assisting in the Resource Room, or at least, offering its programs' services at the local center(s). One of the roles of the Center Manager is to ensure that the public coming in can have access to staff. This year, due to staff shortages, several SC Works Centers have had to close for a lunch hour because of the Local Area's rule that at no time can one staff person work alone in a center. Also, this past program year, SC Works Hartsville was relocated to Adult Education, one reason being that there were too few staff to service the building space. There are plans to have the Board's One Stop Committee closely evaluate the traffic in the centers and determine if changes need to be made in the coming year(s).

All of the SC Works centers with the exception of the comprehensive center in Florence, closes at 4:00 pm each day. This allows for the staff to participate in cross training activities, continuous improvement strategizing and process improvement team meetings. These meetings allow for maximized coordination and improved service delivery in the SC Works Centers.

A strategy that SCDEW has engaged to improve service delivery particularly to individuals receiving Unemployment benefits is to utilize the SC Works Online System (SCWOS) as a communication tool to inform new UI registrants about center hiring events, relevant job listings, and job fairs planned in the region. Staff can send personal emails to the email address under which the customer registered in the system, send information about jobs that specifically match the personal info the customer has entered in their personal profile in the system, and attach general announcements of workshops, local Job Fairs and invitations to visit the center when employers will be on-hand to interview and hire for their establishments. In general, SCWOS is an incredible tool that if fully utilized has the potential to overhaul the way the SC Works Pee Dee system interacts with its customers. Therefore, another of the Pee Dee's strategies for improving our delivery system is to make it a priority to maximize the utilization of SCWOS and its array of resources.

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

The PDWDB is committed to supporting, engaging and partnering Title I and Title II activities. In most of the six counties, a healthy relationship between the WIOA and Adult Educations exist.

Over six years ago, Marion County Adult Education invited Paxen Learning **Services (now Eckerd Youth Alternatives, Inc.)**, WIOA youth provider, to co-locate with them in an effort to maximize resources. Both entities had resources to offer individuals who were basic skills deficient, needed WIN and/or a high school equivalency. This partnership laid the groundwork for future co-locations of Title I and II activities in the region. In 2015, Darlington County Adult Education offered space to host the SC Works Hartsville site. Efforts resulted in an extraordinary setting for a shared computer resource area, a small conference room, a classroom for employment workshops and an area for Title I staff to meet with its customers one-on-one. Also, in PY'15, the Board's Title I youth provider, **Paxen Learning Services (now Eckerd Youth Alternatives, Inc.)**, moved its central operations to Poynor Adult Education's facility in Florence. This has resulted in a great partnership between Title I and II in Florence County and broken down walls of misunderstanding that have existed over turf, making it a another model example of sharing resources. Florence District #3's Adult Education is the provider of youth WIOA services in lower Florence County and has been for many years. Adult Educations in other locations have hosted SC Works partner meetings and adopted a formal referral process between the programs.

Also, in the formulation of the Board's definition of "basic skills deficiency" which is a necessary eligibility/priority consideration in WIOA, the Test for Basic Adult Education (TABE) and WIN[®] were selected as tools to use to measure a Title I enrollees' basic skills levels. In the Pee Dee Local Area, the adult education entities are the sole providers of TABE and WIN[®] testing, there again, strengthening the partnership. Individuals who need upgrading may enroll in classes provided by Adult Education to improve their WIN[®] scores.

In May of 2015, the PDWDB submitted a proposal to the State Workforce Development Board on behalf of Marion County Adult Education to receive a \$13,900 incentive grant to assist in the attainment of GEDs. Marion County Adult Education was one of four awards granted to Local Areas. The grant resulted in an innovative program called "GED...Come See" that allowed interested persons to take GED practice tests for free, attend classes supplemented by materials paid for by the grant, and receive incentives for achieving a GED! The goal was for seven individuals to attain their GEDs and the program exceeded its goal as eight (8) individuals made a significant leap towards self-sufficiency, full employment and a better life! The SC Works Marion staff recruited students for the program from its Title I participants and assisted with advertising the program to the community. Partnerships such as these will be continued.

In terms of how the local board will carry out the review of local applications submitted under Title II consistent with WIOA requirements, this will be a new role for the board. Following the SCDE - Office of Adult Education's guidance, the local board will participate as follows:

- When notification and information regarding the upcoming Adult Education RFP and WIOA requirements for the local board's approval is received by the Board Chair and Workforce Administrator, that information will be forwarded to a review committee appointed by the local board. An outline of the proposal review process and timeline will also be provided.
- Review committee members will attend the LWDB Proposal Review Training to be held via live webinar. It is understood that, during the webinar, review committee members will

be provided with an overview of the proposals, instructions on how to review proposals, and how to use the proposal review rubric. It is further understood that LWDB members will have an opportunity to ask questions during the webinar, that a webinar playback option will be available, and that a point of contact will be available during the review process to answer questions and to clarify any information.

- Any LWDB members with potential conflicts of interest will recuse themselves from the review process. For example, technical college representatives will not review any proposals if a technical college within their area submits a proposal.
- It is understood that, upon receipt of all grant applications, SCDE - Office of Adult Education staff will screen all applications to determine eligibility to apply for funds. All applications deemed eligible will be sorted by their LWDA and packaged for hard-copy or electronic transmittal to the Board Chair and LWDA Administrator. The package also will include the rubric and review instructions.
- Board members will use the rubric to review each proposal for alignment with their Local Plan.
- Once the review process is complete, all forms and other supporting documentation will be forwarded to the Office of Adult Education for consideration in the grant competition process.
- It is understood that SCDE - Office of Adult Education staff will review LWDB comments and feedback on Local Plan and one-stop alignment and consider the results of the review.
- It is understood that SCDE – Office of Adult Education staff will plan to attend an Administrators meeting in 2017 to review WIOA requirements for the Adult Education grant application and how application requirements align with Local Plan requirements.

Section V: Operations and Compliance

(Significant changes made to Section V since 2016 are highlighted below.)

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

2018 MOU submitted.

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

Since 1990, the Pee Dee Regional Council of Governments (PDRCOG) has served as the administrative entity and financial recipient of federal workforce funds, presently known as Workforce Innovation and Opportunity Act (WIOA) for the Pee Dee Local Area. The PDRCOG is

one of ten regional planning and technical assistance organizations in South Carolina and is organized by state law to serve local governments in six counties, namely, Chesterfield, Darlington, Dillon, Florence, Marion and Marlboro Counties. The Council is governed by a 26-member Board of Directors appointed by County Councils in each of the six member counties. The Board also includes members of the state legislature who serve in an ex-officio capacity. The Council is financially supported by per-capita contributions from the six member counties, an appropriation from the State of South Carolina, direct service contracts and other sources. The mission of the Pee Dee Regional Council of Governments is to assist local governments and organizations in a wide variety of planning, economic development, workforce investment and other technical services that will help meet the human and physical development needs of the region. More information can be found at www.peedeecog.org. Each year the PDRCOG is audited by an independent auditor. Management is responsible for maintaining accurate financial statements in accordance with accounting principles generally accepted in the United States of America. Consistently, the PDRCOG has had an unmodified opinion on the financial statements, with no audit findings, no instances of non-compliance and no significant deficiencies related to management's internal control procedures.

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

As in previous years, the PDRCOG will release a Request for Proposals (RFP) for the purpose of soliciting interested entities to submit proposals to provide WIOA Title I activities in the SC Works Pee Dee workforce system. The RFP will be sufficiently advertised on SC Business Opportunities (SCBO) website, SC Works Pee Dee website, and e-mailed to entities that have previously requested to receive RFPs from the PDRCOG's workforce division. Once the proposals are received per the specifications set forth in the RFP and they are deemed to be responsive and "cost/price reasonable" by workforce staff, the PDWDB's Executive Committee, or such prescribed committee, will independently evaluate the proposals based upon prescribed criteria. Members of the committee will be asked to disclose any real or perceived "conflict of interest". In its evaluation, the Committee will consider relevant information in determining the appropriateness of funding proposals, such as whether or not the entity: has adequate financial resources or the ability to obtain them; has the ability to meet program design specifications at a reasonable cost, as well as the ability to meet performance goals; has a satisfactory record of past performance (in the area for which the application is being made); has the ability to provide services that can lead to the achievement of economic self-sufficiency; and has a satisfactory record of integrity, business ethics, and fiscal accountability; has the necessary organization, experience, accounting, and operating controls; and has the technical skills to perform the work, among other things. The scores as determined by the committee members will be tabulated and the proposals will be ranked per their order of points received. An individual proposal must receive at least 70 points to be considered at all. The entity receiving the highest evaluation score will be deemed the recommendation of the committee to the full board for funding. Entities that do not receive the contract award are granted the opportunity to appeal the board's decision.

The PDLWDB conducts all procurement transactions in a manner providing full and open competition. The RFP identifies all evaluation factors and their relative importance. All responses are honored to the maximum extent practical. Technical evaluations are made of all applications received. Awards are made to the responsible firms whose applications are most advantageous to the program.

4. *Agreed upon performance goals negotiated for Program Years 2018 and 2019:*

Adult Program	PY 18 & 19
Employment Rate 2 nd Quarter After Exit	76.8
Employment Rate 4 th Quarter After Exit	73.0
Median Earnings 2nd Quarter After Exit	\$,4,601
Credential Attainment within 4 Quarters After Exit	51.9
Dislocated Worker	
Employment Rate 2 nd Quarter After Exit	80.1
Employment Rate 4 th Quarter After Exit	76.0
Median Earnings 2 nd Quarter After Exit	6,405
Credential Attainment within 4 Quarters After Exit	48.6
Wagner-Peyser	
Employment Rate 2 nd Quarter After Exit	64.0
Employment Rate 4 th Quarter After Exit	66.0
Median Earnings 2nd Quarter After Exit	\$4,405
Youth	
Employment Rate 2 nd Quarter After Exit	76.6
Employment Rate 4 th Quarter After Exit	69.0
Credential Attainment within 4 Quarters After Exit	68.1

5. *A description of actions the Local Board will take toward becoming or remaining a high-performing workforce area, including:*

- *The effectiveness and continuous improvement criteria the Local Board will implement to assess their one-stop centers;*

- *A description of the methodology used by the Local Board to allocate SC Works center infrastructure funds; and*
- *A description of the roles and contributions of SC Works partners, including cost allocation.*

Effective 2010- 2011, the Pee Dee Workforce Board received Recognition and Certification by SCDEW for fulfilling “requirements of applicable sections of the WIA of 1998, having established a local board with appropriate, optimum policy-making authority; established a youth council; and maintained sound fiscal and performance practices.” The Pee Dee Workforce Investment Board also received designation as a “High Performing Board” by meeting all seven elements of the Local Workforce Investment Board Standards adopted by the State Workforce Investment Board. The current PDWDB deems it important to remain a high-performing workforce development area and it too embraces the tenets of the Malcolm Baldrige Criteria. Once the One Stop standards are finalized by the State, the workforce staff will lead the centers and core partners through completion of the SC One Stop Certification Self-Assessment tool. The tool is divided into 3 sections:

1. System Standards for Employer Services
2. System Standards for Job Seeker Services
3. One Stop Management Standards

The PDRCOG’s SC Works System Coordinator, who is responsible for coordinating continuous improvement efforts, will spearhead this effort, along with the PDWDB’s One Stop Committee. The initial efforts undertaken to certify each One Stop in 2010, resulted in a clearer understanding by all partners of the baseline expectations and the continuous improvement efforts that would need to take place in order to ensure that SC Works Pee Dee System was offering quality services to all customers. The LWDA has utilized the completed assessments to identify areas within the system that need improvement. The System Coordinator, with the assistance of other workforce staff, is addressing opportunities for improvement by studying the day-to-day activities of the workforce centers; establishing policies and procedures to address areas of deficiency; convening process improvement teams comprised of front-line staff to address areas of concern; identifying partner resources to address some of the requirements of the certification; and educating center personnel regarding the standards associated with one stop certification for their center(s).

SC Works Florence Comprehensive Center became certified in September of 2017. The LWDA is preparing documentation, as required by SCDEW, for certification of all its satellite centers by June of 2019.

One Stop infrastructure costs are allocated using the following criteria:

- Historical costs
- Anticipated impact of inflation
- Anticipated impact of planned service delivery changes
- Planned partner staffing levels and contributions
- Other factors, as appropriate

The goal is to make the cost of infrastructure to WIOA as small as possible so that the limited program resources can be invested in direct participant costs and in staff assisting the customers, many of whom have multiple barriers to employment and require the assistance of highly-trained personnel to guide them to success.

Aside the from local board, the local fiscal agent, and WIOA Title I contractors of the local board, the following required partners have signed Memorandums of Understanding (MOUs) to participate as partners of SC Works Pee Dee for PY'18:

SC Department of Employment and Workforce	Telamon Corporation
SC Vocational Rehabilitation Department	SC Department of Social Services
SC Commission for the Blind	Chesterfield-Marlboro EOC, Inc.
Chesterfield County Adult Education	Darlington County CAA
Darlington County Adult Education	Pee Dee CAA
Dillon County Adult Education	SC Indian Development Council
Marion County Adult Education	Florence-Darlington Technical College
Lake City Adult Education	ATSI (Job Corps)
Marlboro County Adult Education	Goodwill (SCSEP)
Poynor Adult Education	

In addition to the above-noted required partners, the optional partners listed below have also signed MOUs for PY'18 to document their intent to work in close collaboration with SC Works Pee Dee, primarily for the purpose of sending and receiving referrals.

Man 2 Man Fatherhood Initiative	A Father's Place
Welvista	SC Legal Services
Pee Dee Healthy Start	Lighthouse Ministries
Pee Dee Coalition	iMPact Marion County
Project Hope	Trinity Behavioral Care

In addition to providing direct services, consistent with the individual agency's mission, to customers of their respective agencies, required partners of SC Works in Chesterfield, Darlington, Dillon, Florence, Marion, and Marlboro counties, through an Umbrella Memorandum of Understanding (MOU) and individualized Resources Sharing Agreements (RSAs) have agreed to contribute to the delivery of the following services in the Pee Dee SC Works system:

- Greeting and front end services;
- Job vacancy announcements/postings;
- Referrals to employment;
- Employment Workshops;

- Print materials and maintain a sufficient supply of appropriate print materials, such as brochures, flyers, and information packets detailing the services available;
- Unemployment Insurance, Veteran and Trade Adjustment Services;
- Labor Market Information;
- Providing access, support, and training on the SC Works Online (SCWOS) system;
- Researching Labor Market Statistics and Trends and publishing them via email, print, or website as appropriate; and
- Share and participate in training opportunities for all SC Works staff in the Pee Dee local area.

Each partner agency further agreed to provide the resources necessary to fund their proportionate share of the costs as contained in a Shared Operating Budget spreadsheet for the Centers in which they have staff persons working and/or assigned. The Shared Operating Budget includes, but is not limited to, the following costs:

- Lease/Rent
- Utilities
- Landscaping
- Janitorial and cleaning maintenance
- Building maintenance and repairs
- HVAC maintenance
- Equipment rental expenses
- Security/Security Guard
- Pest Control
- Supplies (public access and common spaces only)

The Workforce Innovation and Opportunity Act (WIOA) and its related regulations and guidance establish, as a starting point, the expectation that one-stop partners will share proportionately in the cost of the one-stop system. In the Pee Dee LWDA, proportionate share is determined based on the number of FTEs a partner has assigned and are physically present in a Center. Partners' tangible and intangible contributions have been identified and agreed upon based on the requirements of their respective RSA's. Partners may provide cash or in-kind contributions to cover their proportionate share of expenses, unless their proportionate share of costs is determined immaterial based on the applied methodology. Information regarding the costs incurred by each partner in its operation of the SC Works Center, along with cash and in-kind contributions provided, will be reported and reconciled on a quarterly basis.

6. *A description of how Adult and Dislocated Worker training services will be provided through the use of individual training accounts, including:*
 - *If contracts for training services will be used;*
 - *How the use of training service contracts will be coordinated with the use of individual training accounts; and*

- *How the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.*

Since December 2017 by competitive procurement, Eckerd Youth Alternatives, Inc., provides SC Works Center Operations and WIOA Title I services for youth, dislocated workers and adults.

The PDWDB will continue to rely upon the Eligible Training Provider List (ETPL) to ensure informed customer choice in the selection of training programs. Once a decision is made to support a participant in training, the participant is directed to review the ETPL to make its training provider selection. To ensure that the opportunity to review the list was provided, the participant is asked to sign a form entitled, ETPL Acknowledgement Form.

The Local Area is in support of the SCDEW's efforts to re-design the ETPL to go above and beyond the requirements of WIOA to provide meaningful information to job seekers, business and industries, and to provide relevant performance metrics on all educational and training providers. This activity involves all training providers, but specifically, the Department of Education and the State Technical College System.

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

The SC Works Systems Coordinator is in regular contact with SC Works core partners, as well as, other community-based organizations involved in workforce that want to be a part of the SC Works Pee Dee system. Referrals across workforce programs are paramount to ensure that customers have access to all available services. The SC Works Online System (SCWOS) offers a referral process that when utilized, improves communication between case managers in all workforce programs. It is the practice of the Local Area to offer access to SCWOS so that partner staff can be aware of the activities planned by WIOA to assist individuals that are being served by multiple partner programs. Appropriate partner staff is provided a username and password and relevant training is provided by local area staff so that full utilization of the system is possible. The benefits of sharing the SCWOS database is discussed at every partner meeting because the local area believes that it is imperative that core programs and other SC Works partners share an integrated, technology-enabled intake and case management information system.

Partner staff serving on the Pee Dee Local Area's Business Services Team (BST) is also encouraged to access SCWOS and its rich array of services. With access, partner staff on the BST can input business engagement activities and recruit local businesses to utilize SCWOS for Recruitment Services, Education Services, Labor Market Services, Human Resource Information, EEO Information, Labor Relations, Government Resources, Employer Incentives, etc.

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

WIOA requires that priority for receiving individualized career or training services must be given to individuals who are low-income, receiving public assistance, or basic skills deficient.

The State and Local area define “basic skills deficient” as:

- Lacks a high school diploma or equivalent; or
- Scores 8.9 or below on the Test for Adult Basic Education (TABE) or <4 on the Reading for Information, Applied Mathematics, or Locating Information WIN® assessments; or
- Is enrolled in Title II Adult Education for English as a second language.

The Priority of Services policy for the Pee Dee Local Area is that priority of service is given, in the following order to:

- First Priority: Veterans and eligible spouses who are low-income, to include recipients of public assistance, or who are basic skills deficient;
- Second Priority: Individuals who are low-income, to include recipients of public assistance, or basic skills deficient;
- Third Priority: Veterans and eligible spouses who are not low-income, or are not recipients of public assistance, and are not basic skills deficient; and
- Last: Individuals outside of the groups given priority.

Effective July 1, 2016, the State requires that seventy percent (70%) of newly enrolled adult participants must be in one or more of these priority groups. **Eckerd Youth Alternatives, Inc.** is the entity that determines eligibility for WIOA Adult workforce services in the Pee Dee Local Area. All individuals seeking Adult Services must first meet with an **Eckerd Job Coach** who reviews an individual’s documentation and completes the applications in SCWOS. Therefore, it is **Eckerd** staff that receives the first indication of an individual’s level of priority.

The Board’s instructions to **Eckerd Youth Alternatives, Inc.** are set forth in official numbered Instructions/Policies when necessary, a signed contract, monitoring visits, and in the provision of technical assistance on a daily basis. Also, the LWDA’s WIOA Reporting and Performance Specialist performs 100% review of WIOA eligibility applications and will monitor for compliance with the policy. Each month the LWDA will utilize SCWOS Reports to determine the percentage of newly enrolled Adult participants that meet the priority of services policy. If the LWDA is at or above the 30% enrollment limit of Adult participants who are NOT priority, the contractor will be advised to take serious precautions in enrollment decisions until such time the monthly inquiry indicates that the 30% limit is not exceeded. The Contractor is required to demonstrate a targeted recruitment effort of priority populations and recruitment efforts will be evaluated as a part of the regular contractor monitoring.

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

The State Workforce Board through its Priority Population Committee has utilized Labor Market Information (LMI) to narrow down the target for Priority populations in South Carolina to include:

- Individuals with disabilities
- Veterans
- Youth with Barriers
- Long-term Unemployed
- Ex-Offenders
- Homeless

The Local Area is working closely with partner agencies and community organizations that serve these noted populations, but knows that there is always work to do in this area. A special emphasis is put on utilizing the referral process in SCWOS to communicate about shared participants. SCDEW provides services to Veterans and the Long-term-Unemployed in the SC Works Centers on a daily basis. There are many community-based organizations that serve homeless and offenders. SC Works Center managers connect with these organizations, sometimes offering workshops or more personalized services at the Center. SC Legal Services is a strong partner in the centers and is available when called upon to assist ex-offenders with issues most relevant to them.

Every center, except the comprehensive center in Florence, closes to the public at 4:00 pm. The hour from 4:00-5:00 pm is often used to invite SC Works partners to share the details about their programs and services. SC Works staff need to be aware of services available to individuals that may be seeking services in the centers. The Marlboro Area Office of SCVRD recently briefed SC Works Staff about services it offers.

In regards to youth with barriers, the Pee Dee Local Area has a strong Youth Committee that includes representatives that have expertise with youth, ages 14-24, with barriers:

- Low-income
- Basic Skills Deficient or English Language Learner
- Secondary School Drop-outs
- Offenders
- Homeless
- In foster care or aged out
- Pregnant or parenting
- Having a disability

The Pee Dee Youth Committee recently reviewed Labor Market information (LMI) regarding youth in the Local Area and it has set a strategic goal to make serving these disconnected youth a priority. Pee Dee Youth providers do a tremendous job serving low-income, basic skills deficient, and youth dropouts. The Local Area does not utilize the 5% exception to allow individuals that are NOT low-income in the program, therefore, 100% served are low-income. Traditionally, over 90% of the youth participants served are assessed as basic skills deficient, and that trend doesn't appear to be changing. In regards to dropouts, since 2010, nearly 600 dropouts have achieved their GEDs by participating in the Local Area's GED Incentive Program.

Youth utilize Aztec software and receive hands-on instruction and encouragement from contractor personnel. They receive incentives for accomplishing gains on the TABE, for passing sections of the GED and for earning a GED. The Local Area has hosted DSS to explain the educational and life skills benefits available to youth in foster care in SC through the Chafee Independent Living Services. Also, the Youth Advocate Program partners with Pee Dee youth providers. A Choice2M8K Crisis Family Care Center serves young ladies in the Region and provides workshops and access to maternal and baby supplies to young mothers. A limited number of WIOA youth participated in work experience activities through a partnership with SCVRD, but further partnerships will be explored.

The following have been submitted separately:

10. Copies of updated Local Board policies and definitions:

- Local definition for youth who “require additional assistance” (updated 06/2018)

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

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

All copies of current local workforce area documents submitted, as requested.