

**SOUTH CAROLINA  
2009 STATE PLAN MODIFICATION  
AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)  
Follow-up Responses to the US DOL's Review of the PY '09 State Plan Modification**

**Section I: Context, Vision, and Strategy**

**State Vision and Priorities**

**Question I.E: What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, youth with disabilities, and other youth at risk?**

In responding to this question, the State did not provide a full description of its strategy for serving youth with Recovery Act funds, or how its strategies will be adjusted to respond to the economic downturn. Specifically, the response in the initial Modification Plan was weak. Additional information is needed on Work Experience, sites, operators, etc.

The Governor's vision is that every child in South Carolina, regardless of his/her county of birth, economic circumstances, race, etc. will have, and will be able to take advantage of, high quality educational opportunities. As explained above, the Governor continues to support implementation efforts for the comprehensive reform effort begun when he signed the Education and Economic Development Act in 2005. He has also endorsed and supported, through the State Workforce Investment Board, the Jobs for America's Graduates (JAG) - South Carolina program for at-risk students. The program is in its fourth year and has grown from 14 to 20 schools serving 806 young people. JAG-SC maintains a return to school rate greater than 95% and will graduate its first cohort of students this year. The program has been awarded over \$4,000,000 in Workforce Investment Act funds from the Governor's state reserve funding.

The Workforce Development Division at the Department of Commerce also regularly works directly with partner agencies to address issues that arise in serving specific target populations. For example, the Division collaborated with the Department of Social Services and local workforce areas to develop a step-by-step process for referring youth aging out of foster care to WIA for services. In addition, one of our partner agencies, the South Carolina Vocational Rehabilitation Department, offers a multitude of services to meet the needs of youth with disabilities. Specialty programs offered by Voc Rehab, such as High School High Tech, Youth Employment Services, Transition Services Specialists, Skilled Workforce Apprentice Training, Information Technology Training and Rehabilitation Technology, along with traditional vocational rehabilitation services provide valuable opportunities for individuals with disabilities to achieve success in the

workplace. The South Carolina Vocational Rehabilitation Department is also an active partner in the WorkKeys effort through a cooperative arrangement with Adult Education and DOC.

Considering the large percentage increase in youth participation anticipated for summer 2009 and the increase in WIA dollars through the ARRA, local areas will expand services with new and existing youth providers. The projected numbers of youth most in need of being served this summer are: Low income – 6500; Out of School – 2700; Requiring Additional Assistance – 5300; Having Serious Barriers – 2200; Drop Outs – 1200; Parenting – 900; and Homeless - 100.

Finally, as mentioned above, the state portion of South Carolina's WIA stimulus funds for youth will fund summer credit recovery efforts in at least 40 high schools across the state that will be paired with daily paid work experiences. This will be a partnership between the Department of Commerce, LWIAs, local school districts, and the South Carolina Department of Education. As recommended by LWIAs, 10 selected high school sites will pilot a new service provider program, Microburst Learning. These sites were selected because they are in rural areas where worksite development was expected to be challenging. Each selected site will provide work experiences for students, engaging them in the development of virtual job shadowing videos while providing training in teamwork, scriptwriting, interviewing, project critiquing, videography, and other web site development techniques. Career readiness training will also be provided for all students by the LWIA, youth provider, or the high school.

**Question II: Identify the Governor’s key workforce investment system priorities for the state’s workforce investment system and how each will lead to actualizing the Governor’s vision for workforce and economic development.**

Please provide more specific information on how the vision has changed since the last state plan. Specifically, the modified plan does not address the key priorities for how the Recovery funds will be used or show how these priorities correspond to actualizing the Governor’s new vision.

Governor Sanford envisions a coordinated, aligned, efficient, and cost-effective workforce development system that supplies a highly, skilled, competitive workforce for our state and that rapidly moves under- and unemployed South Carolinians into self-sustaining employment. He is supporting legislation that integrates multiple workforce development programs and funding streams into a single cabinet agency, increasing accountability, efficiency, and customer service. The Governor wants the system to better use available data to individualize services and ensure that participants can access the ones most appropriate for them as quickly as possible. For example, he wants unemployment insurance claimant characteristics to be analyzed to quickly match them to either reemployment services or counseling and additional training as necessary. In short, the Governor wants a “true” one stop approach that provides both businesses and job seekers easy access through state-of-the-art technology and exemplary customer service.

In its 2006 strategic plan, the State Workforce Investment Board outlined several goals for improving the statewide workforce system including improved alignment among the vision and goals of the Governor, the State Board, and the local boards and a more consistent statewide delivery system to better meet the needs of employers and job seekers. Work on both of these goals is progressing. Local board standards have been developed and boards are evaluating themselves using a self-assessment process. Certification standards for One-Stops are in the development phase and are raising a number of larger integration and service delivery issues such as the need for integrated data bases, better collaboration on business services and marketing, etc. The certification standards will be presented to the State Board for approval in December, 2009.

The State Board has also launched and continued to support a statewide Career Readiness Certificate that creates a “common language” to immediately identify skill levels of job-seekers and communicate them to business and industry. Certificates are based on a test called WorkKeys® that measures “real world” skills employers believe are critical to job success. Employers can match scores on the test with specific skill levels needed on the job and confidently hire a ready-to-work employee. Over 80,000 career readiness certificates have been issued in South Carolina, the third highest in the nation. The State Workforce Investment Board funds administration of the program and has provided a free skill improvement curriculum statewide.

Preparing the workforce for the economic turnaround is a priority for the Governor and the state workforce system. Evidence of this priority is detailed below with the use of regular and ARRA funding.

Adult and dislocated worker training opportunities will be expanded through one existing and two new initiatives. Through state reserve funds, Apprenticeship Carolina will expand its ability to offer apprenticeship opportunities to South Carolina businesses. A new initiative also supported through State reserve funds will provide nursing scholarships to students interested in teaching nursing courses. Scholarships for 6 master's level and 3 doctoral level candidates, at each of the 3 state nursing programs, over a two year period will increase the capacity of nursing instruction to support ever increasing demands.

Adults and dislocated workers will also have an opportunity through State reserve funds to receive training through a partnership with the South Carolina Technical College System known as the QuickJobs Training Initiative. Five business sectors have been designated as priority demand occupations for job training: advanced manufacturing, construction trades, energy, health care, and transportation and logistics. Between 4 and 6 courses will be offered multiple times in each sector, totaling a possible 360 classes and over 5000 participants, on a rotating start date cycle. The rotating start date cycle will ensure eligible participants can begin classes as demand requires without having to wait for semesters to begin or end. All classes will not only lead to a particular job but will also provide participants with a certificate and pathway to future certificates or degrees. ARRA funds will be used to offset the cost of expanding class capacity due to increased demand and will fund teacher/instructor salaries and training materials.

Finally, knowing the importance Governor Sanford places on both recruiting new business and expanding current businesses, the State Workforce Investment Board has had a continuing focus on, and been very successful in, increasing business services during the past several years. Partnership efforts with our technical college new business training arm, readySC, have increased dramatically, resulting in shared marketing materials, increased participation by local WIA administrators in developing wrap-around services for new business recruits and incumbent worker training on expansions and layoff aversions. Waivers from DOL have enabled the state to significantly increase the funding available for incumbent worker training at both the state and local levels and to require less matching money from businesses.

## Overarching State Strategies

**Question V.B: What strategies are in place to access the national strategic direction discussed in Section 4 of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor markets?**

- Dot point 1: Please provide information on how both Stimulus and regular funding is deployed to serve increased numbers of workers in need. Describe your strategy and not whether the State will use contracts with IHEs.
- Dot point 4: Please show how the State's activities are aligned and working together to implement the Recovery Act and transform the workforce system. Specifically, the plan did not identify the progress being made towards supporting career pathways (i.e. progressive skill development towards jobs with self-sustaining income).

The Governor's vision for South Carolina is to have a workforce that is skilled and able to compete in the global economy and to increase the per capita income of residents. To facilitate this vision, the Governor issued an Executive Order in 2005 moving the WIA program within the SC Department of Commerce to allow better coordination of economic development and workforce development activities. In order to preserve and create jobs in the state, partners and stakeholders are being engaged on every level and continual alignment of economic development and workforce activities remains a priority. Moreover, the state has developed actionable strategies to assist in creating a competitive, skilled workforce through a workforce system that can employ, train, and retool those most in need.

The WIA program is an avenue for residents to receive the training and acquire employment that they need to be self-sufficient. South Carolina has worked hard to increase participation levels in WIA programs. In fact, in the past two years, participation has increased as follows: Adults and Dislocated Workers – 38% in 2006 and 2007; Youth – 13% increase in 2006 and a 6% increase in 2007. In order to serve more participants, local one-stop offices are providing greater access to education and training opportunities by building physical capacity, hiring new staff, and extending office hours. Over \$2.5 million in this year's reserve funds have been allocated for increasing staff, facilities, and technology to meet the needs of local areas. The Lowcountry LWIA, for example, has increased the number of its adult and dislocated career counselors from five to nine full-time staff in response to growing participant needs. Local workforce investment areas are also expanding the number of non-traditional access points. They are partnering with local libraries and faith-based organizations to provide core WIA services to customers and conducting onsite certification for youth at schools to avoid long lines and service delays. Statewide, local workforce investment areas are expecting to serve more than 16,000 adults; approximately 12,000 dislocated workers; and 5,800 youth. Of those served, some

10,000 adults and 7,300 dislocated workers are estimated to receive training during PY 2009.

With receipt of additional funding through ARRA to support workforce development in the state, the SC Department of Commerce developed a plan to use both stimulus and regular funding to serve increased numbers of workers in need. This plan sought to use existing networks and service providers and to expand current relationships and initiatives, while creating opportunities for innovation. To serve increased numbers of workers, the SC Department of Commerce's strategy included collaborating with the South Carolina Technical College System for QuickJobs training, the South Carolina Department of Education for credit recovery classes for youth, and LWIAs for adult education classes through the summer. Other initiatives to serve more workers include increasing apprenticeship opportunities, supporting career pathways for youth and adults, and building strategic partnerships across the workforce system.

To provide training to more under and unemployed workers, the Department of Commerce collaborated with the State's most utilized training provider - the South Carolina Technical College System. ARRA State reserve and administrative funds are being used to offer QuickJobs training through local technical colleges in five industry sectors through 23 different programs to eligible WIA participants. The QuickJobs career pathway training offers a credential within six months to one year and/or employment in high-demand fields such as advanced manufacturing, construction trades, energy, health care, and transportation. At least 360 courses will be offered, and up to 5400 participants are expected to be served. It is anticipated that all 16 technical colleges in the state will participate in the QuickJobs program. Local workforce area staff will collaborate with its local technical college to determine the high growth sectors and classes that will most benefit its community and meet the high demand occupational needs of area businesses. To provide training opportunities for as many workers as possible, state Recovery Acts funds are being used to support instructors, facilities, etc., while local area Recovery Act funds are being used to pay reduced participant tuition. QuickJobs program outreach material provides potential participants with career pathway guidance including further opportunities available in the selected QuickJobs training field and the projected annual job openings in the state. See Appendix 1 for additional information on this program.

Many of the local workforce investment areas already have established relationships with area technical colleges and are capitalizing on these relationships for the benefit of those in need of training and employment. One-stop staff are assessing and enrolling WIA participants into QuickJobs training programs that meet local workforce needs. The Midlands LWIA has out-stationed WIA staff at Midlands Technical College and is looking at adding staff at the college's satellite campus. LWIAs such as Upper Savannah are working to promote the QuickJobs training programs by developing fliers and adding links to the college's website. With the Recovery Act initiative, LWIAs are also finding ways to expand the partnership with the SC Technical College System. In the Catawba area, there are industry specific needs for call center employees. York Technical College has responded by offering a Call Center Skills curriculum, and the Catawba LWIA is

proposing to sponsor full class-size training for these courses. In the Upstate LWIA, a Green Committee has been formed with representatives from the local community college to review new green jobs training options.

Several LWIAs are partnering with local technical colleges to develop new training curricula and ensure that training is available to meet the workforce and economic development needs of their areas. The Pee Dee LWIA, for example, is using Recovery Act funds to develop courses in green jobs, healthcare, and other high demand occupations through partnerships with Florence-Darlington Technical College and Northeastern Technical College. The Greenville LWIA is planning to create training programs in the areas of electronic medical records and green manufacturing. In response to the construction of an area nuclear plant, which will create thousands of jobs, the Midlands Workforce Investment Area is expected to increase access to training opportunities related to the in demand field of nuclear energy and its related fields.

Local workforce investment areas continue to use effective approaches to serve more individuals in need of training and employment. Areas such as Upper Savannah and the Upstate are holding career fairs to increase awareness of training and employment opportunities. Outreach efforts are also being explored through the use of DVDs, local media, and billboards in low-income communities. The Waccamaw LWIA is even looking at using social networking sites such as Twitter to increase awareness about WIA programs and services. Some areas are also increasing the number of individuals in training and employment through referrals from the technical colleges, local schools, housing authorities, community and faith-based organizations, and one-stop partner agencies such as the Department of Social Services. Moreover, local workforce investment areas are continuing to streamline processes for faster service and evaluating ways to eliminate barriers that may prohibit enrollment in WIA. One area is reevaluating whether a person now has “marketable skills” considering the economic climate, while another has increased its self-sufficiency guidelines to 300% of the lower living standard income level (LLSIL).

Through the use of ARRA State reserve funds, the SC Department of Commerce has also formed a partnership with the SC Department of Education to offer summer credit recovery classes to WIA eligible youth who need academic improvement. These services will be offered in at least 40 high schools throughout the state that due to budget cuts would otherwise be unable to offer summer programs. Recovery funds from State reserve will again be used for teachers, facilities, etc. This training will be combined with employment opportunities for youth across the state. In addition, State reserve Recovery Act funds also have been provided to local areas to build the capacity for basic skills remediation, GED preparation, etc. through adult education providers during the summer. Again, these funds are targeted to areas that, due to state budget cuts, would be unable to remain open during the summer.

Collaboration among the local workforce investment areas and the school districts has already begun. The Worklink LWIA is partnering with its area’s seven school districts to provide credit recovery, workplace readiness, and work experience to youth who are in

need of academic development. The Trident LWIA estimates to serve 300 in-school youth, 80 of which will come from the schools identified through the partnership with the SC Department of Education. In Santee-Lynches, LWIA staff is working with three of the region's high schools. At Lee Central High School, a Microburst Learning Program is being implemented. Microburst creates virtual job shadowing and is particularly appealing to those in rural areas where there are limited work experience options. Students in the program videotape job shadowing experiences, edit, and produce simulated learning modules.

The Recovery Act is not only creating access to additional learning opportunities for youth but for adults in need of basic skills upgrading as well. The State has allocated \$2 million in reserve Recovery Act funding to build the capacity of adult education services. Funding is being distributed to the 12 LWIAs for their use in assisting local adult education providers in continuing services throughout the summer. For example, in the Lower Savannah Workforce Investment Area, all four of the adult education systems were planning to keep only a limited number of sites open with abbreviated services for the summer months. With Recovery Act funding, adult basic education services will now be available throughout the entire summer in all six counties and in multiple sites with both day and evening classes offered. In the Pee Dee area, adult education services are being increased as well through LWIA funded grant opportunities. For areas such as Darlington and Florence counties that do not have a REWARDS (Rural Economic Workforce Alliance for Resource Development) program, Recovery Act funds will be available to implement this program. The REWARDS program provides job skills training, offers basic skills upgrading, WorkKeys remediation, career exploration, and other relevant skills needed by today's worker.

South Carolina's apprenticeship program, Apprenticeship Carolina, is another component of the state's plan to increase the number of workers served. A part of the South Carolina Technical College System, Apprenticeship Carolina is charged with ensuring that all employers in South Carolina have access to the information and technical assistance they need to create their own demand-driven registered apprenticeship programs. In 2008-2009, the State Workforce Investment Board invested \$1 million in the expansion of apprenticeships. Alignment of federal and state resources resulted in an increase of 97 apprentice programs and 867 active apprentices. Combined, the USDOL State Apprenticeship Office and Apprenticeship Carolina currently oversee 200 apprenticeship programs in the state and approximately 1,660 apprentices. Through the use of \$500,000 additional State reserve funds in PY '09, the SWIB will provide a new round of apprenticeship grants, thus offering South Carolina businesses additional opportunities to benefit from apprenticeship partnerships. It is anticipated that approximately 5-10 new apprenticeship programs will begin during PY 2009, serving an estimated 230 apprentices.

Businesses in the state are also being engaged in career pathways for youth through the Education and Economic Development Act (EEDA). Under EEDA, an Individual Graduation Plan (IGP) became a requirement for all 8th grade public school students beginning in the 2006-2007 school year. An IGP is a road map to guide students toward

their education, career, and employment goals and are developed by students and their parents in conversation with a guidance counselor. Through EEDA, students are made aware of career options and the steps needed to complete the path. IGP are based on interest inventories, academic information, and aspirations of students. Additionally, IGPs include general graduation requirements and coursework and offer “on-the-job” learning experiences related to a student’s chosen cluster of study - 16 nationally recognized career clusters. To connect students and businesses, the Kuder Connect 2 Business (C2B) web portal was developed as a part of the [www.scpathways.org](http://www.scpathways.org), a website dedicated to educational and career planning resources for students, parents, educators, adult job seekers, and employers. Kuder Connect 2 Business allows businesses to promote extended learning opportunities, post job openings, and generate awareness about their companies. Through the EEDA, school districts and businesses throughout the state are working together to assist students with career choices that will provide self-sustaining incomes, while benefiting businesses and the economy.

Career pathways for Adults are also being promoted in the state. As previously referenced in this section, QuickJobs is a career pathway program that is being funded through stimulus State reserve funds. The QuickJobs training programs offer a credential within six months to one year and/or employment in one of five high-demand fields: 1) Advanced Manufacturing; 2) Construction Trades; 3) Energy; 4) Health Care; and 5) Transportation. At least 360 courses will be offered, and up to 5400 participants are expected to be served. Local workforce area staff will collaborate with its local technical college to determine the high growth sectors and classes that will most benefit its community and meet the high demand occupational needs of area businesses.

Another career pathway program available to WIA Adults is Quick Skills SC. This program is being funded through South Carolina’s WIA Section 503 Incentive Grant. Low-skilled individuals who are able to gain a GED within 90 days have the opportunity to participate in Quick Skills. The objective of the program is to provide unemployed, underemployed and displaced workers with a GED, a Career Readiness Certificate and the technical and soft skills to move into available jobs within a six-month timeframe.

South Carolina is also developing career pathway opportunities in the areas of nuclear, energy, and healthcare. Over the next few years, three nuclear reactors are expected to be built in South Carolina. This amounts to approximately 50,800 nuclear-related jobs from 2008-2028 – making SC a leader for nuclear job growth and training needs for the nuclear industry a high priority. South Carolina, as the rest of the nation, faces a shortage of healthcare workers, particularly nurses. To address nurse faculty shortages that cause thousands of qualified candidates to be turned away yearly, the state is participating as one of 18 states in the Nursing Education Capacity Summit, a summit of multi-stakeholder groups that identify and share best practices to expand nursing education. The Deputy Secretary for Workforce Development is a part South Carolina’s team and exploring ways WIA funds, particularly state reserve dollars, can be used to fund scholarships for nursing faculty. Moreover, a request for proposal (RFP) has been issued to conduct strategic planning with the State Workforce Investment Board. Identifying

sector strategies will be a component of the strategic planning process for the Board. In the past, the Board has funded apprenticeships in five sector areas.

South Carolina is also working to strengthen and increase partnerships across the workforce system. The Workforce Division within the SC Department of Commerce has a Planning and Partnership unit to build strategic partnerships and identify best practices to address workforce challenges. The Economic Development Partner Coordinator communicates and collaborates with various partners including local economic developers and representatives from community colleges, public school districts, and business organizations to maximize resources and establish common goals that will ensure alignment among workforce development, economic development, and education priorities and strategies. She compares agency strategic plans, looking for areas of common interest and similar strategic goals. The Deputy Secretary for Workforce Development is also heavily involved with statewide initiatives to further the economic, workforce, and education linkages. She serves on various boards and committees such as New Carolina which focus on creating a knowledge-based economy and developing clusters in the state.

Several initiatives, which are highlighted in this section and other areas of this State Plan, are underway as a result of the partnerships that have been formed and will be implemented with Recovery Act funding. These initiatives will meet both the needs of workers and employers. Dislocated Workers and Adults will have greater access to training opportunities to receive the training and skills they need, and employers will have a greater pool of trained workers from which to select.

For the past year, WIA State reserve formula funds have been used to develop a one-stop certification in our state. Additional State reserve funds from PY '09 will be used to implement several recommendations from the Task Force. Having a one-stop certification process will ensure customers are served efficiently and effectively, thus increasing the number of WIA participants served in an allotted time. Moreover, employers are being engaged in the process to identify the needs of the business community and gain greater levels of participation from businesses in the workforce system. See Appendix 2 for additional information about the One-Stop Certification process.

South Carolina is also in the process of implementing a dual customer approach that serves the needs of dislocated workers and employers. To better understand our available workforce, information is collected using a *Workforce Profile Report*. The *Workforce Profile Report* is a questionnaire completed by employers who are experiencing a lay-off or closure as a means of collecting demographic, skill level, and job profile data on dislocated workers. The information is then used to develop a *Workforce Block*, a reemployment profile to be provided to dislocated workers. The *Workforce Block* will include information such as the following:

- Occupations related to the dislocated job (as determined by matching key skills)
- Indication of degree of skill compatibility with dislocated job
- Potential skill gaps, including WorkKeys skills

- Latest average or median wage for related occupations
- Current job openings in the surrounding area and long-term demands
- Area training programs for related occupations

Information from the *Profile Report* not only helps individual dislocated workers, but also provides an overview of the state's available workforce and is shared with the recruiting arm of the Department of Commerce and with existing businesses to assist in hiring, planning, and training decisions.

In addition to the above, state and local Rapid Response partners market the availability of incumbent worker training (IWT) for the upgrading of workers' skills. This initiative provides the resources for employers to train currently employed workers in an effort to keep businesses and workers competitive. IWT addresses training needed to meet changing skill requirements caused by new technology, retooling, new product lines, and organizational structuring. Investments for the past two years have saved over 7,000 jobs and created over 1,100 new jobs, yielding a return on investments of over \$30 for every dollar spent. In addition, linkages with state and local economic development practitioners enable Rapid Response to market an expanded menu of employer services.

The State promotes Rapid Response as a positive, proactive, business-friendly service through the state and local boards, One-Stop centers, business organizations, labor unions, and civic groups. Rapid Response dollars have been used to fund retention and expansion strategies such as pre-feasibility studies to offer alternative to layoffs or closures and follow-up training through the State Technical College System, the South Carolina Manufacturing Extension Partnerships, and other institutions. Associated Fuel Pump Systems Corporation (AFSCO) and Dixie-Narco Vending Machines are two examples of how layoff aversion strategies in South Carolina are creating win-win situations for employers, the local community, and the state, but most importantly for the workers.

AFSCO in Anderson, SC recently had to make a decision: shut down its facility and move to Mexico or put in a new production line with advanced technology and retrain 330 employees. When the Department of Commerce learned that AFSCO could be leaving the state, diligent efforts were made to avoid the closure. Several partners pulled together and leveraged funds to assist AFSCO in installing a new production line:

- Advance SC - \$250,000 site improvement
- readySC - \$424,830 train the trainer, 23 trips to other facilities for training, including overseas
- Duke Energy - \$50,000 building improvement
- Department of Commerce:
  - WIA - \$477,465 retraining costs
  - Coordinating Council - \$160,000 per year for 5 years retraining credits
- Anderson County – Fee-in-lieu of property tax

The layoff aversion strategy that was implemented to save AFSCO from moving to Mexico resulted in saving 330 jobs and creating 20 new jobs. In addition, all employees

received new technology skills upgrades to operate the newly designed production equipment.

Dixie-Narco Vending Machines is another example of how South Carolina is working to keep employers in the state and workers employed. Using the information from the *Workforce Profile Report* to show occupational and skill levels of workers who have and are being laid-off from other companies, the Department of Commerce was able to provide proof to Dixie-Narco that there are enough qualified workers to fill expansion needs and available training to meet the company's need to retool current employees for the new production requirements. A *Workforce Block* was also developed showing matching skill sets from dislocated workers of two other companies in the area and the skill sets of those workers. Layoff aversion efforts with Dixie-Narco are resulting in the retention of 500 jobs and the creation of 500 new jobs (65% assemblers, 35% machine operators, and 5% skilled trades).

## **Service Delivery Strategies, Support for Training**

**Question IX.G: Describe innovative service delivery strategies the state has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration, or meet other key state goals.**

Describe in more detail the innovative strategies identified to accomplish the State's vision and achieve the goals of the Recovery Act. Specifically, provide more information on the following:

- Dot point 5: Request more clarification and expansion for the response explaining your mix of strategies for work experience and work experience in industries with future employment opportunities, including green work experience.

South Carolina will provide training through new and existing service delivery strategies to meet the needs of employers and job seekers. In addition, partnerships, new and existing, will play key roles for program implementation. Innovative training will be applied to all demographic sectors with primary focus on unemployed adults, dislocated workers, and youth ages 16-24.

In order to increase service levels, quality of service and greater integration, the State will work closely with agencies such as the South Carolina Commission on Minority Affairs and the South Carolina State Library System. Minority Affairs will assist in the recruitment of out of school youth ages 17-24 while the Library System will enhance services to its customers seeking job placement assistance. The Library System will increase its visibility as an entry point for job seekers, increasing staff knowledge, assisting clients with use of employment search engines and resume preparation, and helping them learn about and access Kuder Journey. Use of Kuder Journey, an interest assessment tool, has been purchased with EEDA funds and is free online to any adults in South Carolina at [www.scpathways.org](http://www.scpathways.org). Other partners that will help with maximizing resources include organizations such as Goodwill, Connect Adults, New Carolina, and the Self Foundation. These organizations are all providing services and funding for improving South Carolina's workforce system.

The State will continue use of its Incumbent Worker Training Program (IWT) to assist existing businesses retool employees for new high-growth technologies, emerging industries, and system upgrades resulting in higher wages and job opportunities. Increased IWT opportunities will be realized through greater involvement with the Global Business Development staff at the SC Department of Commerce and with local economic development directors. Through the efforts of the Economic Development Partner Coordinator, the State is educating state and local economic developers on the benefits of IWT, anticipating continued growth.

To quickly provide services to youth, dislocated workers, and adults, the State is entering into first-time, innovative agreements with the SC Department of Education and SC Technical College System to increase capacity for youth and adult services. An additional initiative to support adult education will be implemented.

In partnership with the SC Department of Education, the State will use stimulus funds to pay for youth credit recovery classes (summer school) for approximately 40 high schools in over 30 school districts across the state. Funds will be used for instructors, credit recovery software, teachers, transportation, and administration costs. At ten sites of greatest need, morning credit recovery classes will be followed by on-site work experiences.

The State's partnership with the SC Technical College System will build capacity for increased training opportunities that will improve adult technical skill levels. The Technical College System will develop a statewide QuickJobs Training Initiative specifically designed to meet the needs of individuals eligible for "Workforce and Employment Services" under the Workforce Investment Act of 1998. QuickJobs will enact and expand training programs lasting from six months to one year and the facilitation of registered apprenticeships that will lead to credentials and /or employment in South Carolina's high growth, high wage workforce sectors. The targeted sectors are: advanced manufacturing, construction trades, energy, health care and transportation. Courses leading to 24 different credentials across those sectors will be offered. Training will include technical and soft skills education to ensure continued employment and potential advancement in the workforce. Approximately 360 courses will be funded through this partnership that will supply trained employees for 4,485 job openings available annually in the five workforce sectors. In order to get trainees into classes quicker, the Technical College system now provides scheduling that allows for rotating start dates vs. a traditional semester system.

Over 135 green jobs have been identified using the Standard Occupation Codes. Training for green work experiences will be made available through the QuickJobs energy sector. Core training curriculum will be made available to lead participants into jobs such as energy conservation technician, energy auditor, weatherization technician, and other energy related jobs. Each training opportunity will result in a credential for current employment as well as the opportunity for further education and advanced credentials or degrees.

Plans are for the Department of Commerce's Research Division to secure DOL funding for a study to further define exactly what a green job is in South Carolina, the current jobs available, and future job opportunities. In partnership with the Governor's Office of Energy and the Crescent Foundation of South Carolina, the Department of Commerce's Business Solutions Division will also pursue a second DOL grant to provide expanded green job training opportunities in the state.

State stimulus funds will be distributed to the 12 local workforce areas to build capacity for adult education during summer 2009. Due to severe state level budget cuts and the

resulting loss of adult education programming during the summer months, many individuals would not otherwise be able to receive consistent training and services. The allocated funds will allow uninterrupted service enabling adults and older youth to enhance basic skills, obtain a GED or High School diploma and either access additional training or return to the workforce. Funds will be used for costs associated with teacher salaries and facility usage.

South Carolina will continue to use its State reserve funds to expand two programs to provide education and work experiences to youth and adults. The Jobs for America's Graduates (JAG), a Governor's initiative currently serves 20 high schools and approximately 806 students throughout the state. The program provides at-risk youth with support to reach graduation while preparing them for full-time employment and/or post-secondary educational opportunities. Over the life of the program, JAG-SC has reached more than 2,535 participants who, on average, have six documented barriers to success (e.g., teen parenting, excessive absenteeism, low income household, or substance abuse). In school year '07-'08, JAG-South Carolina experienced a 29% increase in enrollment from the previous year, while decreasing school absences by 25% and suspensions by 26% coupled with an average increase of 11% in the participants' grade point average. The program's return to school rate has consistently been greater than 95% since it was implemented.

In addition, the State will continue expansion of the SC Registered Apprentice Program, Apprenticeship Carolina. Apprenticeship Carolina's primary mission is to ensure that all employers in South Carolina have access to the information and technical assistance they need to create their own demand-driven registered apprenticeship programs. A partnership between SC businesses, the 16 technical colleges across the state and other workforce allies, Apprenticeship Carolina works to increase apprenticeship activities resulting in current and future employment for South Carolinians. Apprenticeship Carolina has experienced a 79% increase in statewide programs since its inception in 2007. Currently, there are 160 programs in the state involving 1,290 participants for a 66% increase in participation rate. Some 38 of South Carolina's 46 counties now have at least one registered partnership spanning the state's five industry clusters. In FY '08, 53 new apprenticeship programs have been registered.

## **Section II. Service Delivery**

### **State Governance and Collaboration**

**Question III.C.1: Describe the steps the state will take to improve operation collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A) or WIA, at both the state and local level.**

Provide more specificity in the information provided describing the steps the State will take to ensure collaboration.

Since the administration of both the WIA and Trade Act programs are housed at the South Carolina Department of Commerce, and the administration of unemployment insurance and Wagner-Peyser programs are at the Employment Security Commission, daily conversations and collaboration are required. The two agencies share Trade Adjustment Assistance/Trade Readjustment Allowances data each night, meet together regularly to discuss issues, and work closely to train front line staff in the One-Stops.

To facilitate further collaboration of workforce activities at the state and local level, the SC Department of Commerce is taking steps to develop One-Stop Center standards in the state. The One-Stop Center Certification process is being orchestrated with the input and assistance of representatives from various agencies, businesses, and organizations and on various levels from decision making administrators to front-line staff. The One-Stop Certification Steering Team, which is charged with guiding the project and ensuring that recommendations ultimately accepted by the SWIB are implemented, includes representatives from the Department of Commerce, Employment Security Commission, Vocational Rehabilitation, Technical College System, Department of Education, Department of Social Services, the Chamber of Commerce, and businesses. Recommendations from the team lead consistency, efficiency, accountability, and transparency within the workforce investment system.

The One-Stop Certification Core Team is comprised of state and local level staff of key agencies and organizations involved in workforce development in the State. The affiliations of members of the Core Team generally mirror that of the Steering Team at the staff level. The Core Team undertakes the majority of the work in identifying the system framework and elements. The One-Stop certification process gives workforce related partners, from the front-line to agency heads, another opportunity to meet regularly, assess the strengths and weaknesses of the current system, and plan operational and programmatic enhancements together.

In 2006, the State Workforce Investment Board (SWIB) adopted a State Strategic Plan that included a goal of increasing business services through registered apprenticeships. In 2007, a committee of the SWIB took responsibility for that particular goal and developed an action plan to achieve it, which required collaboration with Apprenticeship Carolina, an initiative at the State Technical College System supported by the South Carolina

General Assembly. Apprenticeship Carolina's primary mission is to ensure that all employers in South Carolina have access to the information and technical assistance they need to create their own demand-driven registered apprenticeship programs. This mission is accomplished in cooperation with our 16 technical colleges across the state, the South Carolina Office of the US Department of Labor-Office of Apprenticeships, workforce investment partners such as the SC Department of Commerce and Local Workforce Investment Areas, and other key stakeholders who are dedicated to enhancing the competitiveness of South Carolina employers. Apprenticeship Carolina supports the development of apprenticeships in all of occupations with particular concentration on the following industry areas of critical interest to South Carolina: 1) Advanced Manufacturing; 2) Construction; 3) Health Care; 4) Energy; 5) Information Technology; and 6) Tourism and Hospitality.

The SWIB's registered apprenticeship action items also included giving local areas incentive money for creating a plan to increase the number of apprenticeships in their area. The incentive plan for local areas for PY '08 awarded 14% of available funds for increases in the number of apprenticeships in each local area. In PY '08, the SWIB also allocated \$1,000,000 of State reserve funds for partnerships with Apprenticeship Carolina. For PY '09, \$500,000 in State reserve funds have also been set aside for apprenticeship programs. The funds have and will be used to pay for apprenticeship training with businesses recruited through Apprenticeship Carolina. Applications must be developed in partnership with both Apprenticeship Carolina and the local technical college. Please see Appendix 3 for a list of apprenticeships funded through PY '08.

## Adult and Dislocated Worker Services

**Question IX.C.1.c: Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs, to deliver services.**

Is the State integrating all its ARRA resources together? Are resources being targeted to low-income and low-skilled individuals? Please provide information describing how the State intends to use Recovery funds to serve low-income and low-skilled individuals.

Memorandums of Understanding (MOU) and Resource Sharing Agreements (RSA) are utilized by the One-Stop System to identify costs and service delivery strategies. The MOUs and RSAs establish the terms and conditions under which Wagner-Peyser and WIA resources are integrated to deliver services within the system. Total partnership contributions, based on an allocated or fair share approach, support the delivery of core services to both universal and targeted customer populations. In addition, on-going meetings are being held with the SC Employment Security Commission to establish better coordination of Wagner-Peyser and WIA services.

With downturns in the state's economy, more and more families now meet low-income eligibility. The US DOL approved waiver that allows greater than 20% transfer authority between the Adult and Dislocated Worker funding streams facilitates serving more low-income clients. With the transfer flexibility, the State has witnessed an increase in transfers from the Dislocated Worker fund stream to Adults, thus allowing local areas to meet the needs of these clients. From PY '07 to PY '08, 6% more low-income clients were served in the state through regular WIA funds. To date in PY '09, 68% of regular clients have already been served under low-income eligibility for WIA.

To respond to the need for more training for low-income and low-skilled individuals, the state is investing ARRA funds into adult education services. South Carolina has a low graduation rate. Residents generally seek remediation through local adult education providers; however, due to budget constraints these providers were not able to offer training during the summer months. State reserve Recovery Act funds have been provided to local areas to build the capacity for basic skills remediation, GED preparation, etc. through adult education providers during the summer. This basic skills deficiency upgrading is sequentially or concurrently linked with occupation training.

Low-skilled individuals who are able to gain a GED within 90 days have the opportunity to participate in Quick Skills SC, a program funded through South Carolina's WIA Section 503 Incentive Grant. The objective of the program is to provide unemployed, underemployed and displaced workers with a GED, a Career Readiness Certificate and the technical and soft skills to move into available jobs within a six-month timeframe.

Wagner Peyser ARRA funding will be used to provide additional staff throughout the workforce centers to develop job opportunities and provide increased re-employment

service activities for customers, including low-income and low-skilled workers. Primarily workshop activities have increased in each workforce center to provide soft skills information and tools to assist customers in preparing for job interviews and opportunities. Efforts are being made to prepare these customers and assess if further training is needed. All staff will increase referral of these individuals to WIA and One-Stop partner programs.

Several LWIAs have expanded training options through increased time limits and higher training caps. Supportive Service policies have been revised to include needs related payments to allow participants to be able to complete training.

A list of potential green jobs in SC was recently produced, and some were included in a list of recommendations for current training. High-growth healthcare jobs were also identified for training recommendations. The state has produced short-term (to 2009) and long-term (to 2016) employment projections by industry and occupation. Special analyses from those projections have included lists of “hot” jobs, fastest-growing jobs, and jobs with good opportunities and wages that don’t require a bachelor’s degree. Participants and staff can utilize this information to identify training needs to gain long-term, self-sufficient employment.

**Question IX.C.3.a: Describe the Governor’s vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.**

Please clarify how the State intends to significantly increase services and explain how the strategies described in the plan allow for increased services. Identify the targeted populations that will receive increased services and explain how the state will use contracts with Institutions of Higher Education (IHEs) and other training providers to maximize funds to the greatest benefit.

As previously stated, the Governor’s vision for South Carolina is that every child in the state, regardless of his/her county of birth, economic circumstances, race, etc. will have and will be able to take advantage of high quality educational opportunities. Because of state budget cuts, the capacity to offer training and educational opportunities has been severely diminished. Therefore, the State will use all of its Recovery Act reserve funds and the overwhelming majority of its Recovery Act administration funds to address those needs. Through the use of Recovery Act funds and by leveraging other funds and resources, the State has four initiatives underway to increase training access and opportunities: 1) QuickJobs Training, 2) Summer Credit Recovery Classes for Youth, 3) Adult Education Services Capacity Building; and 4) Outreach to Minority Populations. See Appendix 4 for additional details about the initiatives.

Recovery Act funds will be used for adults and dislocated workers to access training through the QuickJobs Training Initiative, a partnership with the South Carolina Technical College System. 360 classes and up to 5400 students will have access to training in advanced manufacturing, construction trades, energy, health care, and transportation/logistics. This partnership maximizes the use of funds available to build capacity within the Technical College System. LWIAs will have the flexibility to use their training dollars for this partnership or with other training providers.

With tremendous decreases in tax revenues for educational services, Recovery Act funds will be used to continue two educational programs within the state. Credit recovery and adult education programs are at risk of being cancelled during the summer months. Recovery Act funding will help an estimated 40 local districts and 60 high schools cover the costs of the credit recovery program which provides students an opportunity to recover or make-up courses that were not completed during the school year. Credit recovery participants will also have work experience opportunities. At 10 sites in our state’s most rural areas, work experience will be provided through Microburst Learning. Securing work experiences for youth in these areas will be difficult not only because of economic conditions but also due to the lack of businesses and industries in these areas. Microburst Learning will fill the void and provide youth with an opportunity for innovative learning and work experiences. Recovery Act funds will also support continuation of Adult Education during the summer months, providing training for adults, dislocated workers, and out-of-school youth to obtain their GED, skills training, and other career readiness preparation training.

A partnership with the South Carolina Commission for Minority Affairs will provide Recovery Act funds to assist local areas with locating minority populations eligible for WIA services. See Appendix 4 for additional details about this initiative.

WIA statewide reserve funds will continue to support and expand incumbent worker training (IWT). Incumbent worker training assists workers in acquiring new skills, while assisting employers in retaining and expanding jobs. In response to economic downturns and to meet the needs of business, our state has waived for an indefinite period of time the matching contribution requirement by businesses for all new IWT agreements. Rapid response funding is also being used for training in efforts to support layoff aversion. Moreover, considering the past success of IWT, the State is requesting extension of the waiver to permit local workforce areas to use up to 10% of local formula funds for adults and dislocated workers to support incumbent worker training. The State will also set aside reserve funds to reward LWIAs for continuous improvement in the form of incentive policy rewards. Criteria for incentive funding are being determined.

The use of next year's reserve funds to increase the capacity for nursing education is also in the planning stages. Plans call for scholarships to be offered for registered nurses to return to school to get their Masters or PhD level education. In return, scholarship recipients will commit three years to teaching nursing courses throughout the state.

In addition to the above initiatives and efforts, the workforce system will continue to use the state's network of technical colleges as a foundation for worker training options. Through the technical college programs, participants are given tools to enter or move up in the workforce and/or continue in two and four year degree programs. Additional training opportunities, through both public and private avenues, are also available through the Statewide Eligible Training Provider List. The State's practice of leveraging resources through Pell, state lottery, TAA, private sector employers, and other workforce partners will continue to be utilized to increase training access for the citizens of South Carolina. The Governor's emphasis on collaborative partnerships and shared resources will ensure a continuum of education and training opportunities that support a skilled workforce.

**Question IX.A.5: What models/templates/approaches does the state recommend and/or mandate for service delivery in the One-Stop Career Centers?**

Request the State to describe its models/templates/approaches for service delivery in the One Stop Career Centers and specify whether you are adjusting your approach to deliver increased levels of services with Recovery Act funds. Please provide additional information on the following?

- Dot point 1: Identify whether all One-Stop Career Centers have a uniform method of organizing service delivery to business customers.
- Dot point 2: Identify whether there is a common individual assessment process used in all One-Stop Career Centers.
- Dot point 3: Identify the approach that will be used to ensure funds are targeted to those most in need, including low-income, public assistance recipients, persons with disabilities, etc? *Elaborate more on low-income recipients! Do you have a Navigator Program?*
- Dot point 4: Provide a full explanation on how the state streamlines the sequence of services to facilitated individual access to needed services and training. *Do you have a streamline sequence of providing services and training? Please be specific.*

South Carolina currently is engaged in the development of One-Stop certification standards which will ensure a uniform method of organizing service delivery to business customers. The intent of the standards is to provide high quality, consistent services to individuals and business customers across the state while also respecting local needs. A One-Stop Certification Committee, whose membership consists of LWIAs, the SWIB, state workforce division partners and the business community, is actively engaged in the development of the standards and the implementation process for certification.

A business standards model is a major component of the One-Stop certification. Implementation of One-Stop standards will require that a common menu of services be provided to every job seeker. An additional menu of common services will be required for clients enrolled in WIA or partner programs. One-Stop certification standards will also facilitate better coordination and seamless service to address increased levels of customer activity in the One-Stops as the result of economic downturns and the availability of additional services and training opportunities funded through the Recovery Act.

To streamline services, One-Stop staff are encouraged to maximize the first and every customer visit and require minimal documentation without compromising data integrity. Local workforce investment areas should offer timely, coordinated, and inviting service delivery. It is also emphasized on an ongoing basis that all three levels of WIA services

do not have to be spread out over a period of time but can be done in one customer visit as shown necessary. As a part of WIA monitoring, one-stop processes are reviewed and continuous improvement recommendations are made where appropriate to streamline service delivery for customers.

All One-Stops in South Carolina have adopted a statewide WorkKeys® Assessment System as the common individual assessment for the identification and development of basic workplace skills. Additional assessments are also used across the State depending on the needs of the clients and the career pathway being explored and recommendations of the case manager. In addition, to better serve clients, resource centers are available in local one-stops. Although all One-Stop Career Centers are not required to have a resource center, each comprehensive one-stop in the state has a resource center available and open to the public.

There are over 94,000 individuals with Career Readiness Certificates (CRC) in the South Carolina workforce. Efforts continue to increase the number of businesses using CRCs in the state through LWIAs and a dedicated staff person in the State Workforce Division. SC businesses are encouraged to endorse one of three “Rs” in relation to CRCs. The three “Rs” are: “Recognize” CRCs as a viable skill measure, “Request,” but not mandate CRCs for designated or all job openings, and finally, “Require” or mandate CDCs for designated or all job openings.

All individuals, including those most in need such as low-income, public assistance recipients, and persons with disabilities, entering a One-Stop location will have access to core services. Wagner-Peyser funds are being used to support the Navigator Program initiative throughout all One-Stops in the state. Funds for the program decreased this year, but the foundation is still in place throughout the state to provide customers with disabilities the information and resources needed as they seek gainful employment. ARRA funds will be utilized to provide job development and re-employment services. ADA Coordinators will be available in each office to expand the capacity of the workforce center to serve customers with disabilities. The State Lead Navigator will also serve as the State ADA Coordinator and will provide continuous training on to staff on outreach to our customers with disabilities. Each workforce center will also be a designated Employment Network which will allow increased coordination of services for customers with disabilities. In addition, the South Carolina Vocational Rehabilitation Department, a one-stop partner, offers a multitude of services to meet the needs of adults and youth with disabilities.

Over the past three years, South Carolina has increasingly served more low-income clients. In PY '07, 60% of WIA formula-funded Adults were low-income, while in PY '08, 66% were low-income. To date in PY '09, at least 68% of Adults are low-income. The State has recommended to local areas that ARRA funds be used for low-income individuals while using regular WIA formula funds on those who do not meet the low-income guidelines.

Through committee, board and other collaborative meetings with partner agencies, state staff has disseminated information on Recovery Act funding and programs to increase referrals of low-income individuals and recipients of public assistance. To further ensure funding and services are available to meet the needs of the low-income and to serve more participants, approximately \$1 million in PY '08 State reserve funds have been allocated for increasing staff, facilities, and technology. By using State reserve funds to build capacity, local workforce investment areas can use their funding to directly serve clients and for participant costs. Local workforce investment areas are also expanding the number of non-traditional access points to serve more low-income customers who may have transportation issues. Local areas are partnering with local libraries and faith-based organizations to provide core WIA services. Moreover, the DOL approved waiver for transfer authority between Adult and Dislocated Worker fund streams helps ensure services are continuously available to meet the needs of low-income customers.

## Youth Services

### **Question IX.E.1: Describe the state's strategy for providing comprehensive, integration services to eligible youth, including those most in need.**

- Dot point 2: What percentage of Recovery funds does the state anticipate using for summer employment in 2009 and 2010?
- Dot point 4: Provide additional information concerning the detail for the type of worksites developed. Specifically, provide more specific employer information.
- Dot point 6: Provide additional details on State policies and strategies (such as supportive services, needs-based payments, or day-care) that will be used to ensure that local areas implement activity that support out-of-school youth during summer and/or non-summer months. Please be specific.

It is anticipated that 88% of Recovery Act funds will be expended in the 2009 summer youth program. Through waiver flexibility, funds not expended will be utilized in serving out-of-school youth ages 18-24 in work experience beyond the summer months. WOTC will be promoted as an incentive for employers to hire disconnected youth. Other appropriate activities, including training opportunities, will be explored with this older segment of the youth population. Co-enrollment in the adult program will benefit youth ages 22-24 and will allow local areas to address all supportive service needs, to include needs-related payments while in training. Use of Recovery Act funds for a 2010 summer youth program is expected to be limited and by exception.

Although the vast majority of summer work experience opportunities will be developed and operated by the local workforce areas, 10 work sites will be included in the interagency agreement between DOC and the South Carolina Department of Education (DOE) for hard to serve areas. Work experience will complement the career and vocational interests of youth as determined through assessments and workshop/classroom activities prior to worksite assignment. Academic and occupational linkages will be facilitated through an interagency agreement with DOE. This agreement will provide summer credit recovery classes throughout the state to ensure youth are able to address academic deficiencies and do not fall behind in school. All youth participating in credit recovery classes will also participate in work experience opportunities either concurrently or sequentially over the summer months. Work readiness skills will be incorporated into each local area's program design, to include pre-and post-assessments that measure increases in skills.

Worksites continue to be developed for both in-school and out-of-school populations. Worksite development indicates a wide use of all sectors, projected as follows:

- private for-profit – 46%
- public – 37%

- private non-profit – 17%

Meaningful work experiences that align participant interests and goals will be developed. Assessments and interviews will be used to match participants to worksites and jobs that would best suit them. The overriding factors involved in appropriate placement of youth will be proper supervision and oversight, as well as opportunities to learn useful work and leadership skills. An array of jobs consisting of clerical/office/data entry positions to landscaping and maintenance positions will expose youth to various occupations throughout the summer program. State and local area monitoring of worksites will ensure compliance with agreed upon activities.

To ensure an adequate number of meaningful work opportunities, the state will also pilot a unique work experience initiative in 10 rural sites. Microburst Learning will provide up to 200 in-school youth with work opportunities in developing and producing modules for interactive job shadow videos. Youth will gain experience in using new technology, working in teams, project planning, script writing, interviewing, and critiquing/revising project work.

The state requested and received a waiver that will allow older, out-of-school youth the opportunity for extended work experiences. Based on fund availability, most local workforce areas plan to serve this population past the summer months. Further assessment of educational and/or employment barriers and identification of supportive service needs will be conducted. Co-enrollment in the Adult program is anticipated to meet those needs and expand training opportunities.

Statewide, it is projected that over 5,800 youth will be served with Recovery Act funding; the majority of those will be in 2009 summer youth employment opportunities.

## Service Delivery to Targeted Populations

**Question IX.C.4.a: Describe the state’s strategies to ensure the full range of employment and training programs and service delivered through the States One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients, and individuals with multiple barriers to employers (including disconnected youth), older individuals, limited English proficiency individuals, and people with disabilities.**

- Dot point 1: Provide more specific details on how the State will implement the low-income priority of services.
- Dot point 2: Provide more specific, detailed information on how the State intends to use Wagner-Peyser resources to support targeted individuals. Specifically address how the state plans to serve those with disabilities, services to MSFWs, women, and minorities.

South Carolina remains committed to the seamless delivery of workforce development services, accessible to and appropriate for all customers, while maintaining the financial integrity of each Partner’s program(s).

Customers have access to a variety of services intended to address their needs, including:

- a listing of local service providers and how those services may be accessed;
- information on the UI filing and claims update processes;
- current job openings;
- employment statistics;
- career guidance and occupational information;
- assessment;
- information on education, employment and training services available;
- initial eligibility information on programs available in the community for which they may qualify; and
- assistance with job search, including resume writing, interviewing, seeking nontraditional employment positions, using labor market information.

Customers with disabilities receive the full range of One-Stop services, including registration, referral to appropriate job openings, supportive services, and other core services. In each One-Stop center, efforts have been made to assure that the buildings are physically accessible to individuals with disabilities. Assistive technology is in place and has been purchased with WIA funds and Navigator funds. Resources will be leveraged using Wagner-Peyser funding as well as other funding sources to update assistive technology and ensure accessibility for all customers with disabilities. Training on this equipment will be coordinated by the State Lead Navigator to ensure that staff will have

the tools needed to assist customers with their appropriate employment and training activities. The State Lead Navigator is maintaining a log and updating its quarterly on assistive technology available to customers throughout the state. This tool provides an assessment to identify technology resources and needs.

All comprehensive One-Stop centers and nearly all satellite centers have computer equipment and software that is accessible to individuals with disabilities and trained staff to assist with its use. This is augmented in 5 of the 12 local areas by the services of Disability Program Navigators. State staff provides on-going technical assistance in service collaboration, training/education, accessibility problem solving, and information/referrals.

The rapidly growing Hispanic population has prompted South Carolina to take steps to ensure the needs of this population are being met. Available services include, but are not limited to:

- English as a Second Language classes;
- Spanish speaking staff located in the One-Stops or interpreters available on call;
- materials translated into Spanish; and
- employment and training services.

Wagner-Peyser funds will be used to supplement existing programs as well as support the Navigator Program initiative throughout all One-Stops in the state. Further outreach activities are planned to encourage customers with disabilities to utilize the services available through their One-Stop as well as services available in their communities. Wagner Peyser funds will also be utilized to support the Employment Network Program in the state. Further training will be held on the program as well as adding Employment Network Individual Office Locations. ADA Coordinators have been identified in each workforce center to provide customers with Employment Network assistance and resource and referral information. Job placement activities are tracked through South Carolina JobLink and reports are generated quarterly to track performance measures for customers with disabilities. South Carolina has added Job Development and Re-employment Specialist staff throughout the workforce centers to increase job opportunities for customers with disabilities as well as re-employment services activities.

All individuals entering a One-Stop location will have access to core services. These services will be delivered to all customers and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients, and individuals with multiple barriers to employment. In addition, the South Carolina Vocational Rehabilitation Department, a one-stop partner, offers a multitude of services to meet the needs of adults and youth with disabilities. Specialty programs offered by Voc Rehab, such as High School High Tech, Youth Employment Services, Transition Services Specialists, Skilled Workforce Apprentice Training, Information Technology Training and Rehabilitation Technology, along with traditional vocational rehabilitation services provide valuable opportunities for individuals with disabilities to achieve success in the workplace. The South Carolina Vocational

Rehabilitation Department is also an active partner in the WorkKeys effort through a cooperative arrangement with Adult Education and DOC.

Wagner Peyser ARRA funds will provide additional staff in the field to assist MSFWs, women and minorities in connecting with job opportunities as well as re-employment service activities in the workforce centers. Training is being planned for ADA Coordinators identified throughout the state who will also be designated to work with these target groups. Partner coordination will be utilized to assure these customers will receive all appropriate and available resources.

In using ARRA funding, priority of service is being given to low-income individuals. For intensive and training services under the Recovery Act WIA Adult program, correspondence has been sent to the local areas instructing them to give priority to recipients of public assistance and other low-income individuals as described in WIA section 134(d)(4)(e). Local areas understand that ARRA funding is limited, and the State has recommended to local areas that ARRA funds be used for low-income individuals while using regular WIA formula funds on those who may not meet the low-income guidelines. The increase in serving more low-income clients is already being realized. With PY '09 just beginning, 68% of regular WIA Adults are low-income.

### **Section III. Operations**

#### **Procurement**

**Question VIII.F.5. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contract for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts.**

- Dot point 1: Be more specific in describing the strategy the State will use to procure summer employment operational entities and job opportunities.
- Dot point 2: Identify whether the state will be contracting to provide class-size trainings. If so, identify the classes that will be provided.

The South Carolina Department of Commerce, the State administrative entity for WIA, requested and received approval from the US DOL to waive procurement requirements for youth services in WIA section 123 to expeditiously implement summer youth employment opportunities under the American Recovery and Reinvestment Act of 2009. To allow procurement of the necessary service providers to carry out summer employment under the Recovery Act, South Carolina requested that two procurement options be made available through the waiver:

- 1) Expand existing competitively procured contracts by a certain percentage, and
- 2) Conduct an expedited, limited competition to select service providers with proven records of success in providing youth services.

Approval of the waiver request provided an opportunity to immediately begin planning for summer employment and procuring service providers to provide summer employment for youth. At the local level, procurement standards will be followed for all workforce services. Through the waiver, eleven of the twelve local workforce investment areas expanded existing youth contracts, while one area procured youth services.

The South Carolina procurement system is predicated on fair and open competition. When competition is not sought or obtained, the reason for such action must be legal, valid, and documented. In instances where services are procured, other than through the ITA process, the State of South Carolina implements procurement standards in accordance with the Act. Policies and procedures for procurement include competitive sealed bidding, competitive negotiations, non-competitive negotiation small purchase procedures and responsibilities of bidders and offerors. A list of interested contractors is kept and notified of Requests for Proposals (RFPs) available for various contracts and services. In addition, all RFP notices are published in major newspapers and made available through electronic bulletin boards.

As authorized under the South Carolina Consolidated Procurement Code, the Workforce Division is entering into state intergovernmental agreements with two institutions of higher education utilizing Recovery Act funds. This approach facilitates greater

economy and efficiency in the procurement of services. The state agency initiatives are as follows:

- Collaboration with State Technical College System for QuickJobs Training in high-demand industry sectors
- Collaboration with the State Department of Education to provide summer credit recovery classes for youth

The SC Department of Commerce is using ARRA State reserve and administrative funds to partner with the SC Technical College System to offer QuickJobs training in five industry sectors (advanced manufacturing, construction trades, energy, health care, and transportation) through 23 different programs to eligible WIA participants. The training programs offer a credential within six months to one year and/or employment in high-demand fields. At least 360 courses will be offered. To provide training opportunities for as many workers as possible, state Recovery Acts funds are being used to support instructors, facilities, etc., while local area Recovery Act funds are being used to pay reduced participant tuition. QuickJobs program outreach material provides potential participants with career pathway guidance including further opportunities available in the selected QuickJobs training field and the projected annual job openings in the state. See Appendix 1 for additional information on this program.

Through the use of ARRA State reserve funds, the SC Department of Commerce has also formed a partnership with the SC Department of Education to offer summer credit recovery classes to WIA eligible youth who need academic improvement. This training will be combined with employment opportunities for youth across the state. Credit recovery will be offered in at least 40 high schools throughout the state that due to budget cuts would otherwise be unable to offer summer programs. Recovery funds from State reserve will be used for teachers, facilities, etc. Funding to the Department of Education for credit recovery classes is pro-rated based on class size. The target class size for credit recovery is 20 WIA-eligible youth; however, in some high schools deviations from this target were expected. The following guidelines are to be used when actual enrollment levels deviate from plan.

- DOC will commit to covering 100% of the cost of a credit recovery class if at least 10 WIA youth are enrolled and there are no options for serving non-WIA youth.
- For cost efficiency, as well as expansion of credit recovery services to youth, it is recommended that excess capacity be utilized whenever possible by serving both WIA and non-WIA youth together and prorating the cost.
- If a class serves both WIA and non-WIA youth, the cost of the class will be prorated based on the enrollment split. (e.g. 15 WIA and 5 non-WIA youth enrolled; 75% of cost paid by WIA and 25% paid by the school/district).
- If a class serves both WIA and non-WIA youth, but WIA enrollment is less than 50% of the total class size, DOC will commit to pay 50% of the cost of the class.
- Any other scenarios will need to be addressed by the Department of Commerce.

## Monitoring and Oversight

**Question VIII.H: Describe the monitoring and oversight criteria and procedures the State utilized to move the system toward the State's vision and achieve the goals identified above, such as the use of mystery shopper, performance agreements.**

The state's response to this question was very weak on whether it has a sufficient plan for how it will monitor the use of ARRA funds. *Please provide specific details on how it plans to provide monitoring and oversight of the additional funds provided under the Recovery Act; particularly related to reemployment services, summer employment, and summer employment worksites.*

The oversight and monitoring processes in place are designed to drive the workforce system based on the SWIB strategic plan and goals. Each of the twelve local areas and many sub-grantees are monitored annually to determine compliance with the Act, Regulations and OMB Circulars. On-site monitoring includes compliance, programmatic and financial, customer process and reviews. In addition to on-site visits, desktop evaluations of program operations including performance, fund utilization, participation levels and case management practices are conducted regularly to gather and analyze data, and technical assistance is provided as necessary and appropriate. Financial monitoring includes procurement processes, cost accounting processes, and accuracy in tracking and reporting systems.

LWIAs are also required to submit copies of their local monitoring reports to the state Workforce Division. This practice ensures familiarization with local activities, as well as with corrective actions already underway. Daily Ad Hoc reports through the state Virtual OneStop system (VOS) will assist with monitoring of required detail such as needs related payments while providing participant demographic information.

Funds received under Wagner Peyser reemployment services will be monitored on a monthly basis. Efforts will also be made monthly to project expenditures as they relate to the budget and plan for RES funding activities. The South Carolina JobLink system has a monthly ARRA report which will be sent to the Department of Labor by the 15<sup>th</sup> of each month to track participants served and specific services and referrals these customers received as a result of the additional funding. Monitoring will be conducted by technical services staff who will evaluate program activity as well as reporting throughout the state.

As the Summer Youth Programs are concentrated, so will be our monitoring efforts. Temporary but experienced monitors will be hired to do on-site visits to worksites as well as credit recovery and work readiness training locations. Monitors will visit an estimated 1000 job sites over a 12 week period in all 12 local areas reviewing at the administrative, service provider, and worksite levels. In addition to work site monitoring, Credit Recovery sites will be visited to ensure the schools' delivery of quality services to participants. Microburst Learning work experience sites will also be visited to ensure quality delivery of service for this pilot program. Efforts will be made to ensure

compliance in utilizing Recovery funds, and stimulus expenditures will be reported and analyzed frequently.

## Additional Review Section: Waivers and State Plan Context

### Follow Up to Waiver Extension Requests

Three of the waivers you submitted need additional information. The waivers under question are provided below. Please provide the information identified under each waiver.

#### Waiver Extension Requests

- **Local funds for Statewide Activities – IWT**

Provide additional information on the State's approach for layoff averted. Specify how IWT fits into this approach, the plan for how IWT will be delivered, and the criteria the State will consider when identifying appropriate uses of IWT.

**See below**

- **Rapid Response funds for Statewide Activities – IWT**

Provide additional information on the State's approach for layoff averted. Specify how IWT fits into this approach, the plan for how IWT will be delivered, and the criteria the State will consider when identifying appropriate uses of IWT.

**See below**

#### **Adult and Dislocated Worker funds transfer:**

- Transfer Authority is limited to 50%
- Identify how the waiver has been used in the past. Specifically:
  - Who has been served?
  - Who has not been served?
  - Whether there are any major issues with performance for Adults and Dislocated Workers. If so, please identify the issues and provide a summary for each (to include the reason for the issue, the strategy for correcting the issue, and when it's expected the issue will be addressed).

**See below**

**STATE OF SOUTH CAROLINA**  
**Incumbent Worker Training**  
**Under the Workforce Investment Act**  
**Policy Framework**

**Purpose**

To provide training resources for businesses:

- to train currently employed workers in an effort to keep businesses and workers competitive;
- for training needed in current businesses due to expansion, new technology, retooling, new services/product lines or new organizational structuring or as part of a layoff aversion strategy;
- for which the employer provides a matching contribution of no more than 25% of the cost of the training.

Incumbent Worker Training may also fund training in new businesses, if those jobs are ineligible for assistance through ReadySC™, formerly the Center for Accelerated Technology Training (CATT). However, there will be a waiting period of 120 days for new or expanding businesses that displaced workers elsewhere in the United States.

**Eligibility for Incumbent Worker Training Funds**

Businesses that:

- have at least one-full time employee; and
- are current on all state tax obligations.

A consortium may serve as a broker for Incumbent Worker Training and may enter into an agreement on behalf of participating businesses. Consortia may include business associations, industry councils, chambers of commerce, downtown development corporations, etc., or two or more businesses in need of similar training. The required matching contribution will be based on the total consortium employment and will be prorated among the participating businesses based on the number of employees trained.

*Training entities, city, county and state governments are ineligible to receive Incumbent Worker Training Funds.*

**Funding Priority**

- Businesses/Consortia whose training applications indicate a significant upgrade in employee skills and/or employee wage increases as a result of training
- Businesses/Consortia whose training applications reflect a significant layoff avoidance strategy and retention opportunities
- Businesses/Consortia/Business sites who have not received an IWT agreement during the prior or current program year
- *Local WIB priorities*

### **Trainee Eligibility**

- Any individual employed by the eligible business

### **Trainee Data Collection**

- Information about employees participating in this federally-funded training will be collected in a data base used to measure the impact of the training.
- Only aggregate data will be used.

### **Reimbursable Training Expenses**

- Instructor/trainer salaries
- Textbooks/manuals
- Consumable materials/supplies

### **Non-Reimbursable Costs**

- Trainee/employee wages or travel
- Training equipment
- Capital improvements
- Curriculum Development
- Purchase of any item or service that may be used outside of the training project (to include computer equipment and non-training related software)
- Costs incurred prior to the approval date of the application
- Administrative costs incurred by consortia

### **Training Services**

The types of training which may be funded through Incumbent Worker Training include, but are not limited to:

- Industry or company specific skills
- Technical and computer skills
- Basic skills enhancement
- Soft skills such as leadership, teamwork, customer service and management skills
- WorkKeys profiling/testing in conjunction with training linked to positions profiled/tested

*Periodic/refresher safety courses cannot be funded.*

### **Training may be provided through:**

- Technical colleges
- School Districts
- Area vocational-technical centers
- State colleges and universities
- Licensed and certified private entities/institutions

- The business itself, through in-house training provider
- Registered Apprenticeship programs

**Training may be conducted at:**

- The training provider's facility
- The business's own facility
- A combination of sites

**Application and Approval Process**

- The Incumbent Worker Training Application is completed and submitted to the local workforce investment board.
- Upon approval of an application, an agreement is written between the business/consortium and the local workforce investment board.

**Business/Consortium Requirements**

- Businesses/consortium must provide a matching contribution to the training project that shall not be less than:
  - 10% of the costs for businesses with 50 or fewer employees;
  - 15% of the costs for businesses with more than 50 but fewer than 100 employees;
  - 25% of the costs for businesses with 100 or more employees. \*
- Business/consortium must sign an agreement to complete the training project as proposed
- Business/consortium must keep accurate records of the project's implementation process
- Business/consortium must submit reimbursement requests with required documentation

**Project Completion**

- Training projects are performance based with specific measurable outcomes, including the completion of the training
- Business/consortium will provide sufficient documentation for identification of all employee trainees for calculation of performance measures and outcomes deemed pertinent to the local workforce system
- Last payment will be withheld until final report is submitted and all performance criteria specified in the agreement have been achieved to include:
  - (1) Submission of required documentation
  - (2) Documentation of business matching contribution \*

\* *Effective March 1, 2009, the matching contribution requirements are temporarily waived for new IWT agreements due to the economic downturn.*

**STATE OF SOUTH CAROLINA**  
**WAIVER EXTENSION REQUESTS**  
**WORKFORCE INVESTMENT ACT and RECOVERY ACT**

**Allowance of Local Adult and Dislocated Worker Funds for  
Incumbent Worker Training**

**State Set-Aside Rapid Response Funds for Incumbent Worker Training Activities**

**Request for Additional Information**

Provide additional information on the State's approach for layoff aversion. Specify how IWT fits into this approach, the plan for how IWT will be delivered, and the criteria the State will consider when identifying appropriate uses of IWT.

**Response**

The waiver allowing local areas to use up to 10% of their adult and dislocated worker funds for IWT does not limit use to layoff aversion situations. This waiver merely provides additional flexibility to local workforce areas in addressing skills gaps and enhancing the productivity and competitiveness of existing businesses. The long-term impact of increasing the skill levels of workers results in employment retention and business expansion opportunities. Local areas utilize the statewide policy framework that provides specific funding priorities for IWT, which includes significant layoff avoidance strategies. See attached Policy Framework document.

The waiver allowing use of Rapid Response funds for IWT does require that funds are used to train workers as a layoff aversion strategy. These funds are intended to assist businesses that are at risk of layoffs of full-time employees or facility closure. The state has partnered with the South Carolina Manufacturing Extension Partnership (SCMEP), a private, non-profit group that offers a no-cost, Competitiveness Review. The review determines potential training needs of a business to avert a layoff or closure by:

- revealing/confirming limiting factors holding the business back;
- providing a snapshot of how the business is performing in comparison to other companies; and,
- providing a road map to improve competitiveness, performance and the bottom line.

SCMEP conducts an on-site Competitiveness Review to include an analysis of the manufacturing process and recommendations for any needed training in order for the company to become more competitive in the marketplace. Based on the results of the review, the business may submit an IWT application for review and possible funding of identified training needs through Rapid Response. A copy of the SCMEP Competitiveness Review results is also provided.

Each of the above waivers has facilitated a stronger partner relationship between workforce and economic development, at both the state and local levels.

**STATE OF SOUTH CAROLINA**  
**WAIVER EXTENSION REQUEST**  
**WORKFORCE INVESTMENT ACT**

**100% Transfer Authority Between**  
**Adult & Dislocated Worker Fund Streams**

**Request for Additional Information**

Identify how the waiver has been used in the past. Specifically:

- Who has been served?
- Who has not been served?
- Whether there are any major issues with performance for Adults and Dislocated Workers. If so, please identify the issues and provide a summary for each (to include the reason for the issue, the strategy for correcting the issue, and when it's expected the issue will be addressed).

**Response**

Fund transfer flexibility has been promoted in South Carolina as an overall fiscal management strategy that ensures non-disruptive customer service and timely expenditure of WIA funds. Federal to state and state to local allocation formulas do not accommodate the reality of present and fluctuating needs within workforce areas. The typical transfer local areas utilize is dislocated worker funds to adult funds which increases fiscal capacity to serve a greater number of adult customers. Local areas can request additional assistance funds from Rapid Response for unmet needs in serving dislocated workers, thus there is no impact on present or future dislocated worker customers. Additionally, the worker groups certified under Trade petitions utilize TAA funds for training versus WIA funds. Such resource sharing allows local areas to identify excess capacity quickly and transfer WIA resources to serve additional adults in need of intensive services and training. Recent history relevant to fund transfers is as follows:

**Program Year 2006 (Transfer Limit @ 50%)**

- 10 of 12 local workforce areas transferred funds from dislocated worker to adult
- Average transfer was 32%
- Transfer range was 10% - 50%
- Fund utilization – adult 77%; dislocated worker 71%
- Total participants – adult 7,757; 7,460
- Performance
  - Entered Employment Rate – met negotiated goal for both adults and dislocated workers
  - Retention Rate – exceeded negotiated goal for both adults and dislocated workers
  - Average Earnings – met goal for adults; exceeded goal for dislocated workers

**Program Year 2007 (Transfer Limit @ 50%)**

- 10 of 12 local workforce areas transferred funds from dislocated worker to adult
- Average transfer was 40%
- Transfer range was 12% - 50%
- Fund utilization – adult 85%; dislocated worker 73%
- Total participants – adult 11,317; dislocated worker 9,497
- Performance
  - Entered Employment Rate – met negotiated goal for both adults and dislocated workers
  - Retention Rate – met goal for adults; exceeded goal for dislocated workers
  - Average Earnings – met goal for adults; exceeded goal for dislocated workers

Program Year 2008 (Transfer Limit @ 100%)

- 10 of 12 local workforce areas transferred funds from dislocated worker to adult
- Average transfer was 46%
- Transfer range was 20% - 65%
- Fund utilization – adult 86%; dislocated worker 81%
- Total participants – 16,040; dislocated worker 12,839
- Performance
  - Entered Employment Rate – met negotiated goal for both adults and dislocated workers
  - Retention Rate – met negotiated goal for both adults and dislocated workers
  - Average Earnings – exceeded negotiated goal for both adults and dislocated workers

As reflected above, fund transfers are widely used in the state, have facilitated increases in participants, and have not negatively impacted fund utilization or performance. Without utilizing maximum transfer flexibility through waiver authority over the last several years, a number of our workforce areas would have been forced to stop enrolling adult customers all together. This would not have been, and will never be, an efficient use of WIA funds.