

**Workforce Innovation and Opportunity Act  
Regional Plan  
July 1, 2016 – June 30, 2020**

**Planning Region Name:** Pee Dee Region

**Local Areas within the Planning Region:** Pee Dee, Santee-Lynches, Waccamaw

**Local Area Administrators and Contact Information:**

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## Attachment A: Regional Plan Requirements

The regional plan serves as an action plan to develop, align, and integrate service delivery strategies and resources among multiple local areas within a region. Local boards and chief elected officials in each planning region are required to engage in a regional planning process that results in the preparation and submission of a single regional plan. Regional plans must incorporate the local plans for each local area within the planning region. The regional plan must include:

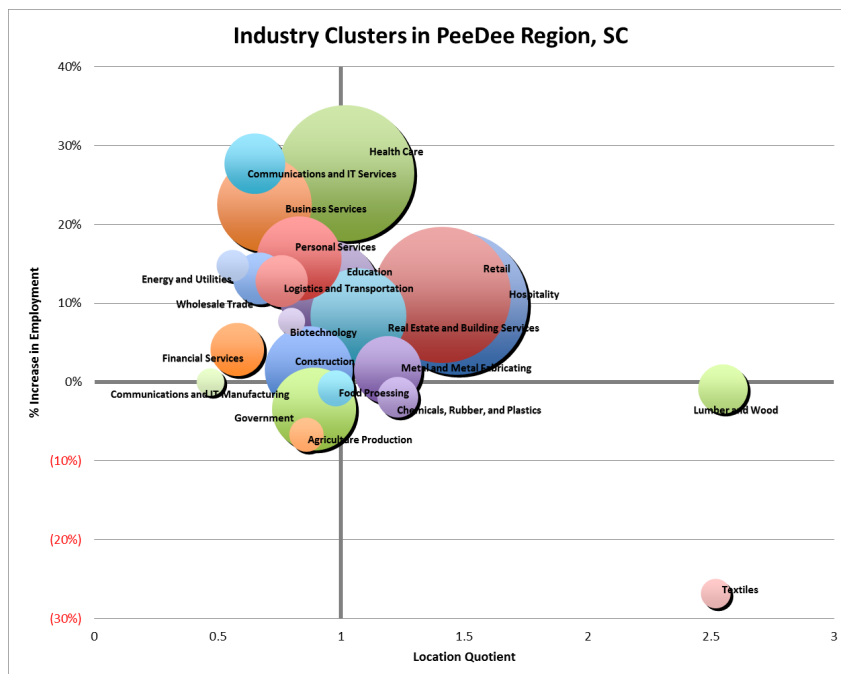
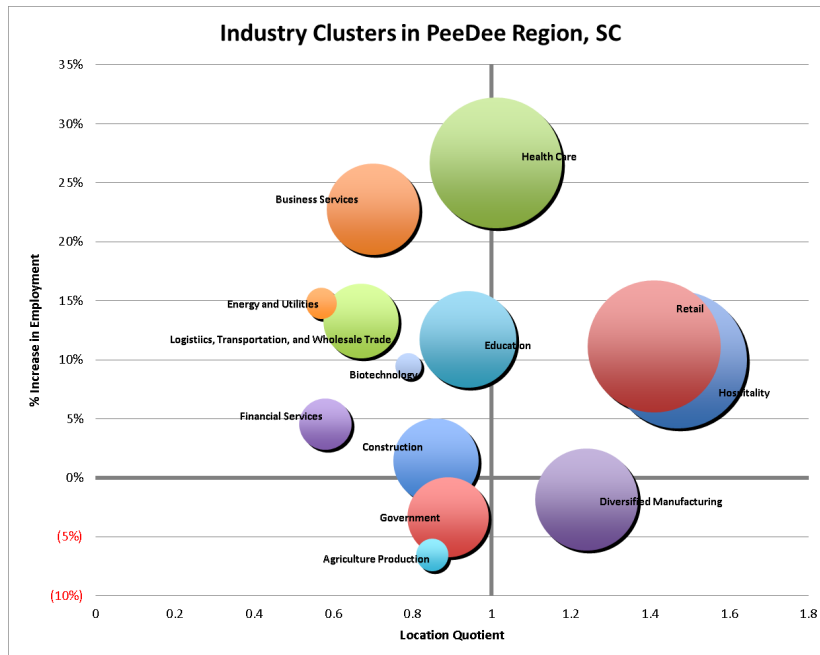
1. **A description of how each local area within the region was afforded the opportunity to participate in the regional planning process, along with a description of the planning process undertaken to produce the regional plan. The description must include how the chief elected officials and Local Boards were involved in the development of the plan.**

SC Department of Employment and Workforce, on behalf of the State Workforce Development Board, procured the services of a facilitator (Maher & Maher) for the purpose of leading a process that would result in a Statewide Plan to create a workforce pipeline to make South Carolina more competitive in today's global market. The intent was to lead each of four identified Regions through a process that will plan for, build, begin to implement, and provide for sustaining a talent development system built on defining the talent pipeline at the regional level. Regional planning began with the regional sector strategies process, in which each local workforce area was involved. A team was created that consisted of various partner staff (i.e. WIOA, Adult Education, Technical Colleges, Economic Development, Vocational Rehabilitation, etc.) from each local workforce area. Team members participated in the March 30-31, 2016 Sector Strategies Regional Planning Institute, at which there was a preliminary review of labor market data, as well as a discussion of strengths, weaknesses, opportunities, and threats for the Region. This was the catalyst for starting the entire regional planning process.

Conference calls and face-to-face meetings were held for the planning process. Information to be included in the regional plan was also shared with individual local boards to gather their input and support. In an effort to validate the data labor market information provided as part of the planning process and to identify in-demand occupations within industries with more specificity, various local board members, who represented sectors being targeted for this region, were asked to provide first-hand knowledge of the needs and demands of the targeted industries. Input from chief elected officials (CEOs) was also obtained. Presentations were made to County Councils or, at a minimum to the Chief Elected Officials for a local area's consortium, in order to gather their input prior to their final approval of the plan.

2. **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:**

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. See data charts below that support industry clusters identified:



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:

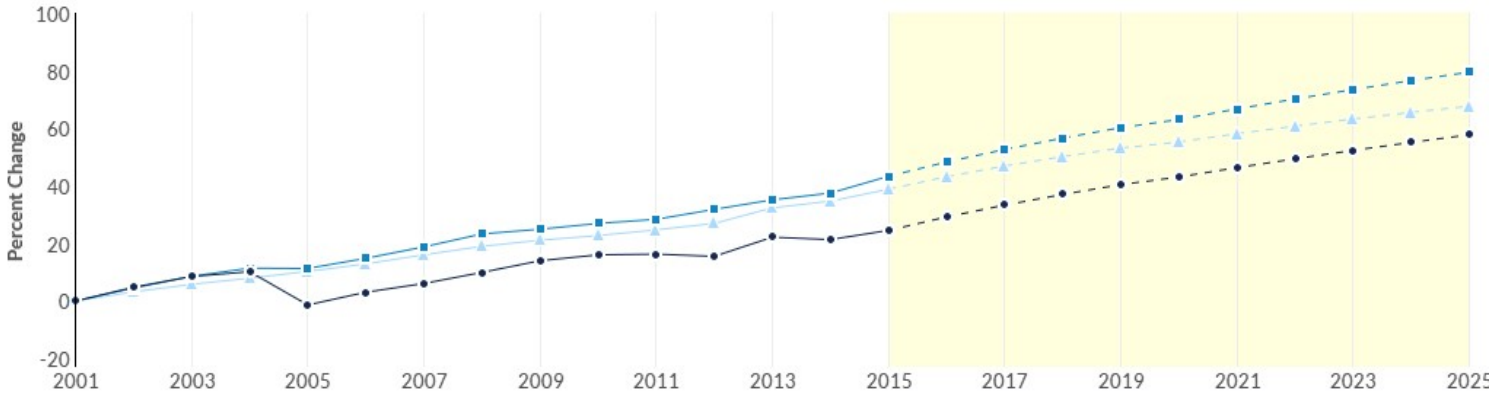
## Expected Growth

- **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

<p><b>46,229</b> Jobs (2015) 4% <b>below</b> National average</p>	<p><b>+26.7%</b> % Change (2015-2025) Nation: <b>+20.8%</b></p>	<p><b>\$52,282</b> Avg. Earnings Per Job (2015) Nation: \$61,197</p>
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### 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.

<b>TOP CERTIFICATIONS</b>	<b>Jan-Jun 2016</b>
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 (2005-2010).

### Pee Dee WIOA Region

#### Annual Unemployment Rate (Unadjusted)

Year	Pee Dee WIOA Region			South Carolina		
	Employment	Unempl	Rate	Employment	Unempl	Rate
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%
2206	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

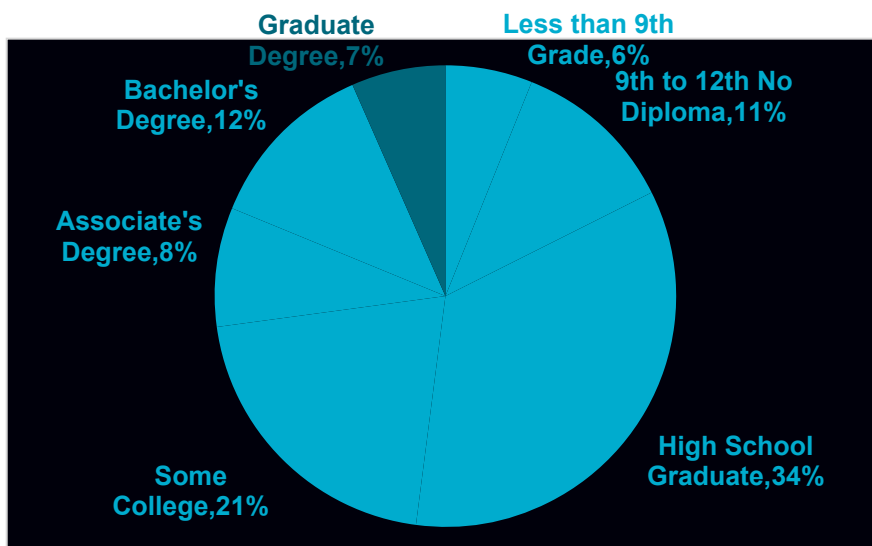
The number of Area Job Openings in the region has also fluctuated over the past year, but continues to be significantly less than the number of unemployed individuals in the region. Thus the need to create additional employment opportunities within the region.

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 8<sup>th</sup> 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	
South Carolina	5,354	24.7%

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 Career Development Specialists to visit pre-release centers on a monthly basis in Florence and Lee Counties to provide workforce services to 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 WorkKeys skills' development. A win-win!

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. Horry Georgetown Technical College is in the process

of building two new advanced manufacturing centers to house programs designed to fit the needs of industrial companies such as Mercedes, Boeing, Peddinghause and Conbraco. The new buildings will house equipment for machine tool technology, welding and advanced welding, robotics, mechatronics, and other types of programs. 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.

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

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

The healthcare sector has been identified as the primary targeted industry based on the following factors:

- Analysis of the Pee Dee Region data report, which documented significant job growth, occupations that would be attainable by the targeted populations of the agencies, and needs of employers in the region;
- Prevalence of healthcare as a demand industry in all parts of the region. Health care is the only industry with growth in all three local workforce areas. Other industries identified are

more prevalent in some areas than others and are very concentrated in singular parts of the region, e.g. Hospitality;

- Initial validation by healthcare representative on Local Boards;
- 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.

Current in-demand industry sectors and occupations that are common across the Pee Dee Region include primarily healthcare, second advanced/diversified manufacturing, with the possibility of exploring the Hospitality Industry.

Collaboration is significant and ongoing between the technical colleges and the local areas. Creating a region-wide partnership will be a goal within the first year of regional planning. In addition, partnerships and collaboration with the hospital system have begun in the Santee-Lynches Local Area and can be expanded at a regional level. The Pee Dee Workforce Board has recently collaborated with the two technical colleges in its area to survey healthcare employers about the entry level jobs that are in-demand. Surveys of this type can be replicated across the region and action plans will be developed to ensure that a pipeline of workers is being trained to meet the employers' needs.

An exciting new public-private partnership in the Waccamaw Local Area that may lay the groundwork to support sector strategies, is being led by the Black River United Way in collaboration with the Georgetown County Economic Development. "Grass Roots" organizations that are involved in delivering workforce services to unemployed/underemployed populations gathered to discuss the needs and barriers of this population. The "Grass Tops," or Employers, in the local area have met to share their current employment needs and the educational and skills requirements of potential employees. These groups' next step will be to develop strategies that will bridge the gap between the unemployed served by the Grass Roots organizations and the employers offering career opportunities in the area. The local hospitals are currently involved in this initiative and will provide valuable input in the development of strategies to create a pipeline of workers for the healthcare sector.

In the Santee-Lynches Local Area an Education Summit that brought together Economic Development entities, WIOA, and non-profits was held. It was noted that now a time to shift the focus inward and really zero in on our number one asset: our people. This will be an opportunity that awaits the local area by working more strategically and cohesively to develop a regional plan to elevate career and workforce readiness levels within the local area. Statistics were shared and presenters offered bold testimonials of success—thus the foundation was laid. At the completion of The Education Summit, an 18-month timeline was proposed. Following the Education Summit, a Post-Education Summit Steering Team has been formed with the goal to address employers' short term hiring needs; document, analyze, and publish regular data on local hiring trends, employer skill requirements and labor supply; strengthen education alignment to promote a pipeline of skilled workers; create enthusiasm for local career opportunities & provide roadmap for accessing them and leverage private

dollars to bring in more state and federal funds. This partnership, as well as, its efforts to locate and leverage private dollars for workforce projects, will serve as a model for the region in identifying potential public-private partnerships that will support sector strategies.

Finally, there are multiple foundations throughout the region that are either rooted in the healthcare sector and/or are interested in the improvement of life in the region. These entities and others like them may be approached to partner and support sector strategies that are developed. For example, The Drs. Bruce and Lee Foundation aims to advance the general welfare of people in the Florence, SC, area, and the surrounding region by providing economic support to qualified and nonprofit organizations. In furtherance of its mission, the foundation supports a board range of charitable purposes including, but not limited to medical, health, human services, education, arts, religion, civic affairs and the conservation, preservation and promotion of cultural, historical and environmental resources programs. Also, The Marion County Healthcare Foundation's mission is to aid, support, manage, conduct and provide healthcare services, promote health and wellness and improve the quality of life in Marion County and surrounding communities.

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

An existing service delivery strategy in each local area that could very easily and smartly be regionalized is the Integrated Business Services Team concept. Each local area's team is operating successfully. The makeup of the separate teams may be different, but all team members are involved in the delivery of business services to their community. A Regional Team will maximize the purpose of integrating by reducing duplication, ensuring that employers have a single, coordinated point of contact and ensuring services are delivered efficiently. With a regional team, business services delivery might be divided by the shared sectors of healthcare, manufacturing, and hospitality. By meeting and working together, best practices can be shared and duplicated across the region. Serving more employers will remain a key focus of the teams as the SWDB implemented business engagement metrics that were met by each local area in PY'15.

An examination of the Eligible Training Provider List (ETPL) of each local area in the region reflects that the region's education and training needs are similar and that the geographic makeup and size of the region is advantageous to its citizens. WIOA participants are crossing the "borders" on a regular basis as they may travel to a technical college outside of their local area because a college in an adjacent area offers a curriculum that is most appropriate or a

schedule that is more conducive to the participant's life schedule and graduation plan. New service strategies may be developed among the regional educational entities as they are introduced to the regional approach promoted by WIOA. As participants have the need to travel throughout the region to their particular training venue, the need for transportation services increases. This need may be a catalyst for a regional transportation strategy as it is communicated to transportation providers that routes are needed that can "transfer" students from one local area's bus route to a route in another county or local area.

Veterans are an extremely important customer to the workforce system and to the region, especially as Shaw Air Force Base is located here, Myrtle Beach Air Force Base closed in the 1990s and Myrtle Beach is a very popular retirement destination. Also, the largest military base in the world, Fort Bragg, is located across the state border in Fayetteville, NC and the Pee Dee Region is adjacent to NC. New strategies may develop as best practices to reaching and serving this population can be shared among veteran specialists. SCDEW's Veteran staff, LVERs and DVOPs, are co-located in the SC Works Centers in the Region and are an integral part of business services.

A strategy to serve young adults in Williamsburg County, Job Readiness Boot Camp, is a best practice that is under consideration for regionalization. The youth developed resumes, worked on interviewing skills, participated in a customer service training and problem solving activities. The activity culminated in a work experience opportunity for the youth participants. Providing work-based learning opportunities for youth is the best way to teach employability skills, teamwork, and soft skills and regionalization promotes the discovery of strategies that can be replicated. The GED Incentive Program in the Pee Dee Area has resulted in over 600 GED's since 2008. This is another program that can be easily replicated in the region. The software that is central to the success of the program is Aztec Learning Systems and a regional licensing agreement may be explored.

Adult Education is a core WIOA partner. Within the region, Adult Ed is participating in the SC Works Centers at varying levels. The priority of services policy that includes priority to individuals with basic skills deficiency increases the need for increased coordination with Adult Education. In the Waccamaw and Santee Lynches Local Areas, Adult Education provides services on-site three days a week in a center. Each center, its customers and the workforce system as a whole would benefit from a replication of this practice. This approach will be touted at partner meetings and as other Adult Educations learn of the benefits of partnering to this degree, more such arrangements may result. In the Pee Dee and Santee-Lynches Local Areas, several WIOA youth contractors have co-located at Adult Education sites and both partners benefit from the arrangement- TABE testing and post-testing is easily accessible and the availability of work experience opportunities and WIOA incentives can motivate students. Also, Vocational Rehabilitation is a core WIOA partner. Similar to Adult Education's role in the centers, VR provides services in the centers across the region on a varying basis and there are certainly times that the services VR is providing aren't conducive to delivery in the center environment. In Waccamaw, a VR representative serves in the center once a week. WIOA provides the stimulus for strategic conversations to take place about sharing resources and

most efficiently serving shared customers. Partnerships in one local area may be perfectly replicated in another local area and the customer will be the main benefactor.

Georgetown Jobs Connection is a “one stop jobs program” that combines the assets of the non-profit agencies in the Georgetown community led by Helping Hands, A Father’s Place, Goodwill, and the Waccamaw Local Area. This program gives those in poverty (specifically the unemployed and the underemployed) a “hand up” toward achieving independent productive lives. Participants in the program undergo a week long Boot Camp in which they participate in employability skills development activities. They are WorkKeys tested and take a Career Interest Inventory that assists in their selection of a career path. Participants are then routed towards the entity that can best assist them with employment attainment, be it WIOA, VR, or other entities that can best meet their particular needs. This model of public/non-profit partnership can be replicated throughout the region.

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

Currently, no administrative cost arrangements exist between the three local areas of the region. However, as a result of the planning process and the Sector Strategy planning, the local areas would consider pooling administrative costs to:

- Hire a consultant to facilitate the development of future Workforce Board Strategic Plan(s) and/or a Regional Plan. A consultant may also be helpful in assisting the region to implement facets of the Regional Plan currently under development.
- Accomplish Workforce Development Board training. The region could split the costs of the consultant, venue costs, and travel expenses of board members.
- Facilitate the achievement of One Stop Certification Standards for all centers in the region.
- Procure IT services or supplies for the SC Works Centers in the region.
- Hire facilitators to assist the Local Area Directors in navigating through the Sector Strategies Report and implementing selected strategies.

Certainly, once a decision is made to share administrative costs in some manner, a process will be established to evaluate the cost sharing arrangements. Standardized procurement procedures would be used in the selection of consultants, facilitators and/or trainers.

6. **A description of how transportation and other supportive services are coordinated within the region, as appropriate. Regions should consider:**
- **How the provision of transportation or other supportive services could be enhanced regionally;**
  - **What organizations currently provide or could provide supportive services; and**
  - **Establishing a process to promote coordination of the delivery of supportive services.**

The provision of transportation and other supportive services could be better coordinated and enhanced through a regional agreement with transportation providers (e.g. transportation authorities) and other providers of support services (e.g. department of social service offices, etc.). This option will be investigated. Currently, the Regional Transportation Authorities (RTAs) provide limited coverage, primarily in the larger metropolitan areas or from rural areas to technical colleges, such as Florence-Darlington, Central Carolina and Williamsburg Technical Colleges, USC Sumter and Morris College. Waccamaw Local Area is negotiating with RTA to provide transit from a centralized point to a busy industrial park. In the Pee Dee Local Area, a couple of the Adult Educations have cooperative arrangements with RTAs for their students. In addition to free rides to the Adult Education sites, as a result of being enrolled in Adult Education, the students can access the system and travel throughout the metro area. Due to the scarcity of public transportation resources, there are many private transportation companies and some community action agencies providing limited transportation services to their clients. Just as WIOA provides supportive services and/or training costs to its clients, Department of Social Services (DSS) and Vocational Rehabilitation do, as well. Co-enrollment of participants in multiple programs allows for the sharing of resources as one entity may cover training costs and another federal/state program covers the supportive services costs, or vice versa. Due to the sharing of resources between multiple agencies, the Pee Dee Local Area has lifted its moratorium on the wholesale provision of supportive services to participants.

An opportunity that would enhance the provision of transportation services in the region would be arrangements with faith-based organizations to utilize their buses/vans during the week when many sit idle. Churches may be interested in serving their communities in this way. Of course, faith-based organizations could also be approached to provide other supportive services such as meals, access to clothes closets, food closets, etc. Churches are aware of needs in their communities, but may not know how to get involved. Marketing plans and materials and MOUs could be shared between the local areas.

The region will investigate the establishment of a process to promote the coordination of the delivery of supportive services. Efforts would most likely have to be initiated locally to gain buy-in and support. Regional meetings would then be coordinated to bring the various agencies together to develop and implement a regional approach to providing such services. A regional process would certainly be assisted by a shared participant management system which would allow core partners and others invested in the lives of the participants to know where there may be gaps of services. The region is active in sharing SCWOS with core partners and securing access for staff.

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

Within the Pee Dee Region, there are several examples of workforce development services coordinating with economic development services and providers within the region:



- WE (Work Experience) is an economic development program that offers paid work experience opportunities for Central Carolina Technical College Industrial & Engineering Technology students. It was unveiled on January 22, 2015 and due to its success, repeated in February, 2016. The program is a partnership between Central Carolina Technical College, Santee-Lynches Workforce Development Board, their four-county Economic Development boards, industries in Clarendon, Kershaw, Lee and Sumter counties, and the Industrial & Engineering Technology students. A group of 19 students were selected to participate in WE the first year. These students represent the top students in the fields of Welding, Engineering Graphics Technology, Mechatronics and CNC Machine Tool programs. Funded by the Workforce Development Board, this program gave students the opportunity to gain valuable work experience over the course of 200 hours to make them more competitive in the job market. Nearly 20 local industries participated in this program and were able to better attract and target local skilled students to fill available positions. This also helped to develop a pipeline of prospective employees for high-technology careers. This initiative brought together business, industry, government and education to provide the foundation for improving the number one economic development asset –workforce talent - a qualified workforce.
- Education Summit- On July 13, 2016, Sumter Economic Development, The Link, and Team Sumter hosted an Education Summit. Team Sumter is a catchphrase for all of the agencies (Economic Development, Workforce Development, Education, Private Business and Industry, etc.) who have to come together to expand the education and workforce systems in Sumter County. The Link is Sumter and Lee County’s Economic Development Entities combined. Going forward, a Post-Education Summit Steering Team has been formed of these same partners with the goal to address employers’ short term hiring needs; document, analyze, and publish regular data on local hiring trends, employer skill requirements and labor supply; strengthen education alignment to promote a pipeline of skilled workers; create enthusiasm for local career opportunities & provide roadmap for accessing them and leverage private dollars to bring in more state and federal funds.
- NESAs- The Pee Dee and Waccamaw Local Areas are partners with Northeastern Strategic Alliance (NESAs), a regional economic development organization that serves a nine-county region in the northeast corner of South Carolina. NESAs’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. NESAs is often called upon to partner on various workforce projects, including grant writing, providing LMI and region specific data regarding workforce, industry and county data.
- Three Councils of Governments (COGs) administer the WIOA programs in the Region-Santee-Lynches, Pee Dee and Waccamaw. COGs are quasi-governmental agencies, created by legislation in 1969, that foster inter-governmental cooperation and innovative partnerships for the communities within the regions they serve. They are a link between county governments, municipalities and residents. In other words, at their core, they are “regional” and their focus is on the economic development of their

subsequent service area. Some of the broad activities that they are involved in include Planning, Workforce Development and Economic Development, to include the Community Development Block Grant (CDBG) program and US Department of Economic Development Administration (EDA) programs. It is often that COG staff from different departments are working on aspects of the same project, therefore, coordinating economic development activities and ensuring that all applicable organizations in the community are at the table.

- One way that Pee Dee and Santee-Lynches Local Areas ensure that economic development organizations have hands-on involvement in workforce efforts is by inviting the county economic development directors to participate on a committee to review Incumbent Worker Funds (IWT) applications. This relationship has served both local areas well over the years and keeps the organizations aware of the Boards' purpose and goal to provide business services that will strengthen the available industry and new industry prospects. Economic Development directors also assist with the promotion and outreach of the IWT program to employers in need of such funding. Also, on each Workforce Development Board, economic development agencies are vital members. These entities are able to add important information to the discussion about the local labor market, needs of current employers and the desires of prospective employers.
- When Marion County Economic Development officials expressed renewed interest in bringing the SC Manufacturing Certification classes (SCMC) to Marion for its citizens, workforce development staff went to work. 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 Marion County Economic Development, FDTC, and workforce staff, recruitment efforts were successful and on February 22, 2016, the very first SCMC class for Marion County began. The program included hands-on-skill training, computer basics, print reading, gaging, shop math and production simulations. SC Works staff offered encouragement throughout the class, and upon completion, assisted graduates in finding employment.
- iMPACT is an acronym for "Igniting Marion's Power: Attaining Countywide Transformation." iMPACT is a grass roots economic development effort that Marion County, in the Pee Dee Local Area, has embraced to bring economic prosperity to a county that historically has the highest unemployment figures in the state. It consists of individuals volunteering from across the spectrum of county and regional concerned citizens: SC Works, WDB, colleges, the faith-based community, county elected officials, the mayor and councilpersons. The committee's first successful event on November 16, 2014, featured a Career Fair/ Small Business Expo and over 800 people attended! The second event was entitled "Professional Excellence Seminars" and offered workshops on starting a business, writing a business plan, dressing for success, finding employment, WorkKeys, etc. A third event was a fundraiser for Pee Dee Regional Transportation Authority (RTA) to supplement funding to continue a route to Myrtle Beach, in the Waccamaw Local Area, for Marion County citizens to work in the hospitality industry there.

- Each of the local areas in the region partners with Department of Commerce's Regional Workforce Advisors (RWA) to educate students, parents and industries about career clusters, lucrative career opportunities available to students with associates degrees and certificates from technical colleges. In fact, in the Santee-Lynches Local Area, the Regional Workforce Advisor is on staff at the COG. Recently, the RWAs in partnership with the local Boards brought BOEING to the region. BOEING visited with area school students and held community meetings about careers in aerospace. The RWAs are wonderful education and training partners involved with economic development. Also, in the Santee-Lynches area, a Health Careers Expo was held for students to learn about viable careers in healthcare. Advanced Manufacturing/STEM Expos have also been sponsored in the region by RWAs.
- The local technical colleges are excellent partners in Economic Development activities, 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. With the colleges, the local areas may co-sponsor Job Fairs, Student Success Days, meetings and surveys of employers, WorkKeys profiling and testing services, etc. 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 and SiMT is a critical partner in economic development activities in the region.
- Apprenticeship Carolina is an Economic Development partner and is very respondent to the region's call to meet with local employers about establishing apprenticeships in their businesses and share about the cost savings benefits offered by the State and through WIOA.
- Often education and training providers, such as the technical colleges, readySC, and SC Works Business Services Consultants are at the table with economic development organizations when they are working to secure a new company to the local area or region or to assist an existing company with an expansion. These providers are able to provide information on the various training programs currently available to meet the needs of the company, as well as, to obtain information from employers in order to develop training curricula/programs that may not exist but will be needed to meet the demands of said employers.

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

Each local area will continue to negotiate performance goals with the State and will remain ultimately responsible for ensuring performance meets or exceeds the agreed upon goals. If the State requires that the region coordinates its local performance standards, every effort will be made to comply. Certainly, each of the local areas can learn from one another regarding strategies and efforts to meet or exceed its own local standards and this conversation will take place among the local areas. WIOA brings with it several new performance standards and it will be to the advantage of the region to strategize together.

**Regional Plan Signatures**

***Local Workforce Development Boards:***

Pee Dee Workforce Development Board  
\_\_\_\_\_  
Chair

\_\_\_\_\_  
Signature                      Date

Santee-Lynches Workforce Development Board  
George General                      Chair

\_\_\_\_\_  
Signature                      Date

Waccamaw Workforce Development Board  
\_\_\_\_\_  
Chair

\_\_\_\_\_  
Signature                      Date

***Local Grant Recipient Signatory Officials:***

Pee Dee Workforce Development Area  
\_\_\_\_\_  
Title

\_\_\_\_\_  
Signature                      Date

Santee-Lynches Workforce Development Area  
G. Michael Mikota, Ph.D.      Executive Director

\_\_\_\_\_  
Signature                      Date

Waccamaw Workforce Development Area  
\_\_\_\_\_  
Title

\_\_\_\_\_  
Signature                      Date