Waccamaw Workforce Development Area

Georgetown, Horry, & Williamsburg Counties

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Waccamaw Regional Council of Governments

2016 – 2020

Workforce Development Board

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EXECUTIVE SUMMARY

The Workforce Innovation and Opportunity Act was signed into law on July 22, 2014 and became effective July 1, 2015. The Workforce Innovation and Opportunity Act of 2014 supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. The Workforce Innovation and Opportunity Act is designed to help youth, job seekers and businesses. The Workforce Innovation and Opportunity Act requires each Local Workforce Development Area to develop and submit to the Governor a comprehensive four-year local plan, in partnership with the Chief Elected Officials. 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.

The Waccamaw Workforce Development Area is a three-county Local Workforce Development Area including Georgetown, Horry, and Williamsburg Counties. The comprehensive SC Works Center is located in Conway, South Carolina with affiliate locations in Georgetown and Kingstree.

Sector partnerships will be an important strategy in the Waccamaw Workforce Development Area and within our region. Waccamaw Workforce Development Area will focus its efforts on Health Care and Manufacturing forecasted in-demand industries and occupations. In terms of having a comprehensive career pathways approach to building a talent pipeline for the in-demand occupations, Retail, particularly as it relates to Hospitality, will also be considered an existing in-demand industry that will provide a stepping-stone for upward movement into middle skill in-demand industries and occupations.

The Waccamaw Workforce Development Board's strategic vision for preparing an educated and skilled workforce inclusive of youth and individuals with barriers to employment in order to support the local area economic growth and economic self-sufficiency is *to guide the Waccamaw workforce delivery system in developing a skilled workforce that meets the needs of businesses and strengthens the local economy*.

Strategic Goals:

1. Create a workforce system that is relevant to business customers.
2. Establish a sector partnership and career pathway model to grow the talent pipeline of new and emerging in-demand industries and occupations.
3. Embrace a customer-centric methodology that serves diverse populations and informs improved processes and procedures.
4. Identify industries that have sustainable wage and career opportunities.

5. Support dynamic partner alignment and integration to better serve business customers and jobseeker clients.
6. Document evidence-based return on investment through a performance management dashboard to track employment, retention, wages, and educational attainment.

This plan demonstrates a strong partnership of funding streams, economic development leaders, educational institutions, chief elected officials, private business leaders, and community-based organizations that will work together to build a talent pipeline that meets the needs and expectations of business in the coming years.

SECTION I: Workforce and Economic Analysis

1. *An analysis of the 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.*

Waccamaw participates on the Pee Dee Region planning group and worked with partner agencies to identify data and analyze potential in-demand sectors and occupations. Health Care as noted in the following two charts was selected as the regional priority sector that will be the starting point for creating a pipeline needed to meet the employment needs of employers within the region.

Industry Clusters in PeeDee Region, SC
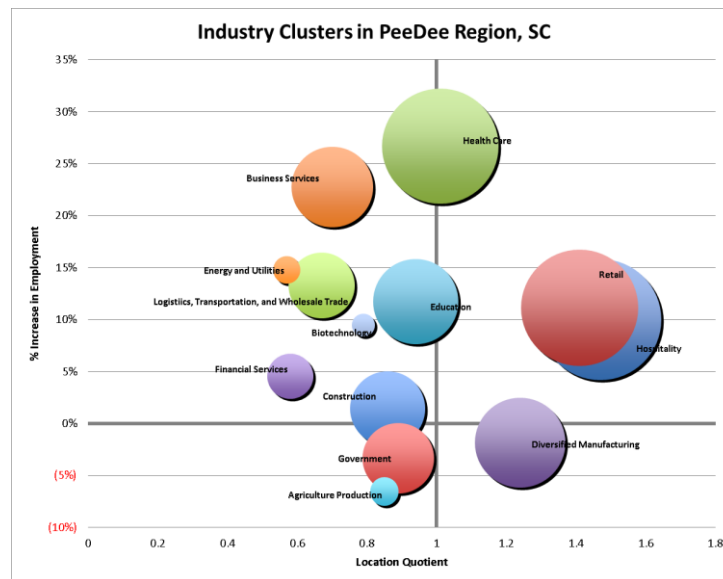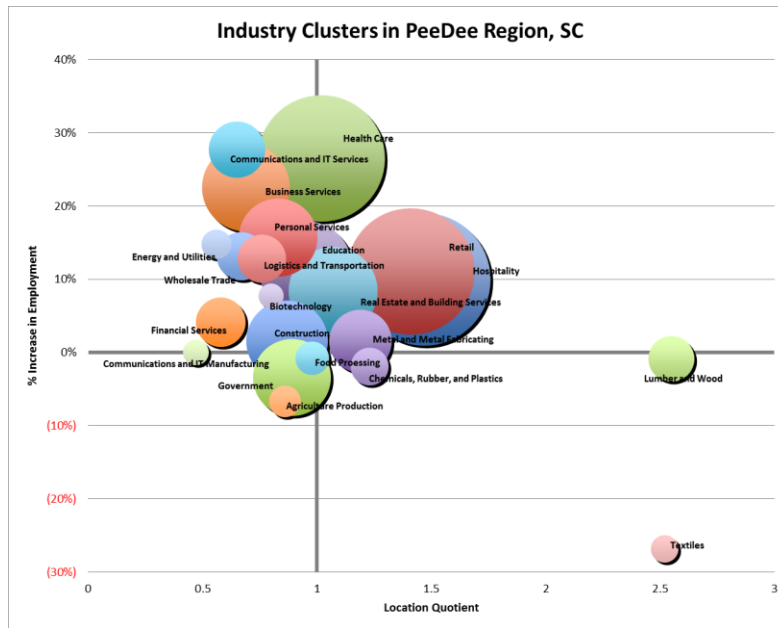
An analysis of industry comparisons and clusters clearly support the healthcare sector as an existing as well as emerging in-demand industry sector. The Pee Dee Region information shows significant job growth and occupations that would be attainable to the targeted population of the Waccamaw Workforce Development Area.

Following is specific data regarding Health Care and Manufacturing in the Waccamaw Workforce Development Area.

Regional/Industry Overview

	Horry County	Georgetown	Williamsburg County
Regional Overview			
Population 2021	334,497	61,552	30,543
Population Change %	+8%	+1%	-4%
Total Industry Jobs 2021	140,853	27,132	11,868
Total Industry Job Change %	+5%	+4%	+7%

Current Median Earnings	$37,236	$43,833	$41,624
Bachelor's Degree +	48,267	11,180	2,263
Industry Overview			
Health Care and Social Assistance			
Jobs 2016	11,641	2,414	768
Job Change %	+18%	+9%	+21%
Earnings 2016	$57,590	$54,316	$29,678
% Demand Met in Region	66.6%	36.2%	14.8%
Ethnic Diversity %	25.8%	37.4%	54.4%
Manufacturing			
Jobs 2016	3,131	2,287	2,455
Job Change %	+0%	+5%	+5%
Earnings 2016	$47,826	$75,590	$60,179
% Demand Met in Region	4.5%	6.3%	4.6%
Ethnic Diversity %	28.7%	37.2%	55.7%

South Carolina Nonfarm Industry Employment – Annual Averages 2009, 2014

Today's economy requires analysis of statewide forecasted growth due to the commuting patterns of workers.   Below is data to support Waccamaw's selection of health care and manufacturing as forecasted in-demand occupations.

Series Code	Title	2009	2014	2014-2009	Percent Growth
00000000	Total nonfarm	1,815,100	1,948,600	133,500	7.4%
05000000	Total private	1,467,500	1,592,300	124,800	8.5%
06000000	Goods-producing	305,400	316,300	10,900	3.6%
07000000	Service-providing	1,509,700	1,632,300	122,600	8.1%
08000000	Private service-providing	1,162,100	1,276,000	113,900	9.8%
10000000	Natural resources and mining	4,100	3,900	-200	-4.9%

20000000	Construction	87,500	82,300	-5,200	-5.9%
30000000	Manufacturing	213,800	230,100	16,300	7.6%
40000000	Trade, transportation, and utilities	348,200	373,100	24,900	7.2%
50000000	Information	27,200	26,500	-700	-2.6%
55000000	Financial activities	100,800	96,500	-4,300	-4.3%
60000000	Professional and business services	199,700	254,100	54,400	27.2%
65000000	Education and health services	208,400	225,800	17,400	8.3%
70000000	Leisure and hospitality	208,500	228,500	20,000	9.6%
80000000	Other services	69,400	71,700	2,300	3.3%
90000000	Government	347,600	356,300	8,700	2.5%

SOURCE: US Bureau of Labor Statistics, Current Employment Statistics (CES) Program

South Carolina Industry Employment Projections to 2022

Industry	2012 Estimated Employment	2022 Projected Employment	Total 2012-2022 Employment Change	Total Percent Change
Total, All Industries	1,983,585	2,212,392	228,807	11.54%
Construction	77,510	99,892	22,382	28.88%
Health Care and Social Assistance	225,765	284,803	59,038	26.15%
Professional, Scientific, and Technical Services	79,490	97,807	18,317	23.04%
Administrative and Support and Waste Management	139,778	168,228	28,450	20.35%
Transportation and Warehousing	50,860	59,728	8,868	17.44%
Real Estate and Rental and Leasing	25,420	28,727	3,307	13.01%
Finance and Insurance	65,868	73,640	7,772	11.80%
Educational Services	164,216	182,632	18,416	11.21%
Arts, Entertainment, and Recreation	26,543	29,495	2,952	11.12%
Other Services (except Public Administration)	81,310	90,317	9,007	11.08%
Wholesale Trade	65,769	72,188	6,419	9.76%
Accommodation and Food Services	190,193	207,650	17,457	9.18%
Mining, Quarrying, and Oil and Gas Extraction	1,148	1,246	98	8.54%
Utilities	12,125	13,108	983	8.11%
Retail Trade	226,368	243,921	17,553	7.75%
Information	25,715	27,332	1,617	6.29%
Public Administration-Local	68,729	72,819	4,090	5.95%
Management of Companies and Enterprises	16,435	17,332	897	5.46%
Agriculture, Forestry, Fishing and Hunting	28,935	29,792	857	2.96%
Manufacturing	220,007	220,893	886	0.40%
Public Administration-State	41,162	41,003	-159	-0.39%
Public Administration-Federal	27,940	24,499	-3,441	-12.32%

SOURCE: SC Department of Employment and Workforce, Industry Employment Projections Program

By 2022 the Heath Care and Social Assistance industry will have the state's largest share of employment overtaking the current leader, Retail Trade, due to its rapid expansion. Manufacturing and Accommodation and Food Services will remain the third and fourth

largest sectors, respectively.   Following is specifics regarding growth of these industries in each of Waccamaw's three counties including each County's percent change in the forecasted in-demand industry, average earnings, and businesses that hire within each forecasted industry by size of business. Analysis shows that jobs exist to support the investment in training dollars in the Health Care and Manufacturing sectors.

INDUSTRY SUMMARY FOR HEALTH CARE AND SOCIAL ASSISTANCE

Horry County, SC

11,641	17.6%	$57,590
Jobs (2016)	**% Change (2016-2021)**	**Avg. Earnings Per Job (2016)**
32% below National average	Nation: 10.9%	Nation: $56,425

Georgetown County, SC

2,414	9.4%	$54,316
Jobs (2016)	**% Change (2016-2021)**	**Avg. Earnings Per Job (2016)**
27% below National average	Nation: 10.9%	Nation: $56,425

Williamsburg County, SC

768	20.7%	$29,678
Jobs (2016)	**% Change (2016-2021)**	**Avg. Earnings Per Job (2016)**
45% below National average	Nation: 10.9%	Nation: $56,425

TOP REGIONAL HEALTH CARE AND SOCIAL ASSISTANCE BUSINESSES

Horry County, SC

Business Name	Industry Name	Business Size
Conway Medical Ctr	General Medical and Surgical (622110)	Large (250+)
Grand Strand Regional Med Ctr	General Medical and Surgical (622110)	Large (250+)
Mc Leod Loris	General Medical and Surgical (622110)	Large (250+)
Lighthouse Care Ctr Of Conway	Psychiatric and Substance Hospitals (622210)	Medium (50-249)
Waccamaw Eoc	Other Individual and Family (624190)	Medium (50-249)

Williamsburg County, SC

Business Name	Industry Name	Business Size
Williamsburg Regional Hospital	General Medical and Surgical (622110)	Medium (50-249)
Mc Nair Memorial Rehab	Nursing Care Facilities (Skilled Facilities) (623110)	Medium (50-249)
Kingstree Nursing Facility	Nursing Care Facilities (Skilled Facilities) (623110)	Medium (50-249)
Lane Head Start	Child Day Care Services (6244	Medium (50-249)
Williamsburg County Disability	Other Individual and Family (624190)	Small (0-49)

Georgetown County, SC

Business Name	Industry Name	Business Size
Georgetown Memorial Hospital	General Medical and Surgical (622110)	Large (250+)
Waccamaw Community Hospital	General Medical and Surgical (622110)	Large (250+)
Prince George Healthcare Ctr	Nursing Care Facilities (Skilled Facilities) (623110)	Medium (50-249)
St Elizabeth Place	Nursing Care Facilities (Skilled Facilities) (623110)	Medium (50-249)
Lakes At Litchfield	Continuing Care Communities (623311)	Medium (50-249)

INDUSTRY SUMMARY FOR MANUFACTURING

Horry County, SC

3,131	.1%	$57,590
Jobs (2016)	**% Change (2016-2021)**	**Avg. Earnings Per Job (2016)**
70% below National average	Nation: -2.8%	Nation: $79,107

Georgetown County, SC

2,287	5.3%	$75,590
Jobs (2016)	**% Change (2016-2021)**	**Avg. Earnings Per Job (2016)**
11% below National average	Nation: -2.8%%	Nation: $79,107

Williamsburg County, SC

2,455	5.4%	$60,179
Jobs (2016)	**% Change (2016-2021)**	**Avg. Earnings Per Job (2016)**
181% below National average	Nation: -2.8%	Nation: $79,107

TOP REGIONAL MANUFACTURING BUSINESSES

Horry County, SC

| Business Name	Industry Name	Business Size
Avx Corp	Other Electronic Component Manufacturing (334419)	Large (250+)
New South Co Inc	Cut Stock, Resawing Lumber, and Planing (321912)	Large (250+)
Pepsi Bottling Ventures	Soft Drink Manufacturing (312111)	Medium (50-249)
Metglas Inc	All Other Miscellaneous Fabric Product Manufacturing (332999)	Medium (50-249)
Wolverine Brass Inc	Plumbing Fixture Fitting and Trim Manufacturing (332913)	Medium (50-249)

Georgetown County, SC

Business Name	Industry Name	Business Size
International Paper Co	Paper (except Newsprint) Mills (322121)	Large (250+)
3 V Chemical Corp	All Other Miscellaneous Chemical Product and Preparation Manufacturing (325998)	Medium (50-249)
San-glass Fiberglass Co	Mineral Wool Manufacturing (327993)	Medium (50-249)
Peddinghaus Corp	Machine Tool Manufacturing (333517)	Medium (50-249)

Williamsburg County, SC

| Business Name	Industry Name	Business Size
House Of Raeford Farms Inc	Poultry Processing (311615)	Medium (50-249)
Palmetto Synthetics Llc	Artificial and Synthetic Fibers and Filaments Manufacturing (325220)	Medium (50-249)
DSM Nutritional Products	Biological Product (except Diagnostic) Manufacturing (325414)	Medium (50-249)
Three D Metal Works Inc	Fabricated Structural Metal Manufacturing (332312)	Medium (50-249)

## Industry Change Summary – Health Care and Manufacturing
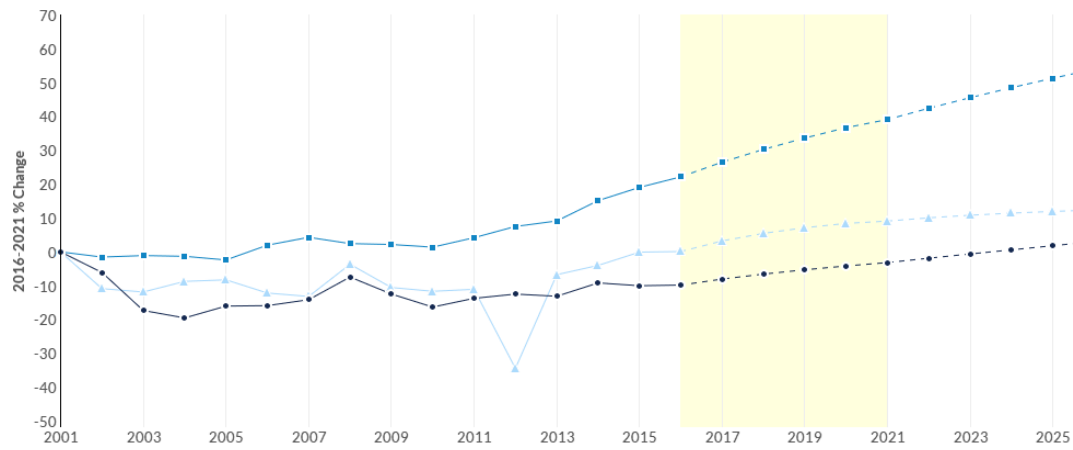
County	2016 Jobs	2021 Jobs	Change	% Change	2016 Average Earnings	2016 Payrolled Business Locations
Georgetown	4,701	5,048	347	7%	$64,667	285
Horry	14,772	16,821	2,049	14%	$55,520	838
Williamsburg	3,224	3,514	290	9%	$52,909	82

Industry Breakdown - 2016 Jobs
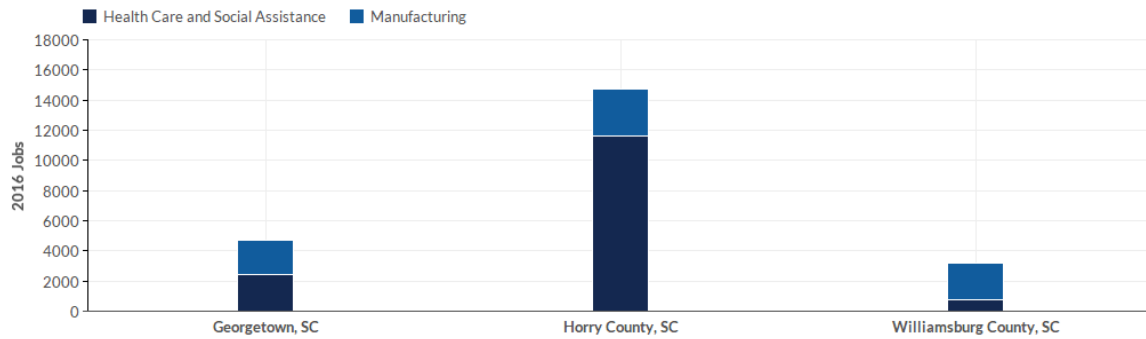
Industry	Georgetown	Horry	Williamsburg
Health Care and Social Assistance	2,414	11,641	768
Manufacturing	2,287	3,131	2,455

Industry Breakdown – 2021 Jobs
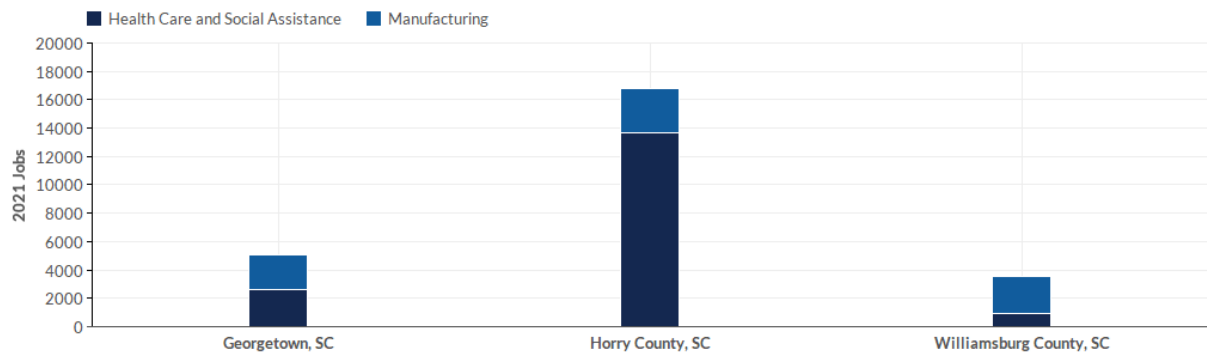
Industry	Georgetown	Horry	Williamsburg
Health Care and Social Assistance	2,640	13,686	927
Manufacturing	2,408	3,135	2,587

Industry Breakdown – % Change 2016 to 2021

Industry	Georgetown	Horry	Williamsburg
Health Care and Social Assistance	9%	18%	21%
Manufacturing	5%	0%	5%

Industry Breakdown – Payrolled Business Locations

Industry	Georgetown	Horry	Williamsburg
Health Care and Social Assistance	229	648	50
Manufacturing	56	838	82

Top Occupations – 2021 Jobs
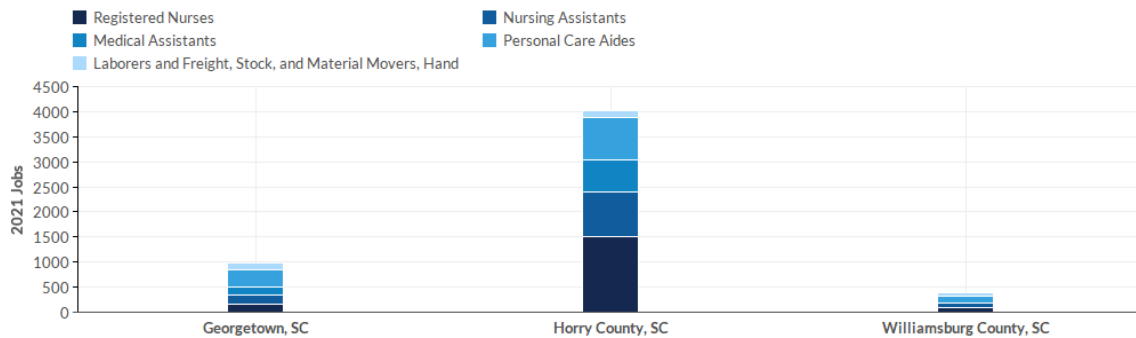
Descriptions	Georgetown	Horry	Williamsburg
Personal Care Aides	354	847	138
Nursing Assistants	185	887	75
Registered Nurses	169	1514	97
Medical Assistants	142	630	16
Laborers and Freight, Stock, and Material Movers,	124	134	71
Total	972	4,013	397

- *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;*

Statewide, South Carolina showed the following educational levels.

South Carolina Measures of Labor Supply by Education Level

Education Level	OES 2013	% of Total	Estim2010 Employment OEP	% of Total	Estim2012 Employment OEP	% of Total	QWI 2013 Beg Qtr Employ 25+	% of Total
Less than high school	531,300	29%	485,840	28%	559,324	29%	208,446	13%
High school diploma or equivalent	781,960	43%	766,313	45%	792,736	41%	486,671	31%
Some college or associate's	197,110	11%	187,200	11%	222,246	11%	507,458	33%
Bachelor's or higher	302,080	17%	282,491	16%	364,675	19%	354,044	23%
Total	1,812,450	100%	1,721,844	100%	1,938,981	100%	1,556,620	100%

Education Level	CPS 2013 Labor Force*	% of Total	CPS 2013 Employed*	% of Total	CPS 2013 Unemployed*	% of Total	ACS 2013 Employed Ages 25-64	% of Total
Less than high school	146,000	8%	128,200	7%	17,900	15%	142,921	8%
High school diploma or equivalent	557,700	30%	514,800	29%	42,900	37%	442,642	26%
Some college or associate's	522,500	28%	487,900	28%	34,900	30%	571,198	34%
Bachelor's or higher	648,500	35%	628,500	36%	20,000	17%	537,601	32%
Total	1,874,700	100%	1,759,400	100%	115,700	100%	1,694,362	100%

Education Level	CPS 2013 Labor Force**	% of Total	CPS 2013 Employed**	% of Total	CPS 2013 Unemployed**	% of Total		
Less than high school	207,750	10%	173,153	9%	34,597	21%		
High school diploma or equivalent	644,249	30%	582,187	29%	62,062	37%		
Some college or associate's	649,328	30%	602,449	30%	46,879	28%		
Bachelor's or higher	679,471	31%	657,004	33%	22,467	14%		
Total	2,180,797	100%	2,014,792	100%	166,005	100%		

SOURCES: Bureau of Labor Statistics (BLS) & SCDEW, Occupational Employment Projections (OEP) Program, Occupational Employment Statistics Program (OES);

U.S. Census Bureau 2013 Quarterly Workforce Indicators Data (QWI) Longitudinal-Employer Household Dynamics Program, Current Population Survey (CPS),

American Community Survey (ACS).

Notes: Percentages may not add due to rounding.

* Current Population Survey, 2013 Annual Average for Persons aged 25 years and older

** Current Population Survey, 2013 Annual Average for Persons aged 16 years and older

Data for the Pee Dee region provided typical entry level education requirements for the majority of healthcare occupations such as Registered Nurses require an Associate's Degree while Personal Care Aides require certification/licenses.   The majority of manufacturing jobs require certification/licenses but do not require college level degrees.

- *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,*

Employment and Unemployment Labor Force
An important component of the economy is the labor force in South Carolina. By definition, the labor force measures people at their resident location and equals the sum of the employed and the unemployed.

Employment in South Carolina declined sharply during the "Great Recession" but surpassed its pre- recession highs after years of slow, steady growth. The steady increases in employment encouraged more individuals to join the labor force and since early 2014, the state's labor force has experienced solid growth.

The labor force rose from 2005 to 2007 when it dipped slightly. It ascended to a high of 2,166,582 in March 2009 before it fell again. The labor force remained fairly stable at about 2,172,000 from mid-2011 until the first quarter of 2014 when it began rising again to reach an all-time high of 2,245,987 in March 2015.

Unemployment and Employment

The unemployment rate is the percent of the labor force that is unemployed. In South Carolina, the unemployment rate remained relatively steady at approximately 6.7 percent from 2005 through the third quarter of 2006 when it fell to a pre-recession low of 5.6 percent in May and June of 2007. In early 2008, the rate began to climb and accelerated in the fall of that year to reach a high of 11.7 percent by December 2009 and January 2010. The unemployment rate then began to fall, reaching 6.1 percent in early 2014. At that point, the rate rose modestly to 6.7 percent in March 2015 as the job recovery enticed people to join the workforce.

Employment

Employment steadily rose over the period 2005 to 2008 where it reached its early recession high of 2,007,667 in January 2008. Employment declined by almost 112,000 people from January 2008 to November 2009 as the recession intensified. Since that low, employment has steadily risen by more than 200,000 to reach a record high of 2,096,110 in March 2015.

South Carolina Projected Average Annual Job Openings by Career Cluster, 2012-2022

Career Cluster	Postsecondary Non-Degree Award	Associate's	Bachelor's	Master's	Doctorate	Total
Agriculture, Food & Natural Resources		45	86		-	131
Architecture & Construction	211	34	463			708
Arts, Audio/Video Technology & Communications	126	16	274			416
Business, Management and Administration			2,008	7		2,015
Education & Training	94	178	2,373	574	370	3,589
Finance			1,179			1,179
Government & Public Administration			158	24		182
Health Science	2,395	2,438	494	305	905	6,537
Hospitality & Tourism			120			120
Human Service	270	21	334	161		786
Information Technology		86	886			972
Law, Public Safety, Corrections & Security	214	159	15		214	602
Manufacturing	224	293				517
Marketing			629			629
Science, Technology, Engineering & Mathematics			1,160	19	10	1,189
Transportation, Distribution & Logistics	857	18	82			957

Grand Total	4,391	3,288	10,261	1,090	1,499	20,529

South Carolina Postsecondary Completers by Career Cluster 2012-2013

Career Clusters	Postsecondary Non-Degree Award	Associate's	Bachelor's	Master's	Doctorate	Total
Agriculture, Food & Natural Resources	50	95	357	68	12	582
Architecture & Construction	598	189	140	53	5	985
Arts, Audio/Video Technology & Communications	150	95	2,139	194	25	2,603
Business Management & Administration	525	1,003	3,246	997	15	5,786
Education & Training	271	3,056	4,409	2,092	158	9,986
Finance	235	236	950	154	-	1,575
Government & Public Administration	-	-	739	67	13	819
Health Science	3,147	2,127	1,703	655	756	8,388
Hospitality & Tourism	268	167	474	31	7	947
Human Services	648	610	1,927	802	41	4,028
Information Technology	359	464	473	111	16	1,423
Law, Public Safety, Corrections & Security	153	667	600	42	218	1,680
Manufacturing	1,185	479	31	-	-	1,695
Marketing	31	77	858	40	-	1,006
Science, Technology, Engineering & Mathematics	95	591	5,535	840	251	7,312
Transportation, Distribution & Logistics	689	144	3	7	-	843
Grand Total	8,404	10,000	23,584	6,153	1,517	49,658

In the Waccamaw Workforce Development Area specifically the unemployment rates continue to be significantly above those of South Carolina and of the United States.   Here is a breakdown of employment versus unemployment by County compared to statewide and nationwide.

Year	Georgetown County			South Carolina			United States		
	Employ	Unemp	Rate	Employ	Unemp	Rate	Employ	Unemp	Rate
2015	23,135	2,112	8.4%	2,122,573	134,504	6.0%	148,834,000	8,296,000	5.3%
2014	22,655	2,109	8.5%	2,074,277	142,505	6.4%	146,305,000	9,617,000	6.2%
2013	21,884	2,467	10.1%	2,022,444	166,924	7.6%	143,929,000	11,460,000	7.4%
2012	21,696	2,944	11.9%	1,983,506	200,607	9.2%	142,469,000	12,506,000	8.1%
2011	22,064	3,468	13.6%	1,945,900	229,623	10.6%	139,869,000	13,747,000	8.9%
2010	22,272	3,774	14.5%	1,915,045	240,623	11.2%	139,064,000	14,825,000	9.6%
2009	26,618	3,604	11.9%	1,910,670	242,075	11.2%	139,877,000	14,265,000	9.3%
2008	28,113	2,254	7.4%	1,996,409	145,823	6.8%	145,362,000	8,924,000	5.8%

Year	Horry County			South Carolina			United States		
	Employ	Unemp	Rate	Employ	Unemp	Rate	Employ	Unemp	Rate
2015	126,880	9,596	7.0%	2,122,573	134,504	6.0%	148,834,000	8,296,000	5.3%
2014	123,988	9,843	7.4%	2,074,277	142,505	6.4%	146,305,000	9,617,000	6.2%
2013	121,310	11,422	8.6%	2,022,444	166,924	7.6%	143,929,000	11,460,000	7.4%
2012	118,816	13,699	10.3%	1,983,506	200,607	9.2%	142,469,000	12,506,000	8.1%

Year									
2011	116,581	15,766	11.9%	1,945,900	229,623	10.6%	139,869,000	13,747,000	8.9%
2010	114,862	16,087	12.3%	1,915,045	240,623	11.2%	139,064,000	14,825,000	9.6%
2009	115,067	15,219	11.7%	1,910,670	242,075	11.2%	139,877,000	14,265,000	9.3%
2008	121,473	9,242	7.1%	1,996,409	145,823	6.8%	145,362,000	8,924,000	5.8%

Year	Williamsburg County			South Carolina			United States		
	Employ	Unemp	Rate	Employ	Unemp	Rate	Employ	Unemp	Rate
2015	11,635	1,183	9.2%	2,122,573	134,504	6.0%	148,834,000	8,296,000	5.3%
2014	11,358	1,254	9.9%	2,074,277	142,505	6.4%	146,305,000	9,617,000	6.2%
2013	11,083	1,582	12.5%	2,022,444	166,924	7.6%	143,929,000	11,460,000	7.4%
2012	10,460	1,957	15.8%	1,983,506	200,607	9.2%	142,469,000	12,506,000	8.1%
2011	11,185	2,242	16.7%	1,945,900	229,623	10.6%	139,869,000	13,747,000	8.9%
2010	11,048	2,303	17.2%	1,915,045	240,623	11.2%	139,064,000	14,825,000	9.6%
2009	13,552	2,304	14.5%	1,910,670	242,075	11.2%	139,877,000	14,265,000	9.3%
2008	13,835	1,602	10.4%	1,996,409	145,823	6.8%	145,362,000	8,924,000	5.8%

- *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.*

Groups with Barriers to Employment

South Carolina's workforce is diverse. Different population groups often face varying challenges and barriers and may need more specific or dedicated services to meet their employment and training needs. There are many programs and services that address the needs of individuals with barriers to employment. Additionally measures are being taken at the state and local levels to further improve programmatic and physical accessibility for LEP individuals and individuals with disabilities, and to improve overall education and employment outcomes for all individuals, but especially individuals with significant barriers to employment.

Workforce Development Activities in the Region

All core and required partners that provide services in the Waccamaw Workforce Development Area are part of the local workforce system. Funding streams that represent core and required partners include:

- Carl Perkins Career and Technical Education Act
  - *Services to individuals who are eligible to receive career and technical education at the secondary and post-secondary levels.*
- Community Services Block Grant
  - *Services low-income individuals to empower, educate, coordinate and assist with reducing poverty and building self-sufficiency.*
- Job Corps
  - *Services youth 16-24 who are low income to receive free education and training that helps young people learn a career, earn a high school diploma or GED, and find and keep a good job.*
- Older Americans Act
  - *Services older adults through Senior Community Service Employment Program with employment and training assistance.*
- Temporary Assistance for Needy Families
  - *Services individuals who have dependent children with cash assistance when available resources do not fully address the family's needs while preparing program participants for independence through work.*
- Title I Adult
  - *Services target individuals who are 18 and older and who have been chronically unemployed or underemployed, have barriers to getting and keeping a job, and need assistance with job search and/or training.*
- Title I Dislocated Worker
  - *Services target individuals who have lost their jobs due closure or downsizing with no fault of their own.*
- Title I Youth
  - *Services target older youth 18 years to 24 years of age who have barriers to getting and keeping a job and are in need of educational and employment services.*
- Title II Adult Education and Literacy
  - *Services target individuals in need of basic education classes with low basic skills and low educational attainment; English language acquisition for eligible learners to achieve competence in reading, writing, speaking and comprehension of the English language; and math skills needed to attain a high school credential and transition to post-secondary education and employment. These services are awarded through a competitive application process at the State level.*
- Title III Wagner Peyser
  - *Services target individuals who are in need of help with updating or developing a resume and labor exchange assistance that connects them to employment.*

- Title IV Rehabilitation Act
  - *Services target individuals with disabilities to assist in achieving competitive integrated employment.*
- Trade Act
  - *Services individuals who are eligible workers who lose their jobs, or whose hours of work and wages re reduced, as a result of increased imports or production transfers abroad.*
- Unemployment Compensation
  - *Services individuals who are unemployed and eligible to receive unemployment compensation.*
- Veterans Program
  - *Services individuals who are veterans with significant barriers to employment to receive tailored employment and training services.*

The ongoing partner convening group will provide a strength to the local workforce system that fosters inclusive and diverse approaches to service delivery.

Weaknesses in the local workforce system include the obvious lack of sufficient funding to assist with infrastructure costs in a rural area that requires an access point in each County to be available for job seekers who have transportation and other barriers.

The Workforce Development Board identified the following strengths and weaknesses overall of the workforce development activities in the Local Workforce Development Area:

Waccamaw Workforce Development Area	
Strengths	*Weaknesses*
In-demand industries represented on Local Board	Transportation issues
Collaboration between Local Workforce Board and Chief Elected Officials	Diversification of funding
Knowledgeable staff	Partner database differences
Good partnership with DEW local manager	Infrastructure dollars
Strong education and training institutions that provide certifications and credentials	Higher than State unemployment rates
Pool of individuals that need career pathways	One-third residents commute outside of County they live in

Waccamaw Workforce Development Area has a good mix of diverse workforce programs that provide opportunities to individuals with barriers to get the necessary training and job search assistance to achieve success. All of the core program partners participate

actively in the design of the One-Stop Center activities and are represented on the Local Workforce Development Board.   Board staff and service provision staff are experienced and focus on individuals with barriers for placements and career pathway methodologies to carry out the mission and vision of the State and the Waccamaw Workforce Development Board.   Money continues to be an issue. Partners have a difficult time financially supporting the infrastructure, although in-kind contributions will be helpful. The lack of databases among partners that interface with each other to provide needed data is lacking. Partners have agreed to meet face-to-face to discuss co-enrollments and exits until a more integrated database system is created.   Co-enrollments will assist all partner agencies in leveraging resources and providing a more comprehensive menu of activities for job seekers, employers, and youth.

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 Waccamaw Workforce Development Board's strategic vision for preparing an educated and skilled workforce inclusive of youth and individuals with barriers to employment in order to support the local area economic growth and economic self-sufficiency is **to guide the Waccamaw workforce delivery system in developing a skilled workforce that meets the needs of businesses and strengthens the local economy**.

Strategic Goals:

1. Create a workforce system that is relevant to business customers.
2. Establish a sector partnership and career pathway model to grow the talent pipeline of new and emerging in-demand industries and occupations.
3. Embrace a customer-centric methodology that serves diverse populations and informs improved processes and procedures.
4. Identify industries that have sustainable wage and career opportunities.
5. Support dynamic partner alignment and integration to better serve business customers and jobseeker clients.
6. Document evidence-based return on investment through a performance management dashboard to track employment, retention, wages, and educational attainment.

The Waccamaw Workforce Development Board is establishing a partner-convening group comprised of Core Program Partners to provide recommendations and advice on the local workforce system and to establish procedures for aligning resources. The partner-convening group has participated in an initial meeting and discussed some aligned procedures that will enhance the Waccamaw Workforce Development Area's ability to carry out the vision and goals for the workforce system:

- Ensure that ALL jobseeker clients, regardless of where they first access the workforce system, will be registered in SC Works database.
- Create a common intake form that will be used until such time a statewide electronic common intake is established.
- Establish initial screening questions to help in identifying potential partner engagement.
- Establish partner lists of typical characteristics for each program in regard to potential eligibility and suitability for enrollment to assist with targeted referrals.
- Create a referral process that kicks in based on the initial screening findings and if the initial screening is done at the One-Stop Center, basic and individualized services will be offered and provided.
- Create a service map of available basic and individualized career services, training, and supportive services.
- Create a system orientation to be used at all access points in the Waccamaw Workforce Development Area.
- Initiate a primary case management system where an individual maintains his or her case manager at the point of first enrollment to provide a single point of contact regardless of the subsequent funding streams he or she may be co-enrolled in. Subsequent funding streams will serve as a program contact that maintains appropriate recordkeeping to track progress and performance data.
- Establish a tracking form that will be used until such time a statewide electronic tracking is available via an integrated case management system.
- Core Program Partners will meet at least monthly to review referral listings, enrollments, co-enrollments, and exits. These meetings will serve as informational to help partners follow through on referrals, to provide opportunities for pitching co-enrollment possibilities, discuss performance strategies, and to coordinate exits.
- Core Program Partners that have a "job" as a planned outcome will be invited to participate on an integrated business service team including Adults, Dislocated Workers, Youth, Wagner-Peyser, Vocational Rehabilitation, and Temporary Assistance for Needy Families.
- Core Program Partners plus educational institutions and economic development representatives will assist in the creation and support of sector partnerships for the identified existing and emerging industries and occupations. The sector partnerships will incorporate career pathways into its responsibilities in terms of creating a flow of the career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline, and work with education representatives to tap into existing training or create new credentialing or certification options. The educational institutional representatives

will include Carl Perkins options in the equation to assist with credits for eligible participants.

- Core Program Partners will review and assist with existing and emerging in-demand industries and occupations that the Waccamaw Workforce Development Area has identified regarding business development and the building of a talent pipeline to meet business needs and expectations.

SECTION III: Local Area Partnerships and Investment Strategies

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

The Waccamaw Workforce Development Board invited its partner-convening group to provide input on the local plan to ensure it was inclusive of all the Core Program and Required Partners.

As indicated, Waccamaw Regional Council of Governments serves as support to the Board and is also the Adult, Dislocated Worker, and Youth Program provider and is the current One-Stop Operator. It was determined, as per the Workforce Innovation and Opportunity Act that Waccamaw Regional Council of Governments should not be in charge of developing the plan due to its dual role as One-Stop Operator and Waccamaw Workforce Development Board support. The Waccamaw Workforce Development Board contracted with an independent consultant to facilitate the development of the plan on behalf of the Waccamaw Workforce Development Board.

First, a service map exercise was conducted by the independent consultant to gather information on services, eligibility, target populations, priority of service, and age groups each partner serves. Next, the consultant held meetings in the Waccamaw Workforce Development Area with the Core Program Partners to kickoff the partner-convening group and to gather specifics on each partner agency and to discuss alignment and integration as well as resource sharing.

A draft plan was created based on the partner input. Waccamaw Workforce Development Board Members and Chief Elected Officials provided feedback on the draft plan during the public comment period.

Public comments were compiled and provided to the partner-convening group and to the Waccamaw Workforce Development Board Members and Chief Elected Officials along with plan revision recommendations as provided in the public comments. Partners advised the Waccamaw Workforce Development Board and Chief Elected Officials of their support of the revised plan and the plan was finalized and submitted to the State of South Carolina for the State review and approval process.

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

The Waccamaw Workforce Development Area is a three-county area including Georgetown, Horry, and Williamsburg Counties. The Waccamaw Workforce Development Area is fortunate to have had long standing relationships with the Core and Required Partners identified in the Workforce Innovation and Opportunity Act and a history of working together for the good of the communities they serve.

The Chief Elected Officials have designated the Waccamaw Regional Council of Governments as fiscal agent, grant recipient, and administrative entity for the Waccamaw Local Workforce Development Area. This decision was made in partnership with the Waccamaw Workforce Development Board. The Executive Director of Waccamaw Regional Council of Governments, Sarah Smith, oversees the fiscal agent, grant recipient, and administrative entity duties. Ayla Hemeon is the Workforce Director overseeing operations.

The Chief Elected Officials have appointed a diverse group to serve on the Waccamaw Workforce Development Board that is representative of Core Program Partners as well as business and industry (particularly existing and emerging in-demand industries and occupations), union representation, and educational leaders. Core Program Partners, Required Partners, and other Community-Based Organizations serve on the Partner Convening Group that advises the Board on issues associated with alignment and integration of services.

The Board has five standing committees including: Executive, Eligible Training Provider, One-Stop Services, Youth Services, and Disability Services.

The Waccamaw Workforce Development Board in partnership with the Chief Elected Officials selected Waccamaw Regional Council of Governments to serve as the Title I Adult, Dislocated Worker, and Youth Provider. The Workforce Director functionally reports to the Waccamaw Workforce Development Board and formally reports to the Executive Director of the Waccamaw Regional Council of Governments. The Workforce Director serves as support to the Waccamaw Workforce Development Board. In compliance with U.S. Department of Labor guidance, Waccamaw Workforce Development Board has contracted with an independent consultant to facilitate the procurement process. Three private sector Board Members and the Board Chair have formed a Task Force to review and evaluate proposals for One-Stop Operator as required by the Workforce Innovation and Opportunity Act. Members of the Task Force as well as the independent consultant have signed a declaration indicating he or she has no conflict of interest in regard to the results of the procurement. No Task Force Member or the independent consultant may provide any information, materials, or hold any discussions with the Administrative Entity, Fiscal Agent, or Service Provider Staff or any other potentially interested party in regard to proposing to be the One-Stop Operator. The independent consultant will not do the scoring of the proposals, but rather oversee the process steps for the Task

Force to complete the evaluation.   Minutes will be kept of all meetings and provided to the administration at the end of the process for the official Board file.

All core and required partners that provide services in the Waccamaw Workforce Development Area are part of the local workforce system.   Funding streams that represent core and required partners include:

- Carl Perkins Career and Technical Education Act
  - o *Services to individuals who are eligible to receive career and technical education at the secondary and post-secondary levels.*

- Community Services Block Grant
  - o *Services low-income individuals to empower, educate, coordinate and assist with reducing poverty and building self-sufficiency.*
- Job Corps
  - o *Services youth 16-24 who are low income to receive free education and training that helps young people learn a career, earn a high school diploma or GED, and find and keep a good job.*
- Older Americans Act
  - o *Services older adults through Senior Community Service Employment Program with employment and training assistance.*
- Temporary Assistance for Needy Families
  - o *Services individuals who have dependent children with cash assistance when available resources do not fully address the family's needs while preparing program participants for independence through work.*
- Title I Adult
  - o *Services target individuals who are 18 and older and who have been chronically unemployed or underemployed, have barriers to getting and keeping a job, and need assistance with job search and/or training.*
- Title I Dislocated Worker
  - o *Services target individuals who have lost their jobs due closure or downsizing with no fault of their own.*
- Title I Youth
  - o *Services target older youth 18 years to 24 years of age who have barriers to getting and keeping a job and are in need of educational and employment services.*
- Title II Adult Education and Literacy
  - o *Services target individuals in need of basic education classes with low basic skills and low educational attainment; English language acquisition for eligible learners to achieve competence in reading, writing, speaking and comprehension of the English language; and math skills needed to attain a high school credential and transition to post-secondary education and employment.   These services are awarded through a competitive application process at the State level.*
- Title III Wagner Peyser

- - *Services target individuals who are in need of help with updating or developing a resume and labor exchange assistance that connects them to employment.*
- Title IV Rehabilitation Act
  - *Services target individuals with disabilities to assist in achieving competitive integrated employment.*
- Trade Act
  - *Services individuals who are eligible workers who lose their jobs, or whose hours of work and wages re reduced, as a result of increased imports or production transfers abroad.*
- Unemployment Compensation
  - *Services individuals who are unemployed and eligible to receive unemployment compensation.*
- Veterans Program
  - *Services individuals who are veterans with significant barriers to employment to receive tailored employment and training services.*

Funding streams not available in the local area include:

- Employment and Training Housing and Urban Development
- Migrant and Seasonal Farmworker Program
- National American Programs
- Second Chance Act
- YouthBuild

The Waccamaw Workforce Development Area embraces the concepts outlined in South Carolina's State Plan regarding alignment and integration. Waccamaw Workforce Development Board will convene a group comprised of all of the partners as well as economic development. The group is tasked with aligning and integrating services to provide a comprehensive approach to serving business customers and youth, jobseeker and worker clients. This plan will outline strategies discussed by the partner-convening group in the areas of initial screening, workforce system registration, resource room coverage, assessment, testing, referrals, workshops, and co-enrollments.

The Waccamaw Workforce Development Board will support service alignment through its convening of the Integrated Business Services Team that coordinates business engagement activities across funding streams. The Board uses a data driven approach to decision-making such as ensuring that local policies require training dollars be invested in those occupations that are part of the local area's declared in-demand industry sectors.

Strengthening the talent pipeline throughout the Waccamaw Workforce Development Area will be a focus involving service designs that assist in increasing

middle-skill and middle-wage attainment possibilities.   This is done through a dynamic approach to creating the talent pipeline using career pathway concepts to prepare individuals for placement into sectors that are in-demand.

Waccamaw has a soft-skills curriculum that includes 5 categories of soft skills for job seekers and youth:

1. Life Skills
2. Work Habits and Behaviors
3. Work Attitudes and Values
4. Communication and Interpersonal Skills
5. Job Search Skills

Core
Intermediate
Advanced

Knowledge/Skill: A. LIFE SKILLS		
A.1. Adapting to Change	A.2. Identifying Personal Circumstances	A.3. Understanding Personal Accountability
A.4. Understanding Social Media	A.5. Demonstrating Dependability	A.6. Managing Time
A.7. Possessing Required Documents	A.8. Setting Goals	A.9. Using Problem Solving Techniques
A.10. Acquiring and Using Information	A.11 Applying Reasoning	A.12. Making Decisions
A.13. Managing Resources	A.14 Understanding Basic Financial Literacy Concepts	

Knowledge/Skill: B. WORK HABITS AND BEHAVIORS		
B.1. Demonstrating A Willingness To Learn	B.2. Demonstrating Integrity	B.3. Demonstrating Positive Self-Image
B.4. Motivating Self and others	B.5. Dealing With Negative Attitudes	B.6. Exercising Leadership
B.7. Managing Emotions At Work	B.8. Knowing Negotiation Skills	B.9. Understanding Social Media Regarding Work Habits and Behaviors

Knowledge/Skill: C. WORK ATTITUDES AND VALUES		
C.1. Assessing Learning Styles	C.2. Demonstrating Ability to Take Initiative	C.3. Understands the Value of Work and Takes Pride in Their Work
C.4. Understanding Disability Awareness	C.5. Understanding Diversity	

Knowledge/Skill: D. COMMUNICATION AND INTERPERSONAL SKILLS		
D.1. Demonstrating High Self-Esteem	D.2. Following Written or Verbal Instructions	D.3. Knowing Telephone Skills
D.4. Understanding Listening Skills	D.5. Understanding Non-Verbal Communication	D.6. Using Basic Verbal Communication
D.7. Creating Elevator Speech	D.8. Serving Customers	D.9. Working Effectively With Others
D.10. Applying Creative Thinking	D.11. Demonstrating Ability To Accept Constructive Criticism	D.12. Knowing Presentation Skills
D.13. Managing Conflict	D.14. Working on Teams	

Knowledge/Skill: E. JOB SEARCH SKILLS		
E.1. Knowing Basic Computer Skills	E.2. Using Networking for Job Search	E.3. Exploring Career Options
E.4. Understanding Interviewing	E.5. Using a Resume	E.6. Creating an Employment Proposal
E.7. Doing A Behavior Based Interview	E.8. Doing an Informational Interview	E.9. Using Electronic Job Search

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

The partner convening group has agreed upon some fundamental concepts to achieve alignment and integration of service delivery including:

- Ensure that ALL jobseeker clients, regardless of where they first access the workforce system, will be registered in SC Works database.
- Create a common intake form that will be used until such time a statewide electronic common intake is established.
- Establish initial screening questions to help in identifying potential partner engagement.
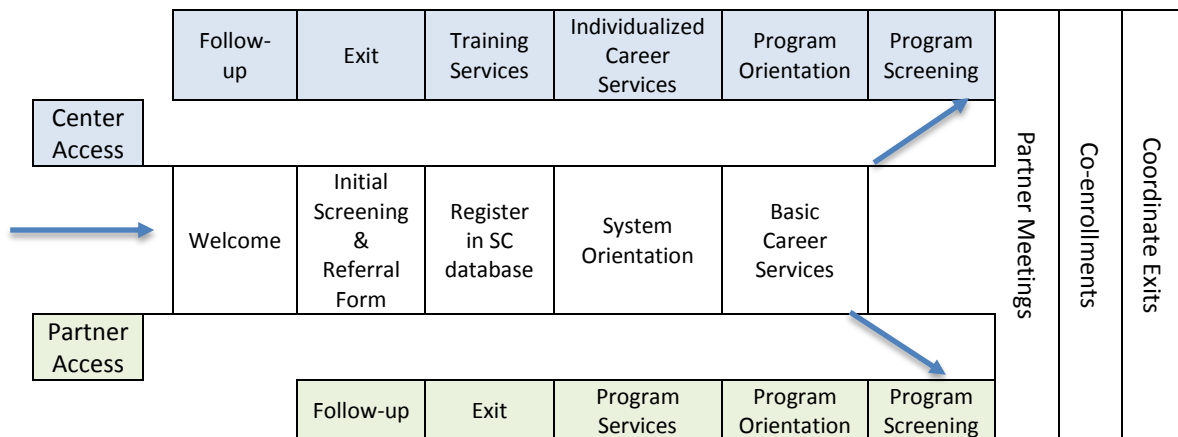
- Establish partner lists of typical characteristics for each program in regard to potential eligibility and suitability for enrollment to assist with targeted referrals.
- Create a referral process that kicks in based on the initial screening findings and if the initial screening is done at the American Job Center, basic and individualized services will be offered and provided.
- Create a service map of available basic and individualized career services, training, and supportive services.
- Create a system orientation to be used at all access points in the Waccamaw Workforce Development Area.
- Initiate a primary case management system where an individual maintains his or her case manager at the point of first enrollment to provide a single point of contact regardless of the subsequent funding streams he or she may be co-enrolled in. Subsequent funding streams will serve as a program contact that maintains appropriate recordkeeping to track progress and performance data.
- Establish a tracking form that will be used until such time a statewide electronic tracking is available via an integrated case management system.
- Core Program Partners will meet at least monthly to review referral listings, enrollments, co-enrollments, and exits.   These meetings will serve as informational to help partners follow through on referrals, to provide opportunities for pitching co-enrollment possibilities, discuss performance strategies, and to coordinate exits.
- Core Program Partners that have a "job" as a planned outcome will be invited to participate on an integrated business service team including Adults, Dislocated Workers, Youth, Wagner-Peyser, Vocational Rehabilitation, and Temporary Assistance for Needy Families.
- Core Program Partners plus educational institutions and economic development representatives will assist in the creation and support of sector partnerships for the identified existing and emerging industries and occupations. The sector partnerships will incorporate career pathways into its responsibilities in terms of creating a flow of the career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline, and work with education representatives to tap into existing training or create new credentialing or certification options. The educational institutional representatives will include Carl Perkins options in the equation to assist with credits for eligible participants.
- Core Program Partners will review and assist with existing and emerging in-demand industries and occupations that the Waccamaw Workforce Development Area has identified regarding business development and the building of a talent pipeline to meet business needs and expectations.

The partner-convening group advises the Waccamaw Workforce Development Board on its recommendations regarding alignment and integration to inform the development of new policies and procedures to support the group's coordination.

Alignment and integration begins with a "no wrong door" approach that provides consistency regardless of the point of entry and increases partner alignment. As noted in

this diagram, an individual may access the workforce system at a One-Stop or at a Partner facility.   This provides enhanced access options for individuals throughout the rural area. The welcome, initial screening and referral form, registration into the State system, a workforce system orientation and basic career services may be provided at any access point.

	Follow-up	Exit	Training Services	Individualized Career Services	Program Orientation	Program Screening	Partner Meetings	Co-enrollments	Coordinate Exits
Center Access									
	Welcome	Initial Screening & Referral Form	Register in SC database	System Orientation	Basic Career Services				
Partner Access									
		Follow-up	Exit	Program Services	Program Orientation	Program Screening			

As noted in the above dialogue and on the diagram, partners hold meetings regular to discuss co-enrollments and to coordinate exits.

Access to recognized post-secondary credentials is an essential step in creating a meaningful career pathways design.   Waccamaw Workforce Development Board has representation of post-secondary education on the Board.   Workforce staff partner with area technical colleges to identify credentialing programs that provide the stair steps for career pathways in the in-demand industry sectors.   Individual Training Accounts are used to access credentialing programs with post-secondary institutions.

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

The Waccamaw Workforce Development Board recognizes business and industry as a primary customer to the workforce system. Business needs and expectations in our existing and emerging in-demand industries and occupations drive the workforce services provided in the Waccamaw Workforce Development Area. Employer needs and expectations are established through the work of our sector partnerships along with recommended career pathways flow for each industry and occupation. Economic Development partners in the Waccamaw Workforce Development Area assist in the formation of the sector partnerships and gather information on the needs and expectations of business and industry. Existing and emerging industries and occupations representatives who are Waccamaw Workforce Development Board Members will participate on the appropriate sector partnerships along with union representatives and educational institutions.

Successful workforce systems utilize both job development and business development methods in serving business and industry customers and assisting jobseekers in getting and keeping a job. It is understood that job development and business development are very different outreach and recruitment approaches to working with business and industry.

Waccamaw Workforce Development Board sees job development as an approach that requires specific funding sources to reach out to small and family-owned businesses with a particular client in mind in an effort to place the individual with known barriers, strengths, and weaknesses in a work-based learning opportunity. Job development will remain the responsibility and role of individual partner programs because it requires obligating dollars to assist a specific individual with a specific program activity by a specific service provider.

Business development, on the other hand, is about outreach and recruitment of business customers to request applicants when openings occur. Typically, business development is medium size to large businesses. Waccamaw Workforce Development Area through its core program partners, has an Integrated Business Service Team to conduct business development. Business development is the tool that drives career pathways and sector strategies.

As members of the Integrated Business Service Team, participating core program partners as well as economic development and educational institutions align and integrate business development activities within the Waccamaw Workforce Development Area for the purpose of:

- Creating a single point of contact for businesses
- Establishing a collaborative outreach and recruitment structure
- Coordinating workforce services and training options
- Leveraging resources
- Sharing performance outcomes

- Creating and managing a talent pipeline in existing and emerging in-demand industries and occupations
- Establishing an inventory of existing training options, particularly those that include a credential or certification in existing and emerging in-demand industries and occupations
- Identifying skill and knowledge gaps between what business needs and expects and what training options are available
- Working with Education to enhance or establish short-term training options for portable or stackable credential/certification opportunities
- Working with Economic Development Representatives to ensure a dynamic approach to meeting the ever-changing needs of business and industry as the in-demand sector landscape grows or diminishes

The Waccamaw Workforce Development Board recognizes that Unemployment Insurance claimants are a reasonable and logical pool of workforce system participants that could benefit from other partner services and activities. Unemployment Insurance will be included in the system orientation. Unemployment Insurance staff will be encouraged to have its claimants view the system orientation and provide each recipient with information on how to access other partner services. Coordination efforts will be negotiated in the Memorandum of Understanding process.

Currently, the comprehensive One-Stop Center for the Waccamaw Local Workforce Area is co-located with an Unemployment Insurance facility that allows for timely integration of the system orientation in the upfront services and provide opportunities for Unemployment Insurance claimants to be included in initial screening, register in the SC Works database and to access basic career services.

Individuals utilize computers in the One-Stop Center to register for UI and receive access to telephones to contact SCDEW's UI hotline. A strategy that SCDEW has engaged to improve service delivery to individuals who are receiving Unemployment Insurance benefits is to use 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 used during the customer's registration in the system, send information about jobs that match their personal profile, attach general announcements about helpful seminars, and invitations for employer interviews.

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

needs of regional employers and support the Local Board's strategic vision and goals.

Business services and strategies are a key ingredient to the Waccamaw Workforce Development Area.   Initiatives related to helping business and industry get skilled workers will be a priority.   Adult, Dislocated Worker, and Older Youth Title I training funds will only be expended on industries and occupations identified as in-demand during the life of this plan.   Should a shift in forecasted growth industries occur, the local plan will be modified to reflect the new reality.

The Waccamaw Workforce Development Board will research and work with economic development, educational institutions, and labor unions to identify apprenticeship opportunities.   The Waccamaw Workforce Development Board will request that a speaker from the State's Apprenticeship Unit present to the Board and partners at a Waccamaw Workforce Development Board meeting to assist in identifying specific strategies.

Economic Development partners will be apprised of the availability of Incumbent Worker Training, On-the-Job Training, and Customized Training that can assist eligible existing workers and eligible new hires in building the necessary skills and knowledge to benefit the employers and provide a career path for workers.   The Integrated Business Services Team will include these initiatives in their outreach and recruitment packages that will be used for business development.

Sector Partnerships will play an intricate role in identifying career paths and the skills and knowledge needed to be proficient in the existing and emerging in-demand industries and occupations.

Waccamaw has been working with a regional team and has identified Health Care and Manufacturing Sector Partnerships as the focus. These sector partnerships will inform the Integrated Business Services Team regarding career pathways and the skills and knowledge needed to establish the talent pipeline for these two sectors.

Economic development will assist in identifying business intermediaries throughout the three-county region.   Business intermediaries will be apprised of the work of the Integrated Business Services Team and will help identify contacts for existing and emerging in-demand industries and occupations.

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

Economic development will participate in the partner-convening group to discuss and formulate strategies to serve business and industry effectively and play an important advisory role in the development of the sector partnerships.

Economic development representatives will participate in collecting information from business customers regarding the skills and knowledge they are looking for to fill entry level and middle skill jobs in the in-demand occupations.   This will be done in the form of an electronic survey to their business and industry contacts.   This survey will be conducted after the Sector Partnership for each in-demand industry and occupation has convened and provided the career path flow that will inform the appropriate industries and occupations to survey.   Economic development will be involved in the Sector Partnership meetings.

Waccamaw Workforce Development Board will request economic development provide a training session to workforce system partners on what they do and how the workforce system and economic development can work together.

Waccamaw Workforce Development Board will partner with economic development to offer entrepreneurial information sessions.

SECTION IV: Program Design and Evaluation

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

The programs provided through Title I of the Workforce Innovation and Opportunity Act are tied to negotiated common performance measures. Continued success and funding are directly related to meeting or exceeding the negotiated performance levels.

The Waccamaw Workforce Development Board will establish a balanced scorecard metrics that provides a format to analyze success ratios of each eligible training provider in terms of participant engagement including but not limited to:

- Receipt of a credential or certification in an in-demand industry and occupation
- Receipt of a job
- Receipt of a job in a training related in-demand industry and occupation
- Six Month Retention in a job
- Six Month Retention in a training related in-demand industry and occupation
- Median wage at job entry comparable to the local negotiated level
- Entry into a more advanced course of study to achieve progress towards a career path goal

Eligible training providers will be trained on the negotiated common performance measure requirements. Providers that do not meet or exceed the requirements will be asked to create a continuous improvement plan that will be approved and monitored by the Waccamaw Workforce Development Board for progress. Continued failure to meet negotiated requirements may result in discontinuing the respective training option(s).

The Eligible Training Provider Committee will review employer placements. Business customers utilizing work-based learning opportunities that are intended to result in a job will be monitored according to the same criteria as eligible training providers. This will include on-the-job training, customized training, and incumbent worker training opportunities.   An employer who has had three (3) or more placements in a program year and has a track record of not meeting the negotiated levels will not be able to participate for a period of six (6) months at which time the situation will be evaluated and a decision made by the Eligible Training Provider Committee.

In addition, to Eligible Training Providers, Waccamaw Workforce Development Board ensures continuous improvement of eligible providers of basic career services, individualized career services, training services, and follow-up services through ongoing monitoring and evaluation.   The Board contracts for an independent monitoring review at least annually to get an outside objective assessment of each provider.   The review includes talking with employer customers as well as job seeker clients to find out what is working for them and what can be improved.   A detailed report is submitted to the Board for review and to determine if any action is required or follow-up on the part of a provider of service.

Waccamaw Local Workforce Development Board will contract for an independent review annually to survey partners to identify areas for improvement and promising practices.

- ***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;***

Access to services will be achieved through a variety of mechanisms starting with training all Core Program Partners on registering individuals in the SC Works database, providing workforce system initial screening questions, and offering the system-wide orientation that is being developed.   This "no wrong door" concept allows multiple and varied access points.

Technology is encouraged throughout the Workforce Innovation and Opportunity Act.   Information will be provided on all Core Program Partner websites on services that are available via the web.   Information on how to access web resources will be provided via the system orientation and through outreach and recruitment materials.

- ***How entities within the SC Works delivery system, including center operations 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 individual with disabilities; and***

The Waccamaw Workforce Development Board supports and requires compliance as follows:

- Section 188 of the Workforce Innovation and Opportunity Act prohibiting

discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation or belief.

- Section 188 of the Workforce Innovation and Opportunity Act requires reasonable accommodations be provided to qualified individuals with disabilities in certain circumstances.

All workforce system partners will post required notices to ensure all eligible individuals are aware of the system's obligations to operate programs in a non-discriminatory manner. Equal Employment Opportunity is the Law notices will be posted in all partner facilities and will be reviewed with each program participant and documented in each client file. Equal Employment Opportunity language will be placed on all new and reprinted outreach and recruitment documents.

Monitoring will include a review of system compliance regarding all of the above.

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

The Resource Sharing Agreement (RSA) is a plan to fund the costs of the services and the operating costs of the system, including funding of infrastructure costs of Waccamaw SC Works Centers and funding of the shared services and operating costs of the Waccamaw SC Works system. The Partners agree to enter into a ***Resource Sharing Agreement*** to support the cost of shared services and jointly occupied facilities. Such agreement shall meet the principle of proportionate responsibility for support of services. Cost allocation among partners shall meet Workforce Innovation and Opportunity Act regulations, Federal Uniform Guidance, state rules, policies and guidelines. Each partner will have a separate Resource Sharing Agreement detailing shared cost which shall be incorporated into this Memorandum of Understanding. The Waccamaw SC Works system is a work in progress and its costs and the Partners' resource contributions are based on projections only and may need to be adjusted from time to time to most accurately reflect actual costs and contributions. Each Resource Sharing Agreement will be negotiated and modified annually.

Fundamentally, partners have agreed to pay based on a partner's total full-time employees (FTEs). Each partner will provide their own materials and program specific equipment. Partners who will be "visiting" with regular office hours on a part-time basis may provide resources in the form of in-kind contributions such as shared staff for workshop trainers, resource room coverage, or front-desk coverage.

Waccamaw SC Works in Horry, Georgetown, and Kingstree Counties agree to contribute to the delivery of the following services in the Waccamaw SC Works system:

- Greeting and front end services;
- Job vacancy announcements and 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 Waccamaw region.

The costs identified as shared costs are reflected in the budget document included in the Resource Sharing Agreement. The costs are incurred by partners in the provision of customer services through the One-Stop delivery system.

Facility Costs. Facility costs are defined as those actual costs related to the facility use, maintenance and operation of the Waccamaw SC Works Centers. These costs include payment of utilities, lease/rent, and security. Facility costs shall be borne by those partners who deliver services through the Waccamaw SC Works Centers in the Waccamaw Workforce Development Area. Such costs shall be allocated on the basis of a partner's total full-time employees (FTEs), those staff working thirty (3) hours or more per week, assigned to and working within Waccamaw SC Works Centers requiring a regular working space that may consist of an office or desk or other dedicated work space. For partners with funding limitations, in-kind allocations are acceptable.

Waccamaw Regional Council of Governments, or its designee, shall not enter into a lease agreement to move offices that include DEW staff without consulting with the Administration, Support, and Operations Division at the DEW prior to the execution of a lease agreement. Once DEW has agreed to the terms of a lease agreement to move offices that include DEW staff and the lease has been executed, an addendum to this Resource Sharing Agreement reflecting the move and any related changes must be executed prior to the move. Routine costs incurred during the month of the relocation will be pro-rated by both parties.

Maintenance Costs. Maintenance and Facility Operations costs include the following unless otherwise noted: landscaping, janitorial/cleaning maintenance, routine build maintenance and repairs, including HVAC, and pest control.

Supplies, Equipment, and IT-Related Costs. Supply costs are those related to individual staff in performing their respective job duties and those related to the supply of items needed for public access (i.e. resource room) and common/shared spaces (i.e. restrooms) in each Center. For Program Year 2015, DEW will purchase all Department of Employment Workforce staff supplies needed, including business cards, through the appropriate DEW program manager (UI Hub Manager or WED Regional manager). The only shared supply costs will be t hose specifically related to public access and common/shared spaces as purchased by the Operator. These costs should be reconciled and invoiced to DEW quarterly and will be shared proportionately across all programs located in the Center according to the quarterly staffing addendum.

Equipment costs are those related to the use of rented equipment, such as Xerox machines, etc. (including paper and ink for the machine) and will be shared proportionately by the staff/partner using the equipment. Beginning in PY 2015, DEW no longer shared the use of DEW leased copier machines with partner staff or customers. All DEW staff is required to use DEW equipment only. The Xerox machines have the capability for file storage, email and fax, and are specifically configured to allow email access within the Department of Employment Workforce network only. Partner staff will be responsible for providing the necessary equipment for their staff as well as any necessary customer equipment in public access space (i.e. resource rooms). DEW will share in the cost of public access equipment only, as provided by the Operator, and used only Center customers. These costs should be reconciled and invoiced to DEW quarterly and will be shared proportionately across all programs located in the Center according to the quarterly staffing addendum.

Public access equipment, not including personal computers, is currently two (2) printers in the Conway Center.

Effective 12/31/14, DEW began supporting only DEW staff in all facilities. Computers and other technology, such as phones, printers, and copiers are the responsibility of the Operator's selected IT provider for continued support.

Access to Equipment. DEWIT staff shall be granted access to all DEW equipment whether in DEW facility host buildings or non-DEW facility host buildings. The Operator agrees that DoIT staff will maintain access to DEW equipment and be granted access to any other properties to verify ownership through the state property system. If equipment is found on the state property inventory list, the Operator agrees to return the equipment for off-boarding, transfer, and return to ensure proper handling as required by IRS regulations property ownership and resolution of any depreciated value of the equipment.

Network Closets. Network closets contain storage racks that hold all network equipment related to network connectivity in both DEW facility host and non-host facilities. DEW owned equipment must remain accessible to DoIT network staff during normal operating hours and may require after-hours access.

Existing Internet circuits owned and maintained by DEW may be refitted to better accommodate the total number of staff on any given network and DoIT will provision bandwidth at their own discretion.

Public Access Computers. DEW agrees to share in the cost of public access personal computers (i.e. necessary and reasonable in-scope costs of resource rooms and shared computer labs) as outlined in the Resource Sharing Agreement IT Guiding Principles. The IT costs will be shared proportionately according to the quarterly staffing addendum. Actual costs must be reconciled and invoiced to DEW quarterly in accordance with the methodology described in the Resource Sharing Agreement IT Guiding Principles.

As part of reconciling IT costs, DEW will be provided a copy of all current IT service provider contracts and any forthcoming modifications.

Actual costs must be reconciled and invoiced to DEW quarterly with the completed Quarter PC Count Signature Sheet included with this Resource Sharing Agreement. DEW will be provided a copy of all current IT service provider contracts and any forthcoming modifications.

Shared Network Access. In the case that DEW staff presence is minimal; DEW may request to provide service DEW staff through a VPN tunnel. A VPN tunnel allows for a "shared" Internet connection to be divided into separately managed connections. This method maintains administrative control of DEW connections and equipment without interfering with the Operator's own network management. Any requests for access of this type will be negotiated between the Operator's IT service provider and the infrastructure and Information Security Unit of DoIT.

Telephone (VoIP and Analog). DEW will provide and maintain telephone (either VoIP or analog) for DEW staff in all locations where a DEW circuit is in place and active, and has sufficient bandwidth for telephone support. In offices where DEW presence is minimal, or where the Operator is providing phone service, the Operator may bill DEW for the proportionate share of monthly billing by the Operator's telephone service provider. In cases where a telephone cannot be

provided or supported by either party, DEW may choose to provide or request alternate communication methods as needed on a case-by-case basis.

Privacy and Personally Identifiable Information (PII). The protection of private and PII data is of the highest priority. DoIT staff is committed to complying with all federal and state laws, regulations, and guidance regarding protection of PII, including IRS Publication 1075. Any suspected breach in data security should be reported to DEW Information Security staff immediately at infosec@dew.sc.gov. In the event data security is suspected of being comprised. DoIT staff will take immediate corrective action, including but not limited to suspending access to data and application resources.

All areas of IT support, agreement and compliance in this document are bound by IRS Publication 1075 requirements and regulations. DoIT staff will take immediate corrective action in the event that private information is discovered to be at risk or in violation of IRS Publication 1075. Partners agree to safeguard and protect confidential and personally identifying information pursuit to Federal and State law and IRS Publication 1075. Partners with access to unemployment information from DEW must maintain these records pursuant to S.C. Code Ann 41-29-150 through -170 and 20 C.F.R. 603. These requirements survive the duration of this agreement.

Front Desk Staff/Intake. The front desk staff is responsible for the coordination of traffic flow of customers seeking assistance from any Center partner. For Program Year 2016, DEW will continue to employ an intake coordinator in the Comprehensive Centers who will lead this functional area. The WRCOG reserves the ability to be involved in the training process for the position as it requires familiarity with DEW and all partner services in the Center.

Number of FT Employees	38	34	4	
	SC Works - Conway (03) 200A Victory Lane / Conway SC 29526			
Item Description	Total	DEW	WRCOG	Responsible Payor
Cost Share %	100%	89%	11%	
Facilities:				
Rent	0	0	0	
Security	21,216.00	18,983.00	2,233.00	WRCOG
Utilities	59,640.00	53,362.00	6,278.00	SCDEW
Janitorial/Maintenance	13,740.00	12,294.00	1,446.00	SCDEW
Landscaping	5,200.00	4,653.00	547.00	SCDEW
General Repair	12,000.00	10,737.00	1,263.00	SCDEW
Pest Control	2,000.00	1,789.00	211.00	SCDEW

HVAC Maintenance	0	0	0	
Depreciation (Bldg Usage Fee)	42,720.00	38,223.16	4,496.84	WRCOG
Total Facilities	156,516.00	140,041.16	16,474.84	
Operating:				
Telephone***	32,364.00	0	32,364.00	WRCOG
PC Costs *	40,440.00	36,183.00	4,257.00	WRCOG
Equipment Maintenance/Rental	4,000.00	3,579.00	421	SCDEW
Common Area Supplies**	2,280.00	2,040.00	240	WRCOG
Postage & Shipping	400.00	358.00	42.00	SCDEW
Total Operating	79,484.00	42,160.00	37,324	
Grand Total Budget	236,000.00	182,201.16	53,798.84	

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

The Waccamaw Workforce Development Board wants to make available as many options for Individualized Career Services and Training as possible to allow a tailored unique experience based on client needs.   This supports our customer-centric model.   The local workforce system will not prescribe to "a one size fits all" mentality.   The toolbox of opportunities will be extensive providing front-line workers and integrated business service team members a chance to individualize the workforce system experience and create a meaningful plan of action.

The assessment of the type and availability of these employment and training activities was conducted through a service mapping exercise performed by the partner-convening group. The services will not all be the role of the title I Adult and Dislocated Worker provider.   In some instances, the services are Basic Career Services that one or more partner agencies may be assisting with.   In other instances, such as Adult Education and Literacy, a Core Program Partner will provide the service.   Adults and Dislocated Workers may be co-enrolled across partner programs to leverage resources and expand the menu options.

Therefore, the Waccamaw Workforce Development Area will consider all Title I service possibilities on the options menu:

Basic Career Services

- Eligibility determination
- Outreach, intake, and orientation
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- Labor exchange services

- Referrals and coordination of activities

- Workforce and labor market employment statistics information

- Performance information and program cost information on eligible providers of training

- Local area performance regarding accountability measures

- Information on availability of supportive services and referrals

- Assistance in establishing eligibility for financial aid assistance for training and education programs

- Information and assistance regarding filing Unemployment Insurance claims.

Individualized Career Services

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers.

- Individual employment plan

- Group and/or individual counseling and mentoring

- Career planning (including case management)

- Short-term pre-vocational services

- Internships and work experiences

- Workforce preparation activities

- Financial literacy services

- Out-of-area job search assistance and relocation assistance

- English language acquisition and integrated education and training programs

Training Services

- Occupational Skills Training

- On-the-Job Training

- Programs that Combine Workplace Training with Related Instruction

- Apprenticeship Training

- Training Programs Operated by Private Sector

- Skill Upgrading and Retraining

- Entrepreneurial Training

- Customized Training

- Incumbent Worker Training

- Adult Education and Literacy Activities
- Job Readiness Training

Front-line staff will be trained on each of the service options and the Waccamaw Workforce Development Board will develop policies to support each service.

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

Rapid Response is designed to shorten or eliminate time between employment opportunities for an individual, reducing or eliminating the time an individual would receive Unemployment Insurance benefits. A Rapid Response team, which is comprised of State and Waccamaw Workforce Development Area employees, offers its services to small organizations and large companies alike. The Dislocation Service Unit employees disseminate essential information to individuals, ranging from how to file for and what to expect from Unemployment Insurance to local resources available for individuals seeking reemployment.

In the Waccamaw Workforce Development Area, Rapid Response is a collaborative effort that involves locally defined partnerships with staff from the State, the Waccamaw Dislocated Worker Program, the State's Business Services Team, Waccamaw Workforce Development Area's Integrated Business Services Team and Division of Unemployment Insurance. Rapid Response teams work with both Worker Adjustment and Retraining Notification (WARN) and non-WARN businesses and employees to quickly maximize public and private resources that will minimize the disruptions on companies, affected workers, and communities associated with job loss. Generally, Rapid Response Teams provide customized services onsite at an affected company, accommodate work schedules, and assist companies and workers through the challenging transitions associated with job loss.

All Rapid Responses, irrespective of the size of the dislocation event and whether it is a WARN or non-WARN situation, involve: (1) an initial business consultation, which is employer-focused, and (2) an information session, which is employee focused. The State works collaboratively with local workforce system partners, the Division of Unemployment Insurance, and other relevant stakeholders to ensure effective, customer-centric Rapid Response provision.

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.*

Youth activities were assessed by the Waccamaw Workforce Board Youth Committee and it was determined that the focus on out-of-school youth will strengthen service delivery in the local area.

The Workforce Innovation and Opportunity Act requires that a minimum of 75% of Waccamaw Workforce Development Area Title I youth funds, minus administrative costs, must be spent on out-of-school youth. The Waccamaw Workforce Development Board has chosen to use the majority of its Title I funds for out-of-school youth services ages 16 to 24 but reserves the right to use up to 25% on in-school youth for special projects approved by the Board.

Also, the Workforce Innovation and Opportunity Act requires a minimum of 20% of the Waccamaw Workforce Development Area Title I youth funds, minus administrative costs, must be spent on work experiences.

- Academic and Occupational Education
- Summer Jobs
- Pre-Apprenticeship Programs
- On-the-Job Training
- Job Shadowing and Internships

Program expenditures on the work experience program element include wages as well as staffing costs for the development and management of the work experiences.

Examples of the 20% priority spending on work experiences:

- Youth wages including Federal Insurance Contributions Act (FICA) tax;
- Staffing costs for time spent identifying potential work experience opportunities.
- Staffing costs for time spent working with employers to develop the work experience.
- Staffing costs for time spent working with employers to ensure a successful work experience.
- Staffing costs for time spent evaluating the work experience.
- Participant work experience orientation sessions.
- Classroom training.
- Required academic education component directly related to the workforce experience.
- Orientation for employers.

Waccamaw's Title I Youth Program will include the fourteen (14) required program elements in our menu of services:

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of

attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.

2. Alternative secondary school services, or dropout recovery services, as appropriate.

3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include:

    a. Summer employment opportunities and other employment opportunities available throughout the school year.

    b. Pre-apprenticeship programs.

    c. Internships and job shadowing; and,

    d. On-the-job training opportunities.

4. Occupational skill training, which may include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area.

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

    a. Adult education and literacy activities such as basic academic skills training, critical thinking skills, or digital literacy skills;

    b. Workforce preparation activities such as self—management skills grooming for employment, or following directions, and

    c. Workforce training such as occupational skills training, on-the-job training, job readiness training, or customized training.

6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.

7. Supportive services.

8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.

9. Follow-up services for not less than 12 months after the completion of participation, as appropriate.

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

11. Financial literacy education.

    a. Support the ability of participants to create budgets, initiate checking and savings accounts at banks, and make informed financial decisions.

    b. supporting participants in learning how to effectively manage spending, credit, and debt, including student loans, consumer credit and,

      c. Supporting a participant's ability to understand, evaluate and compare financial products and services.

12. Entrepreneurial skills training

      a. Entrepreneurial skills training provides the basics of starting and operating a small business. These trainings should develop the skills associated with entrepreneurship and may include but not limited to:

            i. Taking initiative, creatively seeking out and identifying business opportunities, develop budgets and forecast resource needs, understand various options for acquiring capital and the trade-offs associated with each option; and,

            ii. Communicate effectively and market oneself and one's ideas.

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

14. Activities that help youth prepare for and transition to postsecondary education and training.

      a. Inform participants of legal responsibilities after turning 18, assess participant strengths/abilities/interests, help participants prepare and submit post-secondary education applications and financial aid, investigate and apply for scholarships, and develop portfolio that demonstrates accomplishments and competencies.

As with the Adult and Dislocated Worker Programs, all fourteen (14) elements will not necessarily be provided by the Title I Youth service provider. Youth may receive some services through coordination with Core Partner Programs including Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, or other Required Partner Programs.

Serving youth with disabilities is an important part of the local youth services strategy. South Carolina Vocational Rehabilitation works hand-in-hand with Waccamaw Workforce Development Board youth services to provide co-enrolment and funding for work experience for eligible youth. South Carolina Vocational Rehabilitation has a counselor assigned to each public high school in the the State of South Carolina, and in some cases the counselors are physically located at the school. The 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 impairment and/or legal blindness through South Carolina Commission for the Blind.

South Carolina Vocational Rehabilitation staff in the Waccamaw Local Workforce Area train and work closely with the WIOA Youth Title I programs to co-enroll and appropriate youth to leverage resources and expand the menu of options for youth with disabilities. Training will be provided to all local staff in co-enrollment strategies.

When appropriate, youth will be co-enrolled in a Core Program Partner funding stream to leverage resources and maximize service options to youth.

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

The Waccamaw Local Workforce Development Area makes all 14 program elements available to youth participants, but not all services are funded with WIOA youth funds. Partner collaboration ensures a variety of options for many of the elements. When WIOA is not funding an element, an agreement is in place to offer the program element elsewhere and ensure that the activity is closely connected and coordinated with the WIOA youth program if enrolled youth are participating. The locally provided youth elements include:

Tutoring and Study Skills Training and Instruction
For in-school youth, participants receive services during school in the Career Coach'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 including Steck-Vaughn 2014 computer-based GED program. Career Coaches coordinate these youth 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 Coaches coordinate services on an individual basis for each participant.

Paid and Unpaid Work Experiences
Work experience is coordinated by the Career Coaches to assist youth participants in acquiring 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 staff in placing students at appropriate work experience sites.

Occupational Skills Training

Training services are coordinated by the Career Coaches in conjunction with the participant based on expressed interest and skill levels. Training is provided as appropriate and available by technical colleges, vocational schools, Adult Education Centers, and proprietary training centers. Training is aligned with locally focused in-demand industry sectors.

Education Offered Concurrently with and in the Same Context as Workforce Preparation Activities and Training for a Specific Occupation or Occupational Cluster

Youth have access to a wide array of workforce preparation training to assist in getting and keeping a job including life skills and work readiness skills in five categories: life skills, work habits and behaviors, work attitudes and values, communication and interpersonal skills, and job search skills. The local area has over fifty (50) of these life skills workshops that are taught either one-on-one during case management or in a classroom setting. Training utilizing Career Pathways, Career Ready 101, and other available training to assist in advancement in chosen careers is provided. WorkKeys is available to ensure participants have the skill levels required to maintain employment in their chosen careers. Beginning July 1, 2017, the Local Area will also provide Strength Finders to assist youth.

Leadership Activities

Participants perform community service projects that emphasize positive social behaviors, self-esteem building, maintaining healthy lifestyles and encourage the importance of responsibility. Seminars are also provided to assist in self-esteem, positive self-image, and leadership development.

Supportive Services

Support services are provided on an as needed basis and validated on the Individual Service Strategy. A reference list is available to assist in identifying supportive service resources in the local area. WIOA funds are used as a last resort.

Adult Mentoring

Local adult volunteers serve as mentors to participants when the service is needed. Mentors help participants develop good habits and a positive attitude toward work and life in general. Mentors assist with motivating participants and providing guidance and input as needed. The Mentor becomes the role model for participants. A minimum of two hours per month is provided to each youth participating in the Mentoring element.

Follow-up Services

Follow-up services are provided for twelve (12) months after youth exit from the program. Career Coaches have at least monthly contact to assist youth with

challenges and encouragement. Contact may be face-to-face or through electronic means and are documented in the SCWOS case notes section. The extent of services for follow-up are based on individual needs of the youth participant.

Comprehensive Guidance and Counseling
Career counseling is done by Career Coaches. Other more formal counseling is done via referral on a case-by-case basis to specialized services such as Drug Counseling or Abuse Counseling.

Financial Literacy Education
Waccamaw Local Workforce Development Area has curriculum it uses to either train youth one-on-one or in a group setting how to budget, how to write a check, and information on withholding from paychecks.

Entrepreneurial Skills Training
Local school districts and/or local chambers of commerce offer entrepreneurial classes that youth participants may participate in if it fits the Individual Service Strategy plan. The training includes speakers from business and industry, information on how to start a business and operating and maintaining a successful business. Youth who are not sure if running a business is a good option are encouraged to participate in Junior Achievement activities locally.

Services that Provide Labor Market and Unemployment Information About In-Deand Industry Sectors
Youth participants are encouraged to visit the local SC Works Centers to attend workshops that related to career exploration and to access labor market information and skills required for specific jobs in the area.

Activities that Help Youth Prepare for and Transition to Post-Secondary Education and Training
Local staff utilize Career Ready 101, Career Pathways, and DOL's My Skills My Future website and SCOIS to identify career interests. In addition, a workshop entitled *Exploring Career Options* is provided by local staff. College tours, assistance with college applications, and information on apprenticeships and other avenues youth may pursue are provided.

As per the Workforce Innovation and Opportunity Act, design framework services may be done by the grant recipient/fiscal agent. Design framework elements include intake, objective assessment, individual service strategy, case management, and follow-up services. Waccamaw Regional Council of Governments, the grant recipient and fiscal agent for the Title I funds will do the design framework elements.
The Waccamaw Workforce Development Area is rural in nature. The Waccamaw

Workforce Development Board determined that there is an insufficient number of eligible providers of youth workforce investment activities in the Waccamaw Workforce Development Area, and thus has awarded the remaining youth elements to the Waccamaw Regional Council of Governments on a sole source basis as allowed in the Workforce Innovation and Opportunity Act, Section 123(b).

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

The Waccamaw Workforce Development Board has established a Youth Services Committee to ensure that youth workforce activities are focused on the needs and expectations specific to 16 to 24 year olds. The Youth Services Committee is tasked to ensure youth services are coordinated between education and workforce development activities, particularly in regard to postsecondary education. The engagement with secondary education includes recruitment efforts targeting individuals who have dropped out of school or who are graduating and need help with further education and training activities.

Educational institutions and economic development agencies are active in assisting with program design concepts to ensure that the services provided by WIOA are aligned with other post-secondary opportunities in the local area and that there is no duplication of service. A service mapping session is held annual to update the resource guide. The service mapping session includes all required partners as well as other community-based organizations and includes a discussion of services available relevant to secondary and post-secondary education and workforce investment activities.

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

The Waccamaw Local Workforce Development Area depends on many local community-based organizations to assist with support services. A resource guide is available to help identify resources that may help a specific need of a participant. The Board has established a supportive services policy that is included here that defines specific services provided: *Insert link to supportive services*

Transportation barriers continue to be an area of concern for low-income and individuals with barriers to employment in all three (3) Waccamaw Counties. Waccamaw Workforce Development Board provides transportation supportive services on a case-by-case basis if assistance is required to participate in an education

or training activity.   The difficulty in accessing transportation has been a driving force behind why it is necessary for Waccamaw to have One-Stop Centers in each County.

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

Wagner-Peyser is a Core Program Partner in the One-Stop delivery system and their local manager has been actively involved in the partner convening work done to prepare this plan, service map, identify areas of collaboration, and build day-to-day operational procedures.

Wagner-Peyser will be co-located full-time in the comprehensive One-Stop Center and share in the facility costs.   In addition, a representative will set office hours in one of our affiliate One-Stop Centers with the intent to visit at least one day a week.

Along with the other Core Program Partners, Wagner-Peyser has agreed to the customer flow that provides for a "no wrong door" approach to serving clients in Waccamaw.   The design has all Core Program Partner clients registering in the SC Works database and viewing a system orientation as well as receiving any basic career services available at the location they access.   Wagner-Peyser has also agreed to the referral process and initial screening to identify potential services for all Center clients.

Wagner-Peyser, along with partner staff, will continue to provide front-door coverage, resource room coverage, and basic career service workshops open to all workforce system clients.   Wagner-Peyser will participate on the Local Integrated Business Services Team to ensure employers are served according to a customer-centric model and that partners are not duplicating efforts.

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

Adult Education and Literacy is a Core Program Partner and will be actively participating in the partner convening groups held in the Waccamaw Workforce Development Area to prepare this plan and service map, identify areas of collaboration, and build day-to-day operational procedures.

The Workforce Innovation and Opportunity Act focuses on targeted populations with more barriers than previous legislations.   The Waccamaw Workforce Development Area is expecting to "meet people where they are" and help individuals gain the skills and knowledge they need to get and keep a job.   The Sector Partnership approach provides a blueprint for career pathways.   Individuals will enter the system with the partner that they will most benefit from and begin a path toward self-sufficiency via

career pathways.   The career pathways model will create a talent pipeline to fill employment in industries and occupations that are forecasted to have growth and provide a self-sufficient wage over the next few years.   The Waccamaw Workforce Development Board believes that many of the workforce system individuals will start with Adult Basic Education or English as a Second Language and build from there.   The partnership with Adult Basic Education and Literacy is essential.

Along with the other Core Program Partners, Adult Education and Literacy in all three (3) counties will participate in the customer flow that provides for a "no wrong door" approach to serving individuals in the Waccamaw Workforce Development Area.   The design has all Core Program Partner clients registering in the SC Works database and viewing a system orientation as well as receiving any basic career services available at the location they access.   Adult Education and Literacy has also agreed to the referral process and initial screening to identify potential services for all One-Stop Center jobseekers.

Adult Education and Literacy has agreed to post-TABE test the youth that enter the program and provide tutoring for students who are not on level.   They will purchase the tests and give the test at a One-Stop Center or at their site, whichever is more convenient for the youth.   When needed, they will provide the instruction to improve scores. Adult Education and Literacy will also complete adult education paperwork and track the time the student is working with them directly and on approved software.   After the hours of instruction are complete, the student will be post tested readying the student to enter training.

The Adult Education and Literacy Providers expect a request for proposal (RFP) package to be available in the fall/winter of 2017. Prior to its submission, the Waccamaw Workforce Development Board will be notified of the review process. Eligible providers (potential grantees) will submit a Letter of Intent.

A LWDB Proposal Review Training will be held via live webinar where LWDB members will be provided with an overview of the proposals, instructions on how to review proposals, and how to use the proposal review rubric. LWDB members will have an opportunity to ask questions during the webinar. A webinar playback option will be available. Any LWDB members with potential conflicts of interest should recuse themselves from the review process.

Upon receipt of all grant applications, South Carolina Department of Education-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 South Carolina Department of Education-Office of Adult Education for consideration in the grant competition process. South Carolina Department of Education-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.

SECTION V: Operations and Compliance

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

   Please see the Memorandum of Understanding and Resource Sharing Agreement provided in #12 of this section of the plan.

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

   The Chief Elected Officials have designated Waccamaw Regional Council of Governments as the entity responsible for the disbursal of grant funds.

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

   The Waccamaw Workforce Development Board is not incorporated.   Waccamaw Regional Council of Governments was designated the Fiscal Agent and Grant Recipient by the Chief Elected Officials. In its capacity as Administrative Entity, Waccamaw Regional Council of Government serves as the Waccamaw Workforce Development Board support and assists the Board in fulfilling its duties.   In cases where there is a need for a firewall between responsibilities such as monitoring, evaluation, procurement, plan development, and policy development, the Waccamaw Workforce Development Board requests the Administrative Entity contract with an independent consultant to provide assistance directly to Board Members independent of Waccamaw Regional Council of Governments.

   An independent consultant will be contracted with to assist the Waccamaw Workforce Development Board in procuring the one-stop operator.   Waccamaw Workforce Development Board and the Waccamaw Local Area Chief Elected Officials have selected and approved Waccamaw Regional Council of Governments to serve as service provider for the Title I Adult and Dislocated Workers.   Training services that require an Individual Training Account must be on the Eligible Training Provider List.   In the event, the State of South Carolina requires a different process the local area will comply.

   The entity selected for one-stop operator through competitive procurement will be

checked on epls.gov for suspension and/or debarment to minimize risk.

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

Waccamaw Workforce Development Board will incorporate performance goals into this local plan after negotiations are finalized.

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.*

Waccamaw Workforce Development Board is and will continue to be a high-performing Board.   The Waccamaw Workforce Development Board will analyze evidence-based return on investment through a performance management dashboard to track employment, retention, wages, and educational attainment.

An independent evaluation will be conducted annually to review the local workforce delivery system and provide feedback on enhancement possibilities and areas that may be of concern to the Waccamaw Workforce Development Board.   In addition to a third party evaluation, mystery shopping of each One-Stop Center to evaluate customer service will be done at least once annually.

Waccamaw Workforce Development Board Members which includes Core Program Partners will receive at least six (6) hours of training annually regarding the workforce system to keep them apprised of changes, promising practices, sector partnership progress, and local considerations.

Waccamaw will use the One-Stop standards set by the State to further its quest for continuous improvement and high performance.   The Local Workforce Director for

the Board will convene Center partners through the completion of the SC One-Stop Certification Self-Assessment Tool that is divided into three sections: System Standards for Employer Services, System Standards for Job Seeker Services, and One-Stop Management Standards. The Board Committee will review the findings and assist in overseeing a plan for high-performance.

One-Stop Center infrastructure and roles and contributions of SC Works partners are included in the attached Memorandum of Understanding/Resource Sharing Agreement:
[MOU/RSA - Adult Ed](#)
[MOU/RSA - Voc Rehab](#)
[MOU/RSA - DSS](#)
[MOU/RSA - Job Corps](#)
[MOU/RSA - Goodwill/SCSEP](#)
[MOU/RSA - Horry Georgetown Technical College](#)
[MOU/RSA - Migrant and Seasonal Farm Worker Program](#)
[MOU/RSA - Native Americans Program](#)
[MOU/RSA - Second Chance](#)

One-Stop infrastructure costs are allocated based on square footage and direct costs. In the event a partner cannot contribute with cash, in order to pay their fair share, an in-kind contribution may be established.

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.*

Training services for Waccamaw Workforce Development Area will be provided in accordance with 134(c)(3)(G) of the Workforce Innovation and Opportunity Act. Training services provided will maximize customer choice in the selection of an eligible provider of such services.

As required in the Workforce Innovation and Opportunity Act, in the Waccamaw Workforce Development Area, training services shall be directly linked to an in-demand industry sector or occupation or related entry-level career path course of study. Input from economic development, employers, core program partners, and

labor market information resulted in the Waccamaw Workforce Development Board selecting Health Care and Manufacturing as the forecasted new and emerging industry sectors or occupations. In addition, to support career pathways and meet clients where they are, the Waccamaw Workforce Development Board has approved Retail and Hospitality as a career pathway "starter" industry sector or occupation.

Labor market data and local economic conditions can change with little warning. As a result, the Waccamaw Workforce Development Board may decide to approve training services for occupations determined by the Board to be in sectors of the economy that have a high potential for sustained demand or growth in the Waccamaw Workforce Development Area. If this occurs, the Waccamaw Workforce Development Board will document the decision in Board meeting minutes along with the justification for the decision.

Training services will be done through the Individual Training Account process for educational institution training services and through a contract process for other training services including on-the-job training, customized training, incumbent worker training, or transitional employment. Waccamaw Regional Council of Governments will not directly provide training services.

Line item tracking will be done for Individual Training Account funds versus Training Contract funds.

Customer choice can be achieved through a comprehensive case management strategy that involves an assessment and the development of an Individual Employment Plan that leads to training and self-sufficiency. The Career Counselor's role is to help the customer make an informed choice after looking at the State's list, program and cost information, and taking into considerations the dollar mount of the training and the Board policy on expenditures.

7. *A description of the process used by the Local Board to provide a 30-day public comment period prior to submission of the local plan, particularly for representatives of businesses, labor organizations, and education.*

The Workforce Innovation and Opportunity Act in subsection (d) says:
Prior to the date on which the local board submits a local plan under this section, the local board   shall—
(1) make available copies of a proposed local plan to the public through electronic and other means,   such   as   public   hearings   and   local   news   media;
(2) allow members of the public, including representatives of business, representatives of labor organizations, and representatives of education to submit to the local board comments

on the proposed local plan, not later than the end of the 30-day period beginning on the date on which the proposed local plan is made available; and (3) include with the local plan submitted to the Governor under this section any such comments that represent disagreement with the plan.

The Waccamaw Workforce Development Board has included Core Program and Required Partners in the preparation of this plan through partner meetings and Workforce Board and Committee meetings. In addition, employers have been a voice in the conversation to ensure business and industry needs and expectations are included.

A partner discussion meeting to discuss unique features and benefits of each funding stream was held. This partner-convening group met to discuss similarities and differences across services. A draft plan was written by an independent consultant working with the partners. The draft plan review process will include forwarding an email notice to a website link targeting Core Program and Required Partners, Waccamaw Workforce Development Board Members, Chief Elected Officials, community stakeholders, and providers. In addition, a notice will be posted in each of the One-Stop Centers to alert clients and customers. The notice will also be emailed to all three county government offices requesting that it be posted on their county websites. Finally, a notice will also be placed one time in a news publication in The Sun News, the main newspaper serving the three (3) counties.

Following the thirty-day comment period, the partner-convening group will discuss comments and respond with changing the plan or indicating reasons for not making a change.

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

The Core Program Partners will register all applicants/participants in the SC Works database at each of the One-Stop Center and/or partner agency access points. Title I Adult, Dislocated Worker, and Youth Program providers will use the SC Works database as its intake and case management system and tracking system for service engagement and performance outcomes.

Due to the need to coordinate assessments, co-enrollments, exits and case records, it is important that the other Core Program Partners join Wagner-Peyser and Title I Adult, Dislocated Worker and Youth Programs in using the SC Works database as a coordinated database. Until that is possible, the Waccamaw Workforce Development Area will hold regular conversations to coordinate essential service delivery components.

9. *A description of how the Local Board ensures compliance with the Adult priority of service requirements under WIOA Title I and State Instruction Number 15-17.*

The Waccamaw Workforce Development Board will spend adult funds according to our priority of service policy that includes:

Priority of service status is established at the time of eligibility determination and does not change during the period of participation.

1st Priority	Veterans and eligible spouses who are also low-income, recipients of public assistance and/or basic skills deficient
2nd Priority	Individuals who are not veterans or eligible spouses, are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient
3rd Priority	Veterans and eligible spouses who did not meet "first priority" conditions
4th Priority	Individuals who are residents of the Waccamaw Local Area and who are not veterans and do not meet criteria to be considered a target population

The Local Board will comply with state instruction and ensure that seventy percent (70%) of participants enrolled since July 1, 2016 will be low income or basic skills deficient. Basic skills deficiency and low income are defined in State Instruction Number 15-17.

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

South Carolina's State Workforce Board's Priority Population Committee used Labor Market Information to narrow the target for Priority populations to include:

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

An emphasis is placed on individuals with barriers particularly individuals with disabilities, recipients of public assistance, low-income, and those who are basic skills deficient. Core Program Partners will participate in a "no wrong door" approach to access that includes registration into SC Works, initial screening, system orientation, and referrals.

Vocational Rehabilitation and other Core Program Partners will participate in listening sessions to share information specific to their target populations and discuss appropriate co-enrollment standards.

Regular monthly partner meetings will share information regarding shared participants.

SCDEW provides services to Veterans and the Long-term Unemployed in the local SCWorks Centers. Waccamaw has many community-based organizations that serve homeless and offenders that are invited to participate in service mapping and resource guide meetings.

11. Copies of current Local Board policies and definitions, including:
- **Supportive Services policy;**
  - **See Waccamaw - Attachment C-1**
  - **See Waccamaw - Attachment C-1a – Memorandum re: Supportive Services for OJT and WE**
- **On-the-Job Training (OJT) reimbursement policy;**
  - **See Waccamaw - Attachment C-2**
- **Incumbent Worker Training (IWT) policy, when using local funds;**
  - **Waccamaw follows the State IWT Policy Framework. See Waccamaw - Attachment C-3 for Local IWT Grant Award Process**
- **Youth Incentives policy;**
  - **See Waccamaw - Attachment C-4**
- **Local training cap policy;**
  - **See Waccamaw - Attachment C-5**

The Waccamaw Workforce Development Board has set the maximum amount of an Individual Training Account at $4,000 per program year. Participants can apply to attend training that costs more than the maximum training amount, but those participants must submit proof of how the difference in cost will be paid. An Individual Training Account that exceeds the $4,000 per program year requires approval by the Workforce Development Board's Executive Committee. The lifetime maximum is $14,000 per participant.

As career pathways and sector strategies are implemented this policy will be revised to reflect any changes that are identified as necessary to increase the opportunity to get and keep a job that pays a livable wage.

Include list of links and the link here or below for all of these policies

- *Local definition for youth who "require additional assistance"; and*
  - *See Waccamaw - Attachment C-6*

Beginning July 1, 2017 the Waccamaw Workforce Development Board defines "requires additional assistance to complete an educational program or to secure or hold employment" as follows:

An out-of-school youth, including a youth with a disability, AND…
- Has dropped out of a post-secondary educational program during the past 12 calendar months; or,
- Has a poor work history, to include no work history, or has been fired from a job in the last 6 calendar months; or,
- Has previously been placed in out-of-home care (foster care, group home, or kinship care) for more than 6 months between the ages of 16 and 21; or,
- Currently has an incarcerated parent or guardian.

- *Adult and Dislocated Worker self-sufficiency definition(s) for training.*
  - *See Waccamaw - Attachment C-7*

The Waccamaw Workforce Development Board plans to revisit the current policy for self-sufficiency in the near future. We will utilize the Lower Standard Income Levels for SC (State Instruction 15-14, Attachment B). Currently Waccamaw defines Adult Self- Sufficiency as 225% of LLSIL.

 A Dislocated Worker will be considered underemployed if the individual is making 80% or less of his or her pre-layoff income.

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

- *Memorandum(s) of Understanding and Resource Sharing Agreements, including signature sheets;*
  - *See Attachments:*
    - *Waccamaw - MOU RSA 1 – Adult Education*
    - *Waccamaw - MOU RSA 2 – Horry Georgetown Technical College*
    - *Waccamaw - MOU RSA 3 – Job Corps*
    - *Waccamaw - MOU RSA 4 – Goodwill SCSEP*

*The MOU/RSA for SCDEW is still pending. All documents have been submitted to the partners and WRCOG is now waiting on their approval.

- *All service provider grants, including statements of work and budgets;*

  Waccamaw Workforce Development Board does not have any service provider grants. When the

- *Statements of work for in-house operational staff (where applicable);*

  Not applicable.

- *Current or most recent Grant Application Request(s)/Request(s) for Proposals;*

  Not applicable

- *Local Workforce Development Board By-Laws;*
  - *See Attachment – Waccamaw – WDB Bylaws*

- *Local Workforce Development Board and Committee meeting schedules;*
  - *See Attachment - Waccamaw – WDB and Committee Meeting Dates*

- *Local Workforce Development Board budgets; and*
  - *See Attachment – Waccamaw – WWDB Budget*

- *Local monitoring schedule.*
  - *See Attachments:*
    - *Waccamaw – Monitoring – File Review Tracking Tool Sample*
    - *Waccamaw – PY 15 File Review – Quarterly Summary*
    - *Waccaamw – PY 16 File Review – Quarterly Summary*