

# SC WORKS

BRINGING EMPLOYERS  
AND JOB SEEKERS TOGETHER

2013 – 2017

Catawba

Workforce Investment Act

Local Plan

The Workforce Investment Act (WIA) gives Local Workforce Investment Boards a unique opportunity to develop employment and training systems tailored specifically to local area needs. The Local Plan should represent a collaborative process among the Chief Elected Official(s) (CEOs) and local workforce partners. This collaboration will create a shared understanding of the area's workforce investment needs, a shared vision of how the local workforce investment system can be designed to meet those needs, and agreement on the key strategies to achieve this vision. The plan should reflect the current and future strategies of the local area for the period July 1, 2013 – June 30, 2018.

The purpose of these guidelines is to assist Local Workforce Investment Boards (LWIBs) in developing a comprehensive five year Local Plan. The Local Plan should include input from WIA partner agencies such as: Adult Education; Job Corps; Wagner-Peyser Act; Veterans Services; Migrant and Seasonal Farmworker (MSFW); Trade Adjustment Assistance (TAA), as well as other local area required and optional partners. The development of a comprehensive Local Plan is critical to effective implementation of the Workforce Investment Act programs and services. The Employment and Training Administration's (ETA) Training and Employment Guidance Letter (TEGL) Number 21-11 significantly modifies the planning process and moves it beyond purely compliance to a strategic plan approach calling for better alignment of resources, increased coordination among programs and improved efficiency in service delivery throughout the workforce investment system. Plans must be developed in accordance with the ETA plan priorities, the State Integrated Workforce Plan 2012-2016, and State Workforce Investment Board priorities and objectives.

USDOL ETA Workforce Emphases and SWIB Priorities include:

- Alignment with state and regional economic development
- Cross-program alignment
- Dual-customer (employer and job seeker) focus
- Credential attainment
- On-the-Job Training
- Effective use of Labor Market and workforce information
- Business engagement
- Serving target populations
- Targeted training
- Utilizing community resources
- Effective fund utilization
- Performance accountability

## Section I. Local Workforce Investment Board Strategic Planning

In this section, describe the LWIA's overarching goals for the workforce system for the next five years. Incorporating the US Department of Labor Employment and Training Administration's (DOLETA's) workforce emphases and the State Workforce Investment Board's priorities, address the sub sections below with the Local Workforce Investment Board's strategic planning direction and policies.

### Local Vision and Goals

1. Describe the LWIB's vision for the area's economy, workforce, and workforce system.

**Vision:** Partnering to develop and maintain a globally competitive workforce that enhances regional growth and improved quality of life.

**Mission:** To create, modify, and sustain a local system of cooperation and collaboration among all workforce development entities.

2. Discuss the Local Board's strategic economic and workforce goals and priorities for the next five years to address the needs of workers, business, and industry.

#### Major Goals -

- Build employer usage and repeat business - be the "service of choice" through educating and marketing to business community
- Increase the number of job orders and variety of job orders (more business sectors)
- Provide services to increase job seekers' skills, including technology
- Educate WIB members and encourage them to promote the WIB
- Maximize the potential of the new one-stop structure
- Attain one-stop certification & increase effectiveness
- Improve cooperation/coordination with partners/allies
- Increase workforce success, especially youth
- Increase performance (WIA performance standards)

3. What are the economic and workforce strengths and weaknesses in your LWIA?

The following were identified in the CEDS completed in 2012:

The Comprehensive Economic Development Strategic Plan (CEDS), completed late 2012, utilized a group of area leaders to identify a number of strengths that continue to encourage economic development within the Catawba Region. These include:

- Access to a variety of transportation resources including an international airport, interstate and US Highway routes and rail service;
- Attractive communities that offer a variety of “quality of life” attributes;
- An available labor force with ongoing worker training to provide the necessary skills for today’s job market;
- Available land for development or redevelopment along with adequate infrastructure resources;
- Existing anchor industries in several industrial clusters to serve as catalysts for new economic development; and
- A wide variety of tourist and recreational attractions and amenities including nearby professional sports teams.

To maximize these assets, Catawba Region needs to continue addressing certain impediments to economic development. They are:

- The need to continue diversification of the region’s manufacturing base to safeguard against a continually changing economic climate and to replace jobs lost, particularly in the textile manufacturing area;
- The need to further upgrade the knowledge, skills, and abilities of displaced workers;
- The need to continue to improve the quality of education in the region’s public schools;
- The need to provide a wider range of housing opportunities;
- The need to expand and upgrade public infrastructure and transportation systems;
- The need to provide job opportunities that result in higher wages and per capita income;
- The need to redevelop abandoned former textile mill sites and their surrounding mill villages; and
- The need to economically revitalize local downtowns and center city areas that have languished due to the advent of suburban shopping malls and business parks on the community fringe.

4. What action steps or projects are underway or will be implemented to align the current workforce system to the LWIB’s vision?

The following strategies were identified in the CEDS completed in 2012 and are being implemented to overcome obstacles and to promote economic development:

- Sponsoring job training and retraining programs through the federal Workforce Investment Act (including developing additional labor force data regarding the skills, experience and availability of local workers and increasing training opportunities for adults and nontraditional workers);
- Creating competitive strategies for responding to the impacts of technology and globalization on the local economy, particularly to the loss of manufacturing jobs through increased collaboration and communication between economic development partners;

More specific projects underway are:

- Business Services staff members are attending a variety of community and Human Resources (HR) events and are meeting individually with a variety of businesses.
- Business Services staff actually helped to form a new HR group in Western York County

- Several HR professionals have conducted workshops in the SCWorks Centers
- A local attorney and WIB member has partnered with the WIB to offer the “HR Café” for local HR staff. These are held at lunch time and are free to participants and include lunch.
- Soft skills training (and other on-line training) is offered to all customers at each SCWorks Center through ResCare Academy (no charge to customers).
- Each SCWorks Center continues to hold quarterly partner meetings and continue to invite new partners.
- LWIA staff continues monthly technical assistance visits with each youth providers’ staff and continues conducting monthly area youth providers meetings.

5. How will the LWIA align workforce policy, operations and administration to meet the LWIB’s economic and workforce goals? By what method(s) is LWIB strategic direction communicated to frontline and partner staff?

The strategic plan will continue to be reviewed and modified to meet the ever changing service delivery model and needs of the Catawba area. Portions of the strategic plan are reviewed every other month by the Strategic Planning Committee. The strategic plan is reviewed by other WIB committees as needed. Each committee and the WIB continue to review policies and changes are made as needed to reach goals.

LWIA staff will continue to use CEDS and other information to determine current and future high employment occupations. Recently, this information was discussed at length with the Strategic Planning Committee to determine the training areas to be funded in the Catawba Area. LWIA staff has and will continue to work with York Technical College to develop short-term training to meet local needs. Last year, at our request, they developed short-term advanced manufacturing training to meet local workforce needs. We are currently working with YTC to develop some short-term logistics/warehouse training to meet the growing demand in our area.

Our strategic direction is communicated through meetings, work instructions, emails, etc.

### **Economic and Workforce Information Analysis**

*WIA §118 (b) The local plan shall include – (1) an identification of –*

- (A) The workforce investment needs of businesses, jobseekers, and workers in the local area;*
- (B) The current and projected employment opportunities in the local area; and,*
- (C) The job skills necessary to obtain such employment opportunities;*

6. Based on labor market information and collaboration with regional economic development partners describe the current and projected employment opportunities in your local area and region. Provide a priority ranked list of the local area’s demand occupations and critical industries for the next five years. For PY’13, in which three to five industries and occupations will your WIB be concentrating the use of WIA training funds?

The following information is from the CEDS completed in late 2012.

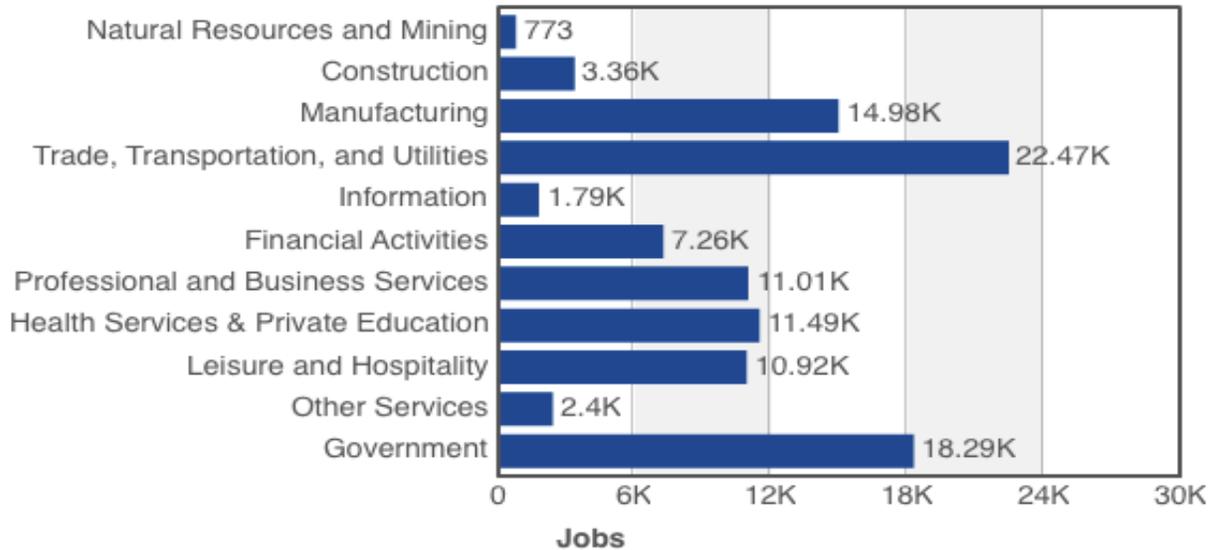
### **Catawba Region - Employment by Industry**

The data in this section is based on the standard employment categories used by the US Census Bureau. These categories are more concentrated than those used for the cluster analysis which follows.

As shown in Figure 1, currently the three industrial sectors with the largest employment in the Catawba Region are Trade, Transportation, and Utilities, Government, and Manufacturing.

**Figure 1**

**Employment by Industry, 2011  
Catawba Region**



According to the Bureau of Labor and Statistics, the category of Trade, Transportation and Utilities includes wholesale and retail trade, transportation and warehousing, and utilities.

While the Bureau of Labor and Statistics does not delineate it as such, it is important to note that there has been a transition within the region away from the manual labor intensive manufacturing of the textile era to a more technical and skilled manufacturing process requiring a more technically proficient workforce.

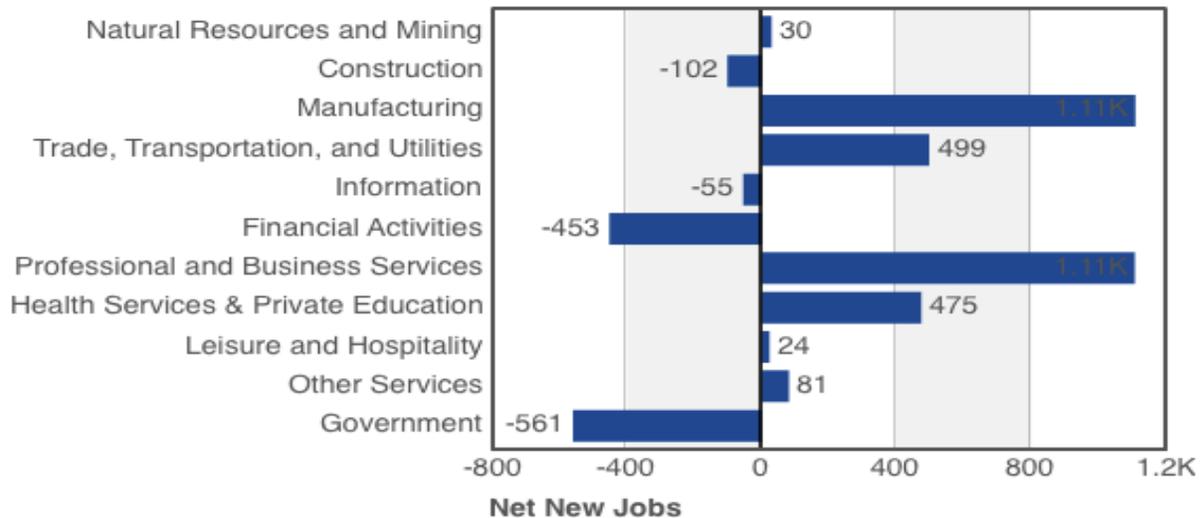
It also should be noted that the Government category includes all levels of federal, state, and local government inclusive of law enforcement, social and housing services, emergency services, public education, emergency response, as well as federal, state, and local governmental support.

Just as population trends varied county by county within the region, likewise employment sectors vary as well. This is primarily due to the same factors that impacted population trends within the region coupled with the more rural nature of Chester County.

**Recent Trends - Employment Growth and New Job Creation**

While the region experienced substantial job losses in the manufacturing sector between 2001 and 2011, manufacturing accounted for the greatest number of new jobs created region-wide between 2010 and 2011 as can be seen in Figure 9. All three counties within the region experienced positive net new job creation in the Manufacturing sector with Chester being responsible for 7% of the growth region-wide, Lancaster 12%, and York 35%.

**Figure 9**  
**New Jobs, 2010-2011**  
**Catawba Region**



Other leading creators of new jobs in the Catawba Region over the past two years were Professional and Business Services, and Trade, Transportation, and Utilities. New job creation within Professional and Business Services was exclusively within Lancaster and York counties while Trade, Transportation, and Utilities occurred primarily in York with 84% of the region’s new jobs within that sector being created within York County.

### Regional Economic Cluster Analysis

#### Analysis Variables

Economic analysis aims to describe the trends and relative condition of variables related to an industry or occupation cluster. Avalanche Consulting’s industry cluster analysis examines 29 broad industry clusters composed of related industry subsectors (compiled at the 4-digit NAICS level).

The primary variables examined for each industry and occupation cluster include size, concentration, and growth and are described as:

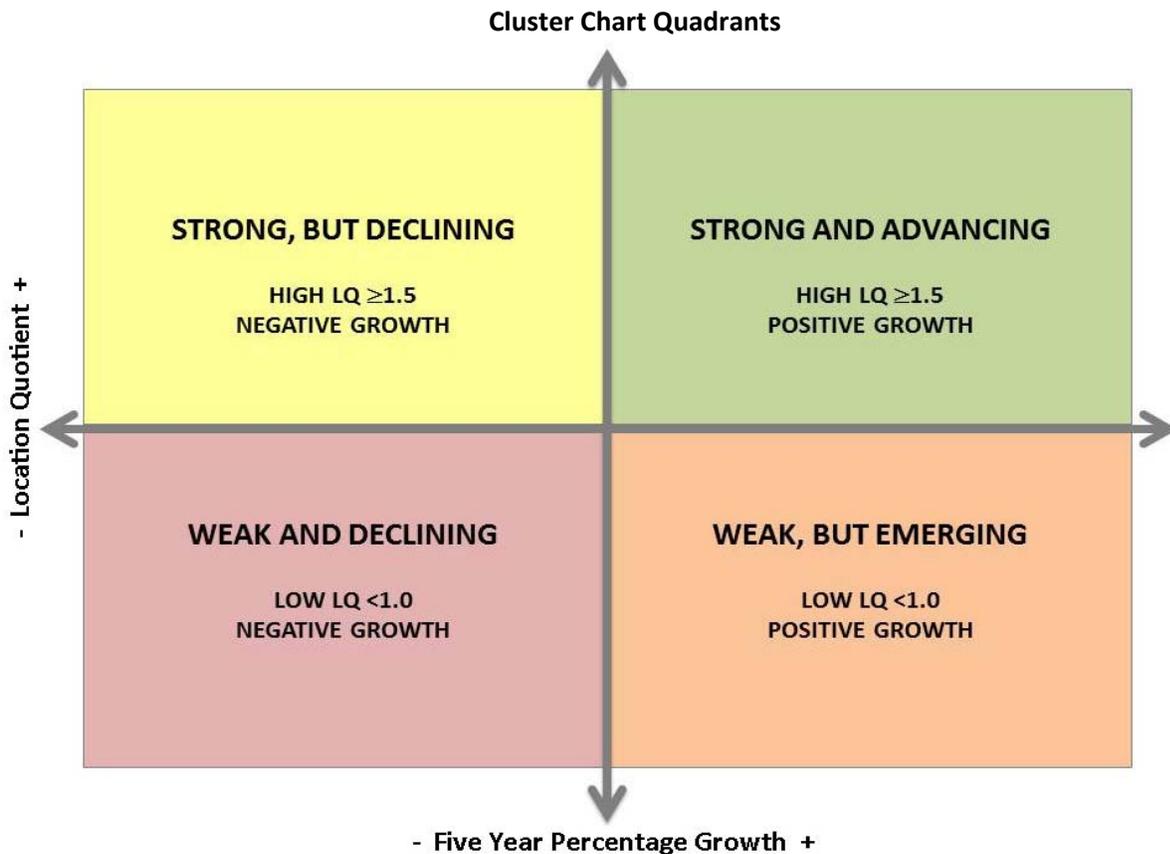
- **Size** simply means the total number of employees in an industry or occupation cluster;
- **Concentration** in this study is measured through Location Quotients (LQs). LQs compare the per capita concentration of a cluster in a local economy with the average concentration seen at the national level.
  - LQ of 1.5 indicates that the local economy has 50% more jobs per capita in that cluster than witnessed at the national level;
  - LQ of 1.0 indicates comparable number of jobs per capita versus the national level;
  - LQ below 1 indicates a below-average number of jobs per capita versus the national level.
- **Growth** measures the change in employment in a cluster. This study examines local trends from 2007 to 2012 in conjunction with projected growth for specific clusters from 2012 through 2017.

Location quotients provide a quick snapshot of which industries are concentrated in the region, with strong clusters generally having LQ's above 1.2.

**Cluster Charts and Quadrants**

The Cluster Charts to follow give a picture of industry trends and a general forecast of potential job growth / reduction over the next five years (2012-2017). The foundations for the development of the Cluster Charts are the three aforementioned variables of size, growth, and concentration (LQ). The size and concentration (LQ) are indicative of 2012 numbers while the growth percentage is a five year forecast for 2012 to 2017.

The five-year growth forecast is modeled on data from EMSI (Economic Modeling Specialist, International). EMSI is widely regarded as a lead data source for the Economic Development Industry. EMSI supplements data not represented in the Department of Labor and Statistics Census of Employment and Wages (CEW), and add a ten-year annual forecast for industry growth. This forecast is modeled on local trends in conjunction with national and regional industry sector growth forecasts.



The Cluster Charts show the 2012 concentration LQ of each major industry/occupation cluster on the vertical axis, the five-year (2012-2017) projected percentage growth for the cluster on the horizontal axis, and the 2012 relative employment of the cluster in the size of the bubble. Each chart included shows the top 25 industrial clusters based on year 2012 employment and therefore the clusters represented may vary somewhat from chart to chart due to changes in the top 25 clusters in each respective geographic region analyzed.

Each Cluster Chart is broken down into quadrants. The quadrants clarify the relative vitality of each industry cluster.

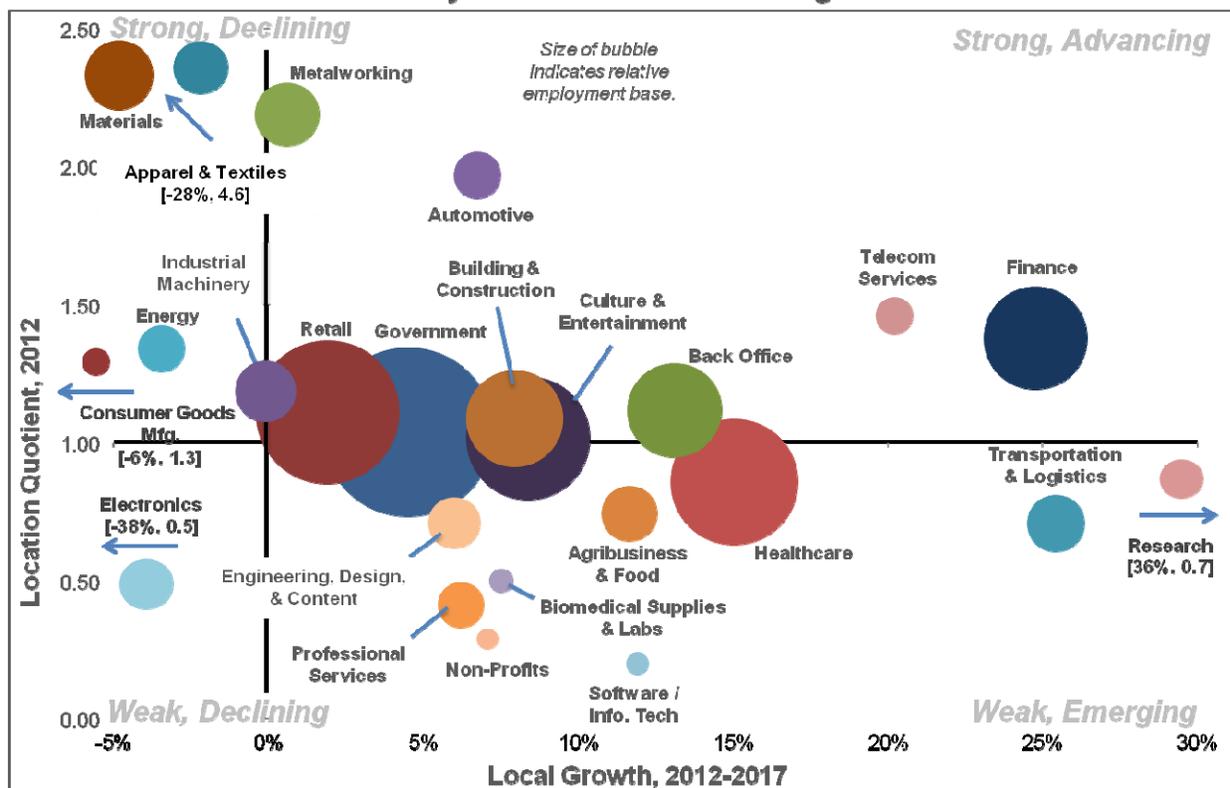
## Catawba Region - Cluster Analysis

The four-county Catawba Region (Union County is included in the Region for the COG, but not for WIA) of South Carolina has several high potential economic clusters. These clusters include a variety of allied industries involved in the manufacture or distribution of various types of auto parts, transportation and logistics companies, telecom, finance, and research related companies. The region's original economic cluster, the textile industry, has been in rapid decline though still has a concentration LQ well above the national average. Region-wide, the Apparel & Textile Industry continued to employ 1,879 people in 2012.

It is extremely important to note that the Avalanche Consulting defined Research Cluster includes industries assigned a NAICS Code of 5416, "Management Scientific and Technical Consulting Services". Red Ventures, a technology based marketing company headquartered in the Indian Land area of Lancaster County, is categorized under NAICS 5416.

Figure 2

### Industry Clusters: Catawba Region



### Cluster Size – Catawba Region

As can be seen in Figure 2 and evidenced via the size of each cluster's respective bubble, currently the largest employment clusters in the Catawba Region are Government, which includes workers at the federal, state, regional and local levels (20,815 jobs), Retail (15,042 jobs), Healthcare (11,625 jobs), and Culture & Entertainment (11,142 jobs). The Culture & Entertainment cluster includes industries such as Amusement Parks, Bars and Taverns, Museums, and full-service Restaurants among others.

### **Cluster Concentration (Location Quotient) – Catawba Region**

The Location Quotient represents the local concentration of employment within a cluster relative to the average per capita concentration of jobs within the respective cluster nationally. Clusters with an LQ higher than 1.2 (120% of the national average concentration) are generally considered regionally important industry clusters due to their high concentration of jobs within that cluster versus the US. The most concentrated clusters in the Catawba Region are Apparel & Textiles (LQ of 4.59), Materials (LQ of 2.33), Metalworking (LQ of 2.18), Automotive (LQ of 1.97), Telecom Services (LQ of 1.46), and Finance (LQ of 1.38).

### **Cluster Growth – Catawba Region**

Emerging and advancing clusters are clusters that are expected to experience a relative high level of growth over the next five years (2012-2017). Emerging and advancing clusters of note in the region include Research (projected 36% growth, LQ of 0.74) and Transportation and Logistics (projected growth of 25%, LQ of 0.71). Transportation and Logistics includes Rail, Freight, Warehousing and Storage, and Express Delivery Services, among others and is projected to add 607 jobs. The Research cluster includes Management, Scientific, and Technical Consulting as well as Scientific Research and Development Industries and is projected to bring an additional 394 jobs to the region between 2012 and 2017.

Other emerging and advancing clusters include Finance (projected growth of 25%, LQ of 1.38) which is projected to add 1,896 jobs, and Telecom Services (projected growth of 20%, LQ of 1.46) adding 199 jobs. The Automotive cluster, while not projected to grow as quickly as many other clusters, should be noted due to its high Location Quotient (LQ of 1.97) coupled with a projected growth of 7% resulting in a projected 108 additional jobs between 2012 and 2017.

As evidenced in Figures 2 and 3, there are numerous other clusters that are projected to grow at rates in excess of 10% over the next five years though not as quickly as the clusters cited above. The most significant of these clusters is Healthcare due to its large employment base of 11,625 employees in 2012. At a projected growth rate of 15%, the Healthcare cluster is expected to grow by 1,748 jobs between 2012 and 2017.

Figure 3

Cluster	2012 Employment	2012 LQ	Forecast, '12-'17 Growth	
			New Jobs	Local %
Aerospace	5	0.01	0	0.0%
Agribusiness & Food	2,212	0.74	258	11.7%
Apparel & Textiles	1,879	4.59	(530)	-28.2%
Automotive	1,598	1.97	108	6.8%
Back Office	6,425	1.11	844	13.1%
Biomedical Supplies & Labs	412	0.50	31	7.5%
Building & Construction	6,826	1.08	544	8.0%
Consumer Goods Mftg	661	1.29	(41)	-6.2%
Culture & Entertainment	11,142	1.01	935	8.4%
Education	303	0.14	28	9.2%
Electronics	1,740	0.88	(231)	-13.3%
Energy	1,589	1.34	(55)	-3.5%
Engineering, Design, & Content	1,951	0.71	117	6.0%
Finance	7,649	1.38	1,896	24.8%
Furniture	194	0.57	36	18.6%
Government	20,815	1.04	940	4.5%
Healthcare	11,625	0.86	1,748	15.0%
Industrial Machinery	2,743	1.18	3	0.1%
Logging & Metal/Mineral Mining	259	1.69	(39)	-15.1%
Materials	3,160	2.33	(154)	-4.9%
Metalworking	2,953	2.18	22	0.7%
Non-Profits	311	0.29	22	7.1%
Professional Services	1,513	0.41	94	6.2%
Research	1,086	0.74	394	36.3%
Retail	15,042	1.10	305	2.0%
Shipbuilding	11	0.11	(6)	-54.5%
Software / Info. Tech.	361	0.20	43	11.9%
Telecom Services	984	1.46	199	20.2%
Transportation & Logistics	2,386	0.71	607	25.4%
<b>Total</b>	<b>107,788</b>	<b>1.00</b>	<b>8,101</b>	<b>7.5%</b>

Source: Avalanche Consulting using data from EMSI

Two of the clusters with the highest LQ concentrations are projected to lose employment over the next five years. Apparel & Textiles (LQ of 4.59) is projected to lose 28% employment resulting in a loss of 530 jobs, and Materials (LQ of 2.33) is expected to lose 5% resulting in the loss of 154 jobs. The Materials cluster includes pulp and paper mills, chemical manufacturing, plastics, as well as other related industries. Electronics, Consumer Goods Manufacturing, and Energy also are projected to lose significant employment in the next five years.

Figure 3 shows all of the clusters for the Catawba Region along with each respective 2012 employment base, 2012 LQ, and projected 2012 – 2017 growth. Dark green indicates a higher potential growth rate.

### **Catawba Region Commuter Shed - Cluster Analysis**

As has been previously mentioned, the economy of the Catawba Region is highly influenced by the region’s proximity to the Charlotte / Mecklenburg area of North Carolina. According to the US Census Bureau’s American Community Survey (ACS) 3-year Estimates of workers over the age of 16, the following commuter patterns exist in the region’s counties:

**Table 4**  
**Commuting Patterns for the Catawba Region Counties**

	Chester	Lancaster	York
16+ Working Population	12,392	29,348	105,973
Work in County of Residence	44.7%	52.0%	62.4%
Work In State and Outside County	42.3%	20.6%	4.1%
Work Outside State	13.0%	27.5%	33.6%

Chester County has the lowest percentage of residents remaining in the county for employment. An assumption can be made that most of those workers leaving the county but remaining in state are working in the more industry dense York County or may be commuting to Columbia, SC which is approximately 50 miles south of Chester and easily accessible via Interstate 77. This is substantiated by the Census Bureau ACS estimate that 23.7% of commuters in Chester travel more than 45 minutes to work.

Lancaster retains slightly more than 50% of their respective residents for employment with Lancaster’s residents fairly evenly splitting working in state and outside the county and working out of state. It could be assumed that most of those working out of state are commuting to adjacent Mecklenburg and Union, NC counties.

York County has the largest percentage of residents remaining in the county to work and has the largest percentage of workers leaving the state for employment, presumably commuting to Gaston and Mecklenburg Counties.

In consideration of the number of residents in the region commuting outside the state for employment, additional cluster analysis has been done for the Catawba Region Commuter Shed, which includes all three counties in the Catawba Region along with Union County, SC plus Gaston, Mecklenburg, and Union counties in North Carolina.

The Catawba Region Commuter Shed’s economic clusters show several notable differences and similarities when compared to the previously presented clusters for the Catawba Region. Of particular note are the Research, Finance, and Apparel & Textile clusters, all of which present in a similar manner at the Commuter Shed as they did for the Catawba Region.

**Cluster Size – Catawba Region versus the Catawba Region Commuter Shed**

As can be seen in Figure 5 and evidenced via the size of each clusters’ respective bubble, currently the largest employment clusters in the Catawba Region Commuter Shed are similar to those found at the

Catawba Region level with the top four clusters mirroring one another. These four largest clusters are Government, which includes workers at the federal, state, regional and local levels (113,205 jobs), Retail (94,298 jobs), Culture & Entertainment (84,025 jobs), and Healthcare (70,755 jobs).

**Cluster Concentration – Catawba Region versus the Catawba Region Commuter Shed**

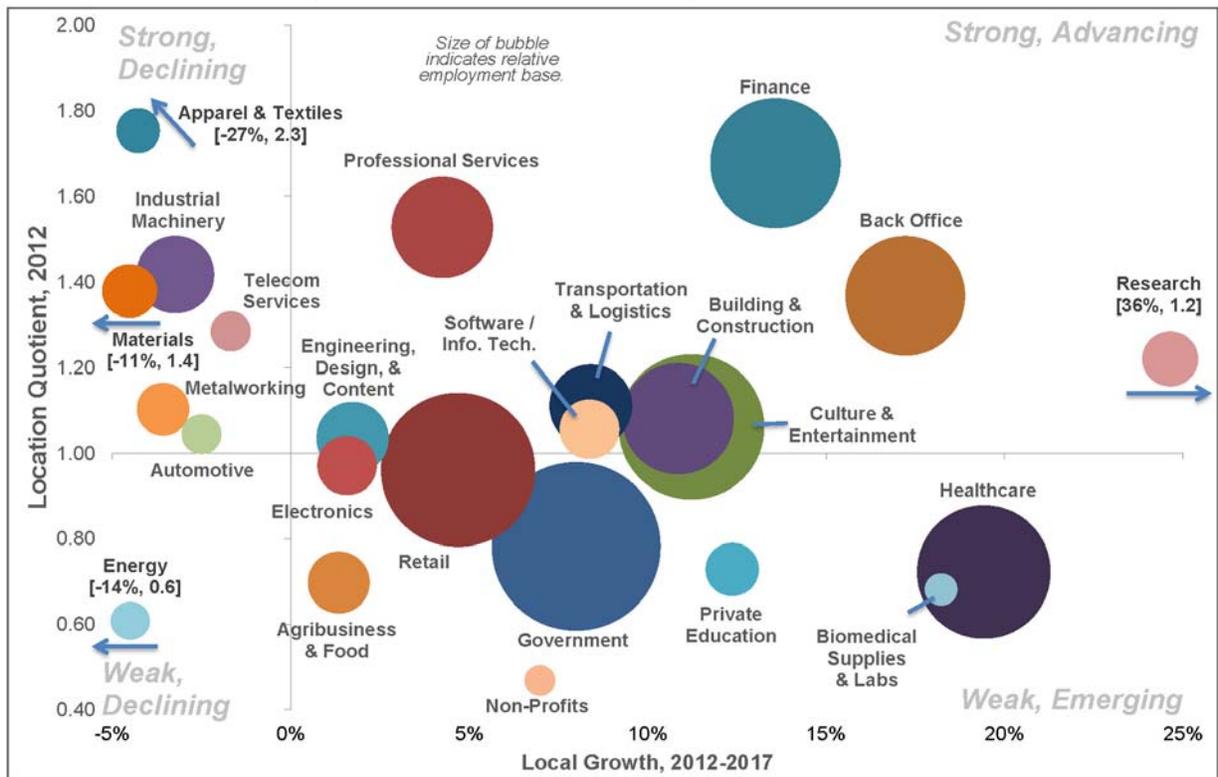
The Location Quotient (LQ) represents the concentration of employment within a cluster relative to the average per capita concentration of jobs within the respective cluster nationally. The highest LQ clusters in the Catawba Region Commuter Shed are Apparel & Textiles (LQ of 2.32), Finance (LQ of 1.68), Professional Services (LQ of 1.53), Industrial Machinery (LQ of 1.42), Materials (LQ of 1.37), and Back Office (LQ of 1.37).

Back Office includes office administrative and facilities support services, business support and employment services, among other related industries. Professional Services includes legal, accounting, and corporate management services.

The influence of the Mecklenburg / Charlotte area can be seen within the Commuter Shed via shifts in concentration toward Finance, Professional Services, and Back Office in comparison with the four-county Catawba Region. This is supported by the significant presence of financial institutions and financial corporate headquarters within Charlotte.

**Figure 5**

**Industry Clusters: Catawba Region Commuter Shed**



### **Cluster Growth – Catawba Region versus the Catawba Region Commuter Shed**

Emerging and advancing clusters are clusters that are expected to experience a relative high level of growth over the next five years (2012-2017). Emerging and advancing clusters of note in the Catawba Region Commuter Shed include Research (projected 36% growth, LQ of 1.22), Healthcare (projected growth of 19.4%, LQ of .72) and Biomedical Supplies & Labs (projected growth of 18.2%, LQ of .68).

Research was the most significant projected growth cluster at both the four-county Catawba Region and seven-county multi-state Catawba Region Commuter Shed level. While at the regional level the Research cluster was estimated to add 394 jobs, within the Commuter Shed the cluster is projected to create 4,605 new jobs between 2012 and 2017. The intertwined Healthcare and Biomedical Supplies and Labs clusters are projected to create a combined 14,482 jobs within the commuter shed over the next five years compared to 1,779 within the four-county Catawba Region.

Other emerging and advancing clusters in the Commuter Shed include Finance (projected growth of 13.6%, LQ of 1.68) adding 9,124 jobs and Back Office (projected growth of 17.2%, LQ of 1.37) adding 9,784 jobs over the five year period. Professional Services should be noted even though its projected growth is only 4.2%, bringing 1,727 new jobs in that cluster due to its relatively high concentration (LQ of 1.53) within the Commuter Shed.

As evidenced in Figures 5 and 6, there are numerous other clusters that are projected to grow at rates in excess of 10% over the next five years though not as quickly as the clusters cited above. The most significant of these clusters is Culture and Entertainment due to its large employment base of 84,025 employees in 2012. At a projected growth rate of 11.2%, the Culture & Entertainment cluster is expected to grow by 9,435 jobs between 2012 and 2017.

Two of the clusters with the highest LQ concentrations are projected to lose employment over the next five years. Similar to the Catawba Region, Apparel & Textiles (LQ of 2.39) is projected to lose 26.7% employment resulting in a loss of 1,822 jobs and Materials (LQ of 1.37) is projected to decline by 11.4% for a loss of 1,530 jobs within the Commuter Shed.

The percentage of Apparel & Textile jobs projected to be lost within the Commuter Shed is similar to the percentage at the Catawba Region level (28.2%). The impact to the Catawba Region, however, could be significantly more meaningful due to the higher concentration of jobs within the sector at the Catawba Region (LQ of 4.59) versus the Commuter Shed (LQ of 2.32).

Figure 6 shows all of the clusters for the Catawba Region Commuter Shed along with each respective 2012 employment base, 2012 LQ, and projected 2012 – 2017 growth. Dark green indicates a higher potential growth rate.

Figure 6

Cluster	2012 Employment	2012 LQ	Forecast, 2012-2017	
			Growth	New Jobs
Aerospace	282	0.10	6.7%	19
Agribusiness & Food	15,004	0.70	1.3%	202
Apparel & Textiles	6,836	2.32	-26.7%	(1,822)
Automotive	6,116	1.04	-2.5%	(153)
Back Office	56,819	1.37	17.2%	9,784
Biomedical Supplies & Labs	4,072	0.68	18.2%	742
Building & Construction	48,983	1.08	10.9%	5,319
Consumer Goods Mftg	3,354	0.91	2.4%	81
Culture & Entertainment	84,025	1.06	11.2%	9,435
Private Education	11,100	0.73	12.4%	1,373
Electronics	13,797	0.97	1.6%	218
Energy	5,164	0.60	-14.3%	(739)
Engineering, Design, & Content	20,577	1.04	1.7%	357
Finance	67,185	1.68	13.6%	9,124
Furniture	2,607	1.05	6.1%	159
Government	113,205	0.78	8.0%	9,054
Healthcare	70,755	0.72	19.4%	13,740
Industrial Machinery	23,703	1.42	-3.2%	(766)
Logging & Metal/Mineral Mining	549	0.50	-3.8%	(21)
Materials	13,371	1.37	-11.4%	(1,530)
Metalworking	10,770	1.10	-3.6%	(385)
Non-Profits	3,652	0.47	7.0%	255
Professional Services	40,665	1.53	4.2%	1,727
Research	12,819	1.22	35.9%	4,605
Retail	94,298	0.96	4.7%	4,424
Software / Info. Tech.	13,890	1.06	8.4%	1,163
Telecom Services	6,250	1.28	-1.7%	(105)
Transportation & Logistics	27,015	1.11	8.4%	2,271
<b>Total</b>	<b>776,370</b>	<b>1.00</b>	<b>8.8%</b>	<b>68,377</b>

Source: Avalanche Consulting, EMSI Covered

## FUTURE GROWTH POTENTIAL

The economic landscape in the Catawba Region continues a transformation that began three decades ago with the beginning of the decline of the textile industry. While manufacturing continues to be a major employer in the region, the impact of a global economy is reshaping economic expansion in the future. The days of low-skilled, labor intensive manufacturing are largely over as that type of industry has moved offshore. What remains is a growing manufacturing base that is greatly automated and requires a technically trained, highly skilled workforce. While large scale manufacturing operations continue to locate nationally, much of the new manufacturing is anticipated to be smaller entrepreneurial firms that will require a computer literate, technically trained workforce, along with access to capital. Other sectors that will drive where future economic expansion takes place include major distribution facilities, information-based support technologies and marketing services, and research and development facilities.

The Catawba Region has many of the necessary pieces to encourage and accommodate future economic growth but will need to pay particular attention to certain factors such as making sure that worker retraining programs are targeting skills relevant to current and future employer needs, maintaining necessary public infrastructure to support growth, increasing the quality of the local educational system, preserving the natural environment and expanding cultural opportunities. To follow is a more detailed assessment of each of the region's four counties.

It is noteworthy that EDA grants funded key capital improvement projects in all four of the region's counties and have helped to offset the continuing loss of textile related manufacturing jobs to the region's economy. The Council of Governments has effectively layered multiple funding sources, including EDA and CDBG, to facilitate economic development and infrastructure improvements throughout the region.

After much discussion of the data provided, input from area economic development staff and local industry members, the Strategic Planning Committee determined the following areas of training for the Catawba Area:

Healthcare/Early Childhood

Maintenance/Manufacturing

Transportation/Logistics

Building/Construction

Office/Computer Technology

The Executive Committee agreed with this and the WIB approved the recommendation.

8. Identify the skills and/or credentials needed to obtain such employment opportunities, and the education and training resources that exist in your area to assist individuals in obtaining in-demand occupational skills and credentials.

Following is a list of training available for Catawba participants. There may be other suitable training available that is not on the list. Books, tools, and fees are not included in the cost.

**Available Training Programs in Catawba Area for WIA  
(meet time, cost, and program criteria)**

<b>Program Name</b>	<b>Program Length</b>	<b>Estimated Cost*</b>	<b>Training Provider</b>
CNC Machinist	3 Semesters	\$ 5,083.00	York Tech
Customer Service Certificate	3 Semesters	\$ 2,691.00	York Tech
Data Entry Certificate	3 Semesters	\$ 3,588.00	York Tech
Early Childhood Development-Certificate	3 Semesters	\$ 4,036.00	York Tech
Electrician-Basic Certificate	3 Semesters	\$ 1,495.00	York Tech
Emergency Medical Technician	20 Weeks	\$ 996.00	York Tech
Engine and Engine Repair Certificate	3 Semesters	\$ 1,196.00	York Tech
Environmental Technology Certificate	3 Semesters	\$ 4,186.00	York Tech
Health Science Certificate	3 Semesters	\$ 4,036.00	York Tech
Heating Ventilation and Air Installer Certificate	2 Semesters	\$ 1,644.00	York Tech
Heating Ventilation and Air Design Certificate	2 Semesters	\$ 1,644.00	York Tech
Heating Ventilation and Air Technician Certificate	2 Semesters	\$ 1,142.00	York Tech
Heavy Equipment Operator-3 Piece	1 Month	\$ 4,995.00	York Tech
Human Resource Management Certificate	3 Semesters	\$ 5,531.00	York Tech
Infant and Toddler Development Certificate	3 Semesters	\$ 2,691.00	York Tech
Law Enforcement Certificate	3 Semesters	\$ 3,588.00	York Tech
Legal Office Certificate	3 Semesters	\$ 4,933.50	York Tech
Entry Level Line Worker	9 Weeks	\$ 5,400.00	York Tech
Medical Assistant Certificate	3 Semesters	\$ 5,531.00	York Tech

Medical Billing and Coding-Educode	12 Months	\$ 2,295.00	York Tech
Medical Insurance Coding-Online	52 weeks	\$ 295.00	York Tech
Medical Office Certificate	3 Semesters	\$ 4,485.00	York Tech
MSSC-Manufacturing Skill Standards Council-Certificate	6 Weeks	\$ 2,599.00	York Tech
Nurse Assistant Certificate	84 Hours	\$ 825.00	York Tech
Patient Care Technician	9 Months	\$ 3,042.00	York Tech
Payroll-Income Tax Certificate	3 Semesters	\$ 5,083.00	York Tech
Pharmacy Tech-Online	20 Weeks	\$ 1,499.00	York Tech
Telecommunications-Basic Certificate	2 Semesters	\$ 1,644.50	York Tech
Truck Driver Training	6 Weeks	\$ 3,595.00	York Tech
Welding Basic Certificate	2 Semesters	\$ 1,495.00	York Tech
Mig/Tig/Pipe Welding Certificate	3 Semesters	\$ 1,495.00	York Tech
Welding Basic Certificate	4 months	\$ 4,590.00	Midlands Tech
Truck Driver Training	3 weeks	\$ 3,595.00	TDI
Welding Basic Certificate	7 weeks	\$ 4,425.00	Arclabs

### Partnerships and Cross-Program Strategies

9. What steps is the WIB taking to align efforts of workforce development partners within your local area to achieve accessible, seamless, integrated and comprehensive services to businesses and job seekers?

The Workforce Centers align efforts of our local workforce development partners by conducting partner meetings in each county on a quarterly basis. These meetings are well attended by mandated partners as well as other local workforce development entities. During the month of June 2013 the Career Specialists from the Catawba area met at the local SC Voc Rehab facility to discuss additional referral and partnership opportunities. This is only one example of how we strive to achieve a seamless service delivery model.

Business Services Consultants meet on a monthly basis with economic development organizations to discuss issues related to the expansion and retention of jobs in the Catawba area. Information is shared between workforce development partners at these meetings that benefit companies by providing a forum to determine better ways to meet the needs of the local businesses.

Local Chambers of Commerce and Economic Development offices have partnered with the WIB to form Human Resource Managers Roundtables in the Catawba area. This gives the HR professionals an opportunity to network and develop strategies to overcome workforce challenges in the area.

The Catawba WIB partners with both secondary and post-secondary education to ensure that courses being taught are relevant to the needs of the employer and job seeker.

Communication from all entities is imperative to meeting the needs of both the job seeker and employer.

10. Other than those required by WIA, describe any partnerships and roles that the WIB and SC Works Center Operators have developed to improve services to customers.

SC Works Center staff continuously look for partnership opportunities. Work Readiness workshops were held prior to the Regional Job Fair in May with over two hundred participants. These workshops were held in conjunction with Pardon, Probation and Parole, DSS, SCJUMMP, City of Rock Hill - Housing and Neighborhood Services, and other local community service agencies. Workshops were held in all three workforce centers, churches, and other agency locations.

Area businesses have partnered with local SCWorks offices to conduct workshops in the centers specific to their business.

11. How does the WIB plan to build, improve, and maintain collaboration and coordination with 1) economic development, 2) education, and 3) business to address skills gaps and workforce needs?

Business Services Consultants meet regularly with economic development entities in Chester, Lancaster and York Counties. Existing Industry Representatives and Business Services consultants meet with local companies to discuss workforce issues as a team on a consistent basis in York County. Business Services Consultants and partner staff attend a monthly meeting held by Lancaster County Economic Development to discuss new projects, expansions and other workforce needs. Business Services Consultants attend HR Roundtable meetings with Chester area business and work with the Economic Development office to ensure business workforce needs are met.

The Catawba area is very proactive in assisting businesses to address skills gaps through partnerships with York Tech and other training providers. A recent effort resulted in the development of a specific program to train the workforce for available positions in Advanced Manufacturing. A portion of the program is designed to increase the participants WorkKeys scores and provide them with employability skills. Plans are in place to develop similar programs that focus on the employers needs such as Distribution/Logistics.

Members of the WIA staff actively participate in focus groups, roundtables and other community activities that work to strengthen area partnerships between local school districts, post-secondary education and the local business community.

12. Describe any regional partnership efforts to include the LWIB and partners' roles.

Catawba has partnered with other LWIBs within a 16 county region in NC and SC and the Charlotte Regional Partnership to form the Competitive Workforce Alliance. This formalizes on-going collaboration in the region's workforce development efforts and to provide structure for decision making to create a world-class workforce by linking economic development and workforce development. This partnership will create innovative and mutually beneficial solutions to workforce issues, while simultaneously building a competitive workforce advantage that promotes the region as a strong economic investment opportunity.

As mentioned before, Catawba COG partnered with Centralina COG to complete the CEDS (Comprehensive Economic Development Strategy). Catawba COG has also partnered with Centralina on the CONNECT project. The CONNECT Initiative strives to create a super-regional preferred strategy for the region's growth over the next 50 years. CONNECT will

assess current land use patterns, comprehensive land use plans, economic development growth potential, and a variety of other factors (housing, energy, infrastructure, etc.) to help communities grow in a positive and efficient way. Catawba Regional Council of Governments is the lead partner of grant recipient Centralina Council of Governments.

13. What is the LWIB's leading or supporting role in the statewide Work Ready Communities Initiative, and local efforts to become a Certified Work Ready Community? How are you advocating/promoting the National Career Readiness Certificate to job seekers and businesses?

While it is clearly understood that that this initiative is spearheaded by each county, the WIB is updated on the Work Ready Communities Initiative at each WIB meeting. Each county's champion (or committee member) gave an update of their progress at the July 2013 meeting. The Catawba Administrator is a member of the York County Work Ready Communities Committee and members of the SCWorks staff currently sit on WRCI committees in Chester, York and Lancaster counties. All WIA participants take WorkKeys Assessments in Applied Mathematics, Reading for Information and Locating Information and many earn the NCRC. They are encouraged to include this on their resumes. Business services staff continue to promote WorkKeys, NCRC, and Work Ready Communities to businesses.

14. Describe the LWIB's strategy to coordinate all available funding sources in support of the vision, including how the LWIB will use program funds to leverage other federal, state, local, and private resources to efficiently and effectively provide services.

While the Catawba area has found it challenging to find other direct funding sources, we have found ways to leverage other resources.

- York Tech continues to use WIA funds as a match for a transportation grant for their students. This truly helps to stretch their transportation dollars.
- The CWRC funding will help to offset the cost of WorkKeys assessments so those funds can be used for other things – such as training.
- We continue to have local HR professionals conduct workshops at the SCWorks Centers.
- We continue to offer “The HR Café” lunch and learn sessions to local HR professionals. This is at no cost to the WIB or participants since a local attorney (and WIB member) provides the training and lunch.
- A local business partner donated a dozen pair of safety boots for WIA participants.
- Partnering with agencies such as DSS, SC Voc Rehab, PPP, Alston Wilks Society and SCJUMMP to align our services to participants and work to eliminate duplication.

15. Describe the LWIA's methods of outreach and services to people with disabilities, Hispanic populations, and other populations with limited English proficiency. Please attach a copy of the area's Limited English Proficiency (LEP) Plan.

The Catawba area makes every effort to “market” to all populations. Vocational Rehabilitation is a strong partner and serves on the WIB and Youth Council, attends partner meetings, business services meeting, etc. Routinely, WIA makes referrals to VR and VR makes referrals to WIA. The SCWorks offices have information about local ESL classes or interested customers.

16. Describe the LWIA's partnership and collaborative efforts with Senior Community Service Employment Program (SCSEP) grantees. How are SCSEP activities coordinated within the LWIA's SC Works Centers? How is outreach conducted and how are services provided to older workers?

All SCWorks offices within the Catawba region currently participate in Senior Community Service Employment Program.

17. Describe how your LWIA and SC Works Centers provide outreach and services to each of the following: displaced homemakers; low-income individuals (including recipients of public assistance); migrant and seasonal farmworkers; veterans; homeless individuals; ex-offenders; individuals training for non-traditional employment; and individuals with multiple challenges to employment.

The SCWorks Centers provide outreach through various partnerships with local agencies in addition to assisting members of this population on a daily basis in the centers. Expungement clinics have been offered in the centers to assist with helping ex-offenders find employment. Veterans Representatives are housed at all three centers to assist veterans. Referrals are made to County Veterans Affairs offices as needed. WIA serves customers with multiple barriers through intensive case management, job readiness assistance, and occupational training. Staff also makes referrals to SC Mortgage HELP for those customers that are behind on their mortgage.

## **Section II. Local Operational Planning**

### **Participant Training**

18. How many people in your area lack the basic education credential of high school diploma or GED? How is that significant barrier being addressed to build a workforce ready for further training and employment?

The following is from the CEDS completed in 2012:

#### **Catawba Region - Comparative Analysis of Educational Attainment**

The Catawba Region has made advancements since 2000 with regard to the percentage of residents who have graduated from high school or obtained a college degree. As Table 1 illustrates, however, the percentage of people with less than a high school degree remains notably high in every county but York. The region as a whole is remarkably consistent with the state levels in every category, yet still lags behind the US in regard to people who have earned a high school degree or higher as well as those holding a Bachelor's Degree or higher.

When analyzing the percentages in Table 4, it is important to note that the US Census Bureau only counts an individual who is over 25 years of age in one category and counts them according to their highest education attained. If a person holds a Bachelor's Degree, for example, they are only represented in the "Bachelor's Degree" category even though they also would hold a high school degree or equivalent. The "high school or higher" category represents all individuals who hold a high school degree or higher and the "bachelor's or higher" category combines the "bachelor's degree" and "master's/professional degree or higher" categories.

As can be noted, there is county by county variation showing Chester and Lancaster counties generally having higher rates of high school graduates but a significantly lower rate of college graduates with a Bachelor's degree or higher when compared with the state and nation. York County exceeds both the state and national averages for persons with a Bachelor's degree which

contributes to the county’s lower percentage in the “high school degree or equivalent” category due to the aforementioned method by which an individual is categorized.

**Table 4  
Educational Attainment of  
Percentage of Persons 25 and Older – 2010**

	<b>Chester County</b>	<b>Lancaster County</b>	<b>York County</b>	<b>Catawba Region</b>	<b>South Carolina</b>	<b>United States</b>
Less than high school degree	23.3	20.0	13.5	12.3	16.3	14.7
High school degree or equivalent	39.5	34.5	28.5	34.2	30.5	28.4
Some college, no degree	18.3	21.2	21.5	20.3	20.5	21.3
Associate’s degree	8.4	8.3	8.9	8.5	8.5	7.6
Bachelor’s degree	8.4	10.8	18.7	12.6	15.6	17.6
Master’s/Professional degree or higher	2.1	5.1	8.9	5.4	8.6	10.4
High school or higher	76.7	79.9	86.5	81.0	83.7	85.3
Bachelor’s or higher	10.5	15.9	27.6	18.0	24.2	28.0

Since a high school credential is so important to obtaining employment, all WIA participants are strongly encouraged to complete their GED. They are required to obtain a GED (or diploma) prior to entering occupational training.

19. Based on information provided in the Economic and Workforce Information Analysis section, are adequate quality training providers available to meet growing and in-demand occupational training needs? If not, describe the steps your area is taking in conjunction with business, education and training leaders to address these deficiencies.

As mentioned previously, LWIA staff has and will continue to work with York Technical College to develop short-term training to meet local needs. Last year, at our request, they developed short-term advanced manufacturing training to meet local workforce needs. We are

currently working with YTC to develop some short-term logistics/warehouse training to meet the growing demand in our area.

20. Describe any regional or sector-based training initiatives in which your local area is involved or planning to be involved in PY'13 and beyond. Explain how any regional activities have influenced or shaped the demand occupation and industry list provided for question 6.

As mentioned in 18 above, we are currently involved in the advanced manufacturing training and are working toward logistics/warehouse training in the Catawba area. The CEDS document provided interesting information to confirm some current training programs and bring to light the need for others. We continue to gather information from local businesses and economic development staff to assess workforce needs.

21. Through various studies and surveys, training for soft skills has been identified by businesses as a widespread need for South Carolina's workforce. What is the LWIB doing to meet this need? Describe the types and availability of soft skills training in your Centers, with workforce partners, and in your communities?

The Catawba area understands the importance of soft skills in the work place. In 2001, Catawba began offering the Pre-Employment Occupational Certification (PEOC) classes. These classes offered a variety of soft skills using the Achieve Global curriculum. They also included Applied Math, Reading for Information, and Locating Information classes to help participants increase WorkKeys scores and improve Compass scores (for placement at the technical college). The classes were very successful but the state felt the 4 week class was too long of a delay for entering training. That being said, the classes dwindled and ended around 2008. We have offered various forms of the classes without much attendance since it is not a requirement. We strongly feel the course would be beneficial to reinstate as a requirement for all WIA participants to complete prior to entering occupational training. We continue to look for ways to provide those important soft skills. The local workforce centers offer a variety of workshops to address soft skills and job search skills. Please see the list below. In addition to the workshops, case managers work one-on-one with participants on these skills as well. All customers can also take advantage of ResCare Academy's online courses that address soft skills. See list of ResCare Academy's basic employment skill courses below. Youth providers also offer various soft skills training.

#### Soft Skills Workshops in the SCWorks Centers

- Confidence= Success
- Effective Applications
- Finding Jobs through Social Media
- How not to get a J-O-B
- How to build a top notch Resume
- How to Sell Yourself in 60 Seconds
- How to Sell yourself in 60 Seconds
- How to Shine in an Interview
- Interviewing I
- Interviewing II
- Interviewing III
- Intro to Computer I

Intro to Computers II  
Intro to Microsoft Word  
Intro to ResCare Academy  
Job Search I  
Job Search II  
Job seeking secrets for the mature worker  
Keeping your Application out of the Trashcan  
Networking/References  
Resume Fundamentals I  
Resume Fundamentals II  
Skeletons in your Closet  
Top 10 ways to Find Employment

**ResCare Academy offers almost 100 Job Readiness Courses on line:**

Achieving Goals through Perseverance and Resilience  
Administrative Professionals: Interacting with Others  
Administrative Professionals: Maximizing Your Relationship with Your Boss  
Administrative Professionals: Putting Your Best Foot Forward  
Administrative Professionals: Representing Your Boss  
American Work Culture and Values  
Anger Management Essentials: Managing and Controlling Anger  
Anger Management Essentials: Understanding Anger  
Being an Effective Team Member  
Bouncing Back with Perseverance and Resilience  
Building Trust  
Campus to Corporate: Developing a Professional Image  
Campus to Corporate: Meeting New Expectations  
Communicating Successfully in the American Workplace  
Communicating with Professionalism and Etiquette  
Creating a Positive Attitude  
Creating and Maintaining a Positive Work Environment  
Critical Thinking Essentials: Applying Critical Thinking Skills  
Critical Thinking Essentials: What Is Critical Thinking?  
Culture and Its Effect on Communication  
Decision Making: Making Tough Decisions  
Decision Making: The Fundamentals  
Decision Making: Tools and Techniques  
Developing Character for Decisiveness  
Developing Character for Perseverance and Resilience  
Developing the Right Attitude for Performing under Pressure  
Developing Workplace Diversity Awareness Simulation  
Developing Your Reputation of Professionalism with Business Etiquette  
Diversity on the Job: Diversity and You  
Diversity on the Job: The Importance of Diversity and the Changing Workplace  
Effective Interpersonal Communications Simulation  
Effective Team Communication  
Elements of a Cohesive Team  
Emotional Intelligence at Work Simulation  
Ethical Decision-making in the Workplace  
Etiquette at the Business Meeting  
Facilitating Difficult Situations

Forming Peer Relationships and Alliances at Work  
Generating Creative and Innovative Ideas: Enhancing Your Creativity  
Generating Creative and Innovative Ideas: Verifying and Building on Ideas  
Get Ready Get Hired Building an Effective Résumé  
Get Ready Get Hired Effective Interviewing  
Get Ready Get Hired Navigating Online Job Boards  
Get Ready Get Hired Online Resources: Social Networking for Job Seekers  
Get Ready Get Hired Power Networking  
Get Ready Get Hired Recruiting Facts First  
Getting Results without Authority: Building Relationships and Credibility  
Getting Results without Authority: Persuasive Communication  
Getting Results without Direct Authority: Influencing Your Boss  
Getting Results without Direct Authority: Reciprocity  
Giving Constructive Criticism  
Improving Communication in Cross-cultural Relationships  
Improving Your Emotional Intelligence Skills: Self-awareness and Self-management  
Interpersonal Communication: Being Approachable  
Interpersonal Communication: Communicating Assertively  
Interpersonal Communication: Communicating with Confidence  
Interpersonal Communication: Listening Essentials  
Interpersonal Communication: Targeting Your Message  
Key Aspects of the American Work Environment  
Leadership Essentials: Building Your Influence as a Leader  
Leadership Essentials: Leading with Emotional Intelligence  
Listening Essentials: Improving Your Listening Skills  
Listening Essentials: The Basics of Listening  
Making a Positive Impression in an Internal Interview  
Managing from Within: Self-empowerment  
Managing Your Career: Creating a Plan  
Managing Your Career: Getting on the Right Track  
Managing Your Career: Leveraging the Performance Appraisal  
Managing Your Career: Professional Networking Essentials  
Managing Your Career: You and Your Boss  
Managing Your Relationship with Your Boss Simulation  
Optimizing Your Work/Life Balance: Analyzing Your Life Balance  
Optimizing Your Work/Life Balance: Maintaining Your Life Balance  
Optimizing Your Work/Life Balance: Taking Control of Your Stress  
Overcoming the Barriers to Decisiveness  
Performing with Others under Pressure  
Preparing for an Internal Interview  
Preparing to Communicate Effectively at the 'C' Level  
Problem Solving: Determining and Building Your Strengths  
Problem Solving: Digging Deeper  
Problem Solving: The Fundamentals  
Professional Networking Essentials: Developing Confidence  
Professional Networking Essentials: Finding Opportunities To Make Connections  
Professionalism, Business Etiquette, and Personal Accountability  
Pursuing Successful Lifelong Learning  
Rebuilding Trust  
Standard Business Etiquette  
Succeeding in the American Workplace  
Taking Action for Performing under Pressure  
The Value of Peer Relationships  
Time Management: Analyzing Your Use of Time  
Time Management: Avoiding Time Stealers  
Time Management: Planning and Prioritizing Your Time  
Using Emotional Intelligence on the Job

## **What is Emotional Intelligence?**

### **Working Collaboratively**

### **Working for Your Inner Boss: Personal Accountability**

### **Working with Difficult People: Dealing with Micromanagers**

22. What is the LWIB's definition of self-sufficiency? What policies and procedures are in place to ensure that the intensive and training services provided are preparing participants for self-sufficient employment?

Self-sufficiency is defined as follows:

- (1) Employment in which individuals are employed with a single employer for more than 35 hours per week that offers reasonable opportunity for advancement and employer assisted benefits and does not result in seasonal unemployment in excess of one month;
- (2) Employment in which individuals accrue hourly wages or annual earnings that equate to more than 150% of the Lower Living Standard Income Level based on appropriate family size provided that the individual does not work more than 45 hours per week to earn in excess of 150% of the LLSIL; or
- (3) Employment for a dislocated worker which provides a salary that is at least 80% of his dislocation wage.

The most recent Poverty Guidelines issued by the Department of Health and Human Services will be used in determining self-sufficiency.

With this definition in mind, the local area regularly reviews "in demand" occupations and determines Approved Training Activity areas that are considered to be high skill, high demand and high wage that will help lead a participant to Self-Sufficient employment. We do not provide occupational training for minimum wage jobs. (The exception to this is for some youth that will receive "ServeSafe", "National Retail Federation" and "Green Clean" certifications. These certifications will help youth find entry level employment close to home when transportation is a challenge.)

## **Participant Services**

### **Adult and Dislocated Workers**

*WIA §118 (b) The local plan shall include – (2) a description of the one-stop delivery system to be established or designated in the local area, including – (A) a description of how the local board will ensure continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;*

*WIA §118 (b) (4): a description of the type and availability of adult and dislocated worker employment and training activities in the local area;*

23. Describe the type and availability of services for Adult and Dislocated Workers in your area.

Services for the Adult and Dislocated Workers in the local area are provided in three levels of Core, Intensive and Training. These services include but are not limited to Labor Market Information (LMI) data, Orientation and Certification for WIA services, Job Search assistance, Workshops, Resume Assistance, One on One career coaching, Occupations Skills Training, Career Assessment, GED, On The Job Training. Services are available in the local area Monday-Friday 8:30 to 5:00.

24. What types of assessment tools are used by LWIA staff to determine the participant services needed? Be specific about what is assessed by each tool (i.e. basic skills, career interests, occupational skills, etc.). How are the assessment results used to create the Individual Employment Plans (IEPs)? Is there a clear link between the assessment results and the IEP documented in SCWOS?

The local area currently uses the ResCare Academy Career Trait profile and WorkKeys testing as assessment tools for the Adult and Dislocated Worker population. The Career Trait Profile assesses career interests and aptitude toward different occupations. WorkKeys assesses basic skills in three areas of interest for the local area which are Applied Math, Reading for Information and Locating information. The results of both tools are used to develop an Individual Employment Plan (IEP) that will help guide the participants to self-sufficient employment.

25. Describe the process used for Individual Training Accounts (ITAs). How are monetary limits and duration of ITAs determined? How is ITA information communicated from frontline staff to administrative staff to ensure accurate and timely accounting of obligations and expenditures?

Monetary limits and duration of ITAs are determined by the LWIA board. ITA information starts with frontline staff and the participant and is then forwarded to the Career Specialist supervisor for approval within 24 hours. Once the participant starts the approved training SCWOS (IFT) is updated by the frontline staff for purposes of follow-up and gathering completion information. Key provider staff (Project Director, Accountant, Assistant, and Supervisor) also use a detailed spreadsheet to track obligations and expenditures.

26. Describe the oversight, support, and technical assistance given to Adult/DW service providers. Discuss the monitoring process as well as guidance provided that is specific to financial management, performance measures, program services, and access to services (outreach/intake). Attach any monitoring documents/templates used.

WIA COG staff members are always available to provide guidance and answers related to programmatic, SCWOS, and financial management of funding. WIA COG staff monitors participation levels quarterly to assure we are meeting our projected plan and goals. Local WIA COG and provider staff continuously review and update the intake process to ensure a seamless process. There is also a continuous effort to monitor case management practices to ensure participants receive all necessary. Technical assistance is provided when needed or requested by providers to assist with financial management and SCWOS. WIA COG staff also provides training opportunities to service providers as needed.

At the beginning of the program year, a tentative schedule for programmatic and financial monitoring is distributed to each provider (currently have one A & DW provider). Each provider is monitored at least once during the program year. At least two weeks prior to the monitoring visit the LWIA will contact the provider to confirm the monitoring date, schedule an entrance conference and discuss the planned visit. The confirmation e-mail includes a list of items to be available at the time of the entrance conference. The entrance conference includes discussion of the scope of the monitoring, a schedule for the visit to the service provider and the anticipated length of the monitoring visit. The on-site review consists of an examination of pertinent documents to include financial and procurement records, eligibility and participant files, etc. At

the conclusion of the on-site review, the WIA COG staff meets with key provider staff to review all observations and request additional information as needed. An official report is sent within 30 days, which includes the time and scope of the review as well as any findings or observations. Providers must respond to the monitoring report within 30 days.

- 27. Explain how Adult and DW participant data is managed in your area. How often is data reviewed, and who is responsible for reviewing the data? What are the procedures for ensuring all SCWOS information is correct and up-to-date?

All participant data is managed by the provider’s area management team and COG. Various Adhoc reports and detailed reports are pulled on a weekly and monthly basis. All provider’s supervisors as well as the project director review the data to plan activities that help the area reach local area and state performance goals. WIA COG staff compares reports to information provided on a monthly basis by our service provider. When discrepancies are noted, action is taken to make necessary corrections as soon as possible by the SCWorks Online Services (SCWOS) coordinator. The data is reviewed by the WIA COG staff to ensure we are meeting goals and standards set locally as well as by SCDEW. Also, quarterly Performance Outcome Group (POGs) provided by SCDEW are sorted and distributed to the providers and are used to ensure information put into SCWOS is being reported accurately.

- 28. What types of supportive services are available to Adult and DW participants? What are the criteria used for participants to receive supportive services, and how is this information provided to the participants? How is the need documented in SCWOS and/or hard file?

Adult and DW participants are eligible to receive assistance with childcare expenses during their time in training. Need for childcare is documented in the Objective Assessment in SCWOS and becomes a part of the participants IEP. Participants are informed of this supportive service by the individual career specialist that is working with them. Hard copies of Voucher for childcare are kept in the participant hard file as well as with the project assistant.

**Youth**

*WIA §118 (b) The local plan shall include – (6) a description and assessment of the type and availability of youth activities in the local area, including an identification of successful providers of such activities;*

- 29. Describe the Youth Council’s priorities and overall strategies in serving youth participants. What are the challenges and skills gaps youth face?

As noted on the strategic plan, the goals for Youth are:

<b>Goal 1. Increase TABE scores</b>
<b>Strategies</b>
Provide instruction through WIN, KeyTrain, other software, textbooks, workbooks, etc.
Set guidelines for what level is too low and refer those youth to Literacy and/or Adult Ed
Recruit volunteers to help tutor students
<b>Goal 2. Increase workforce success</b>

<b>Strategies</b>
Provide mentoring that provides supportive role model
Offer life skills training and workshops
Provide appropriate occupational skills training
offer more job development activities
Offer more unpaid work experience/internships
<b>Goal 3. Increase performance (WIA performance standards)</b>
<b>Strategies</b>
Establish measureable goals for each performance measure
Develop plans with each provider for achieving goals and outcomes
Provide WorkKeys testing for all WIA youth

Youth lack work history and strategies for Goal 2 help to address this. Youth typically struggle with transportation and providers work with participants to find solutions.

30. What types of assessments are used to determine barriers, skills, and interests of youth? Discuss the types of activities available, and the outreach and intake processes used to attract and engage eligible youth. How and by whom is each of the ten Youth elements being provided? How are participants determined to be in need of and referred to particular services?

Providers use Test of Adult Basic Education (TABE) and WorkKeys and a variety of career interest assessments.

All youth participating in the WIA Youth program are assessed for interest, skills, barriers, and occupational suitability using a variety of tools. All participants take TABE (Math and Reading) and WorkKeys (Applied Math, Locating Information, and Reading for Information). Other assessment tools include SCOIS, BESI (Barriers to Employment and Success Inventory), JSAI (Job Search Attitude Inventory), Compass, etc.

Youth providers use a variety of outreach methods. Each youth provider has developed a flyer that describes their program. These are distributed at various locations, agencies, events, job fairs, churches, etc. and are also mailed to potential participants. Youth providers have a presence and/or literature at SCWorks Offices and Adult Education Centers in each county. In addition, youth staff reaches out to the court system, DSS, housing authorities, local high school principals and guidance councilors, etc. to inform them of their WIA Youth programs. Youth providers also utilize public service announcements, newspaper articles, etc. to publicize their programs.

When interest in the program is expressed, the potential WIA Youth participant is scheduled to meet with a case manager. During this meeting, the case manager explains the WIA services available and requirements of the program using the information flyer, Power Point presentation, or other methods. If the potential participant feels that he/she would benefit from WIA Services, he/she is administered the TABE Math and Reading Assessments. He/she is given a referral to the local SCWorks office for certification. The participant is also given a list of documents that will be required for certification. If the potential participant is found to be eligible for the program, certification information is sent back to the referring WIA Older Youth Case Manager, who will then schedule participant for a WIA Orientation and Individual Service Plan development session.

WIA Youth receive a variety of services, as needed. They include: various assessments, individual counseling; soft skills training; job readiness training; resume assistance; job search assistance; basic skill training; GED preparation; occupational skills training; child care assistance; transportation assistance; earned incentives (for completion of training, improving TABE, etc.), etc.

Ten Youth elements: (The Catawba area serves out of school youth only)

- (A) Tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;  
WIA Youth providers offer workshops and one on one help with study skills and test taking skills. Participants are encouraged to self-study using online training systems (Keytrain, ResCare Academy, Khan Academy, etc.) Tutoring for students taking the TABE (post-test) is often offered by WIA staff. Youth providers work with the Promise program on campus at York Tech to offer one on one tutoring for participants having problems with their academics. Youth providers also partner with local service organizations to provide tutoring for participants. Counseling, communication, contact by case managers is essential to preventing students from dropping out.
- (B) Alternative secondary school services, as appropriate;  
WIA Older Youth participants who have not completed requirements for a GED or High School Diploma are referred to an area Adult Education Center for training as appropriate. The assigned case manager monitors the student progress, and works with the student to remove any potential barriers to his/her success. Participants may also be referred to Job Corp.
- (C) Summer employment opportunities that are directly linked to academic and occupational learning;  
Summer employment opportunities may be offered to some youth participants if they are not full-time students during the summer semester. Every effort is made to find employment related to occupational training but all employment opportunities provide a chance to learn and have work experience.
- (D) Paid and unpaid work experiences, including internships and job shadowing, as appropriate;  
Work experience opportunities are linked to occupational training for many of the approved training programs. Internships and clinical field work are a part of many training programs. Most of these opportunities are unpaid. Some youth providers do offer paid work experience based on financial needs and development needs of the participant.
- (E) Occupational skills training, as appropriate;  
All youth providers offer occupational skills training. The need for occupational skills training is based on the participant's current level of skills, education and assessment results. Many youth participants do need occupational skills training to obtain employment.
- (F) Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behavior during non-school hours, as appropriate;

Youth providers offer leadership development opportunities through workshops and peer leader groups. Participants at York Technical College are given the opportunity to participate in a series of leadership development opportunities offered by the college.

- (G) Supportive services;  
Participants participating in GED/HS diploma or occupational skills training may be eligible for transportation reimbursement (dependent on roundtrip miles traveled). Childcare supportive service payments are also available for eligible participants. WIA also provides tools, uniforms, safety shoes, exams, etc. necessary for training.
- (H) Adult mentoring, for the period of participation and a subsequent period, for a total of not less than 12 months;  
Adult mentoring is offered to participants as needed. Mentoring may occur in group or one on one setting. Mentors are recruited from community service organizations and the business community.
- (I) Follow-up services for not less than 12 months after the completion of participation, as appropriate;  
Follow-up services are provided to participants for 1 year following program exit. Participants in follow-up are routinely contacted (at least every 3 months) to get an update on employment, education, etc. Referrals are made as needed.
- (J) Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;  
While enrolled in the WIA Youth program, participants receive case management services that include guidance and counseling. Case Managers maintain current information on social service programs available to participants, including drug and alcohol abuse counseling. Referrals are made as appropriate.

31. Describe the data and analyses used by the Youth Council/WIB to determine whether or not a youth provider is successful. What steps are taken to address any/each unsatisfactory provider or deficiency?

WIA COG staff use reports from SCWOS, performance reports, quarterly POGS, etc. to determine the success of each youth provider. WIA COG staff provides an up to date current performance report at each Youth Council meeting. With higher performance goals last year, providers were required to submit a plan as to how they intended to reach the new goals. Technical visits are conducted each month with each provider by WIA COG staff and performance and plans are reviewed. We do have a sanction policy to address unsatisfactory performance.

32. Describe the oversight, support, and technical assistance given to Youth service providers. Discuss the monitoring process as well as guidance provided that is specific to financial management, performance measures, program services, and access to services (outreach/intake). Attach any monitoring documents/templates used.

The statement of work is reviewed with each provider at the beginning of each program year. Financial training is provided for new providers or at any time there are changes in the financial process. WIA COG staff provides guidance for all aspects of WIA programs and is always available to answer any programmatic, SCWOS, or financial questions any provider staff may

have. WIA COG staff reviews numerous SCWOS reports monthly to be sure that data is input correctly. As mentioned previously, WIA COG staff performs monthly technical visits with each provider. At that time, various reports are provided and reviewed with the case managers. We also hold monthly youth provider meetings where all youth staff come together to hear from partners, discuss any collective concerns or new policies, etc. COG staff provided a template for a youth flier for each provider to modify and use. A monitoring schedule is provided at the beginning of each program year. WIA and Finance COG staff performs on-site monitoring visits annually. Staff also reviews monthly financial request documentation and monthly programmatic reports to see if there are any obvious problems.

33. What type of supportive services and incentives are available to Youth participants? What criteria are used to provide supportive services and incentives, and how is this information provided to participants? How is the need documented in SCWOS and/or the hard file?

Youth providers offer transportation and childcare assistance in accordance with area policies. They also offer incentives for completion obtaining GEDs, occupational certificates/diplomas, and improving TABE scores. The case manager assesses the need for supportive services at their first meeting after certification and continues to assess needs of the participant. The need is documented in the participant folder and/or SCWOS.

34. Explain how youth data is managed in your area. How often is data reviewed, and who is responsible for reviewing the data? What are the procedures for ensuring all SCWOS information is correct and up-to-date?

WIA COG staff review Ad Hoc reports weekly and monthly. Any data discrepancies are discussed with provider staff through email, telephone, or at monthly technical visits and corrections are made by youth staff, WIA COG staff, or WIA state staff.

**Performance**

*WIA §118 (b) The local plan shall include – (3) a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 136 (c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the fiscal agent (where appropriate), eligible providers, and the one-stop delivery system, in the local area;*

Please complete the chart below:

(USDOL defines “meeting goal” as 80% -100% of negotiated goal)

Performance Measure	PY 2012 Goal	PY 2012 80% of Goal	PY 2012 Actual Performance thru 4th Quarter	PY 2013 Goal	PY 2013 80% of Goal
Adult Entered Employment Rate	63.1%	50.5%	70.7%	66.9%	53.5%
Adult Employment Retention Rate	83.9%	67.1%	85.4%	84.3%	67.4%
Adult Six-Month Average Earnings	\$11,114	\$8,891	\$11,510	\$11,225	\$8,980

Dislocated Worker Entered Employment Rate	71.8%	57.4%	77.9%	75.4%	60.3%
Dislocated Worker Employment Retention Rate	90.7%	72.6%	95.4%	92.1%	73.7%
Dislocated Worker Six-Month Average Earnings	\$16,128	\$12,902	\$14,508	\$15,100	\$12,080
Youth Placement in Employment or Education	62.7%	50.2%	64.1%	63.3%	50.6%
Youth Attainment of Degree or Certificate	63.7%	51.0%	70.3%	65.0%	52.0%
Youth Literacy or Numeracy Gains	55.8%	44.6%	64.0%	57.5%	46.0%

35. Other than the WIA Common Measures, what additional performance measures or metrics (participant, business services, etc.) are used in the LWIA or by the LWIB? Please attach the most recent report(s) of the additional metrics.

The Catawba area uses the following performance measures in addition to Common Measures. WIA Adult & DW measures include: certifications, enrollments, participants in GED, participants in occupational training, participants in On the Job Training (OJT), active cases, number exited, employed at case closure, expenditures, etc. Business Services measures include: number of new business customers, employer services provided, number of employers served, business recruitment events, community events attended, etc. OneStop/SCWorks measures include: number of participants served, participants placed, customer count by program, new SCWOS registrations, new resumes added, job orders received, internal job referrals, workshops offered, number of workshop participants, partner referrals, etc. Youth measures include: active cases, exit numbers, obtained degree/certificate, place in employment/education, literacy/numeracy gain, number in GED training, number in occupational training, case closures, number in follow up, expenditures, etc.

Most recent reports are attached.

*WIA §118 (b) The local plan shall include - (10) such other information as the Governor may require.*

### **Service Delivery**

Complete Attachments E and F to list SC Works Service Delivery Locations

36. With face-to-face services for Unemployment Insurance no longer being provided in the SC Works Centers, how will your local area ensure that job seekers are aware of Wagner-Peyser and Workforce Investment Act core, intensive and training services? What specific types of outreach are taking place and/or planned?

The Catawba Area chose to continue to have a SCWorks Center in each of our three counties. The Chester and Lancaster Centers remain in their same locations. The Rock Hill center moved to a more economical space because of less DEW staff on site. Customers were notified by signage, emails, direct conversation, etc. at the former Rock Hill center prior to the move. Signage continues to direct customers to the new location. In addition to our current marketing efforts we have developed a marketing plan to reach out to our local partners and community agencies to extend the services of the SCWorks outside the workforce centers. We continue to market our workshops, hiring events and job openings through email blasts to our current customers. We plan to expand our efforts by reaching out to local churches, non-profits and other entities serving job seekers. Job clubs will be formed within these organizations which will promote SC Works and drive customers back to the offices for more intensive career development services.

37. What is covered in an SC Works Center and/or LWIA Orientation? Who conducts the orientation? How often are orientations provided, and where do the sessions take place? Is there an electronic version available in the centers and/or on the internet?

SCWorks and LWIA Orientations are conducted on a weekly basis in the Workforce Centers. Currently the WIA Facilitator conducts both the SCWorks and LWIA Orientations however, SCDEW Resource Specialists will begin conducting the SCWorks Orientation by 4<sup>th</sup> quarter of 2013 or earlier. There are currently two SCWorks Orientations and WIA Orientations in the Chester and Lancaster offices per week. There are currently two SCWorks Orientations and three WIA Orientations per week in Rock Hill. These orientations are done in groups in the Workforce Centers. A powerpoint presentation is used in all centers and is available to all WIA staff to be used for one-on-one orientations. There is a powerpoint that includes both orientations.

38. What steps is the WIB taking to align efforts of workforce development partners within the SC Works Centers to achieve accessible, seamless, integrated and comprehensive services to businesses and job seekers?

The SCWorks Centers align efforts of our local workforce development partners by conducting partner meetings in each county on a quarterly basis. These meetings are well attended by mandated partners as well as other local workforce development entities. During the month of June 2013 the Career Specialists from the Catawba area met at the local SC Voc Rehab facility to discuss additional referral and partnership opportunities. This is only one example of how we strive to achieve a seamless service delivery model.

Business Services Consultants meet on a monthly basis with economic development organizations to discuss issues related to the expansion and retention of jobs in the Catawba area. Information is shared between workforce development partners at these meetings that benefit

companies by providing a forum to determine better ways to meet the needs of the local businesses.

Local Chambers of Commerce and Economic Development offices have partnered with the WIB to form Human Resource Managers Roundtables in the Catawba area give the HR professionals an opportunity to network and develop strategies to overcome workforce challenges in the area.

The Catawba WIB partners with both secondary and post-secondary education to ensure that courses being taught are relevant to the needs of the employer and job seeker.

Communication from all entities is imperative to meeting the needs of both the job seeker and employer.

39. Describe the referral process in place within the LWIA’s SC Works Centers, connection (access) points, and with external partners and programs; and how the process ensures job seekers are aware of and have access to all the workforce services needed to overcome barriers and become employed.

SC Works staff are aware of the services offered by the partners and communicate that with job seekers as they learn of barriers to employment. Partners provide information describing their services, programs or special events to the centers to be posted or distributed. Partner meetings are held in each county quarterly with participation from management and front line staff from the SCWorks offices.

40. Please list the web addresses (URLs) for the LWIA (COG, County, and/or WIB) and SC Works Center websites for your area. Who is responsible for keeping the website(s) up-to-date?

[www.catawbacog.org](http://www.catawbacog.org) is the web site for Catawba COG and Rob Jackson is responsible for it.

[www.scworkscatawba.com](http://www.scworkscatawba.com) is the web site for the LWIA and Reid Baker is responsible for it. We do not have separate sites for each SCWorks Center but there are links on this site for “Latest Job Seeker News” for each center.

41. Estimate, by fund stream, the anticipated number of new participants to be served in PY’13 and the projected number of all participants (new and carried in) who will receive training during PY’13.

Customer Group	Carry-In	Q1 New	Q2 New	Q3 New	Q4 New	Total New PY’13	# to Receive Training
Adults	469	75	75	75	75	300	125
Dislocated Workers	329	50	50	50	50	200	80
Youth	141	70	50	40	50	210	183
Total	939	195	175	165	175	710	388

## **Fund Utilization**

42. How will the administrative/fiscal entity, the WIB and service providers work together to ensure timely fund utilization of all WIA funds. Does the area anticipate the need to transfer funds between fund streams? Does the area anticipate the need for additional Rapid Response funds from the state?

Fund utilization is tracked by WIA COG staff and is reviewed at each Youth Council and WIB meeting. Every effort will be made to expend at least 70% of each funding stream in PY13. Although circumstances may change, at this time, we do not anticipate the need to transfer funds or request Rapid Response funds. We may request Rapid Response IWT funds for layoff aversion for local companies.

43. How are obligations tracked and documented?

Per the finance training on June 13, 2013, obligations are considered legally binding contracts, actual expenses, and accrued expenses. We review, track, and document obligations with provider contracts and COG monthly requests/FSRs and back up.

44. Please complete the attached budget form for PY'13 (Attachment H). [Attached](#)

## **Business Services**

45. Who (name, entity, and contact information) has the WIB designated as the Business Services Team Lead? What functions and responsibilities are they expected to perform?

Reid Baker, Business Services Manager  
Catawba Regional Council of Governments  
803-327-9041  
[rbaker@catawbacog.org](mailto:rbaker@catawbacog.org)

The Business Services Manager (designated as Business Services Team Lead) coordinates all Catawba Area Business Services and works very closely with the two area WIA Business Services Consultants. He schedules and facilitates monthly Business Services Team meetings. The team includes staff from WIA, DEW, Department of Social Services Dss), Vocational Rehabilitation, Ready SC, South Carolina Manufacturing Extension Partnership (SCMEP), York Tech, local economic development, and other partners. The Business Services Manager works directly with business candidates to determine eligibility for Rapid Response Incumbent Worker Training (IWT) grants and manages these grants to completion. The Business Services Manager also is a member of the Rapid Response team for plant and business closures and mass lay-offs that fall under the WARN Act. This position has also been identified as the lead for the OneStop Certification process for the Catawba area. This includes scheduling and facilitating OneStop Committee meetings, completing the self-assessment, tracking all progress, assignments, goals, etc. The Business Services Manager also produces and distributes a quarterly newsletter for the Catawba LWIA.

46. What is the local area's plan to build and/or maintain a comprehensive business services team to include business staff from WIA, Wagner-Peyser, Vocational Rehabilitation, Department of

Social Services, Technical College, etc.? What is the anticipated plan for incorporating the DEW Recruiters and Virtual Recruiters into the local business service strategy and team?

The Catawba LWIA continues to conduct monthly business services team meetings with all area partner agencies including Voc Rehab, YTC, SCMEP, Ready SC, DSS, DEW/WP staff, Veterans staff, economic development, etc. DEW Recruiters and Virtual Recruiters are members of the local business services team as well as the Employer Solutions Team within the SCWorks Centers. The employer solutions team is made up of the Business Services Consultants, Recruiter, Virtual Recruiter, VET Reps, and TAA Case Managers. The Employer Solutions team is functionally supervised across the three counties. Business Services Consultants and Recruiter/Virtual Recruiters work in teams at the Workforce Centers.

47. What is the WIB's strategic plan for engaging and serving local businesses? Are there specific strategies for small business engagement? What specific types of outreach methods are used?

The WIB engages and services local businesses through the Business Services Team and Employer Solutions Team within the Workforce centers. The Business Services Team is a broader group of individuals representing SCDEW, WIA and other workforce partners. The Employer Solutions Team is made up of workforce center staff and is made up of the Recruiter, Virtual Recruiter, three Veterans Representatives and two Business Services Consultants. This group works together to meet the needs of all businesses without duplication of effort. Members of the employer solutions team are required to attend local chamber of commerce functions, ground breakings, ribbon cuttings and other activities to develop relationship with all sizes of local businesses. Many types of outreach are conducted including: educational opportunities for large and small business - HR Café (free lunch and learn with area attorney), site visits, facility tours, attendance at community events. This team is required to hold a minimum of one recruitment event per quarter in each county. The Business Services Manager produces a quarterly newsletter that is emailed to hundreds of area business people. The Business Services Team coordinates a huge regional job fair annually with over 1,000 in attendance. Business Services Consultants connect with ResCare's National Employers (TJ Maxx, Home Goods, Best Buy, CVS and many more) that have a local presence to engage them in SCWorks activities. Business Services Consultants partner with economic development and coordinate company visits with them.

48. What is the WIB's plan to proactively apply layoff aversion strategies?

Promote Rapid Response IWT Grant information to area businesses as needed. Business Services Consultants often learn of an impending layoff during a site visit. This information is relayed to the Business Services Manager who then contacts the business to discuss RR IWT grant opportunities.

49. How will the WIB coordinate WIA activities with state rapid response activities as appropriate?

Business Services Manager is responsible for coordinating all rapid response activity for the Catawba region along with state staff. LWIA staff is always ready to provide services to lay-off affected workers either on-site or at the SCWorks Centers. Services could include help with SCWOS registration, resume preparation, job search skills, interviewing skills, etc.

## **Contracts, MOUs, RSAs, and Appendices**

*WIA §118 (b) The local plan shall include - (2) a description of the one-stop delivery system to be established or designated in the local area, including—  
a copy of each memorandum of understanding described in section 121(c) (between the local board and each of the one-stop partners) concerning the operation of the one-stop delivery system in the local area;*

50. Please provide copies of all PY'13 service provider contracts with Plan submission.

Copies will be provided.

51. Are all Memorandums of Understanding for the local area up-to-date, signed, and attached to the Plan? Attach copies with Plan submission.

No

If not, when will they be updated?

Planned completion by end of October.

52. Are PY'13 Resource Sharing Agreements (RSAs) in place with all co-located SC Works Center partners? (RSAs must be in place with each partner that is located in the SC Works Centers regardless of the number of hours of co-location or their method of resource sharing). Attach copies with Plan submission.

No

If not, when will they be complete?

Planned completion by end of October.

## **Procurement**

*WIA §118 (b) The local plan shall include - (9) a description of the competitive process to be used to award the grants and contracts in the local area for activities carried out under this subtitle;*

53. Please describe the competitive bidding process that is used to award grants and contracts in your local area (including how vendors are made aware of opportunities to compete for these funding opportunities and how the process is being documented). Attach any related written policies and procedures.

Catawba follows the same process for each RFP. We continually maintain a potential bidder list that consists of current contractors, previous contractors, and contractors that have asked to be added to the list. We do not remove contractors from this list unless they request it. Prior to releasing an RFP, WIA COG staff sends letters and/or emails to potential bidders telling them about the RFP. We also post legal notices in each local newspaper. The RFP is posted to our web site but we also will email or mail copies to interested bidders. We have recently held our bidders conference by email. Potential bidders submit questions by a certain date and all questions and answers are posted to our web site. Proposals must be

received at the COG by the deadline and are logged in when received. The bidder is also given/sent a receipt showing date and time of bid received. Three non-WIA COG staff members open the bids and verify that each bid meets criteria (signed, proper number copies, etc.). This is verified on a form for each bid. The Executive Committee or the Youth Review Committee meets to discuss and score each bid. This is documented on a form for each bid for each committee member. WIA COG staff averages total scores to determine if bids meet minimum criteria. The committee then determines program/programs. The recommendations are taken to the Youth Council and/or WIB for approval. After approval, all bidders are notified of the results.

## **Waivers**

The state has requested and received waivers for several WIA-required processes. The waivers for use by local areas are:

1. Waiver of WIA Section 101(31)(B) to increase employer reimbursement for on-the-job training
2. Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area
3. Waiver of WIA Regulations 20 CFR 666 and 667.300(a) to reduce collection of participant data for incumbent workers
4. Waiver of WIA Section 134(a)(1)(A) to permit a portion of funds reserved for rapid response activities to be used for incumbent worker training
5. Waiver of WIA Section 134(a) to permit a portion of local adult and dislocated worker funds to be used for incumbent worker training
6. Waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(c)
7. Waiver of the prohibition of WIA Regulation 20 CFR 200 665-510 on the use of Individual Training Accounts (ITAs) for older and out-of-school youth.

54. Please describe your LWIA's anticipated usage of each waiver authority.

We plan to use: #1 – increase employer reimbursement for OJT; #3 – reduce collection of participant data for IWT; #4 – RR funds for IWT.

## **WIB Certification Compliance and Capacity**

55. What process do you use to recruit new WIB members?

Agency members are generally fairly easy to recruit. Private industry members pose more of a challenge. We ask for recommendations from our businesses services staff and economic development staff. County Councils and COG Board members sometimes make suggestions. We plan to start putting an “ad” for WIB members in our newsletters to help generate interest.

56. Does your LWIB have a strategic plan? When was it last updated? How was the strategic plan developed? Who was involved in the process? What timeframe does it cover? What are the major goals/strategies of the Strategic Plan?

Yes, our most recent strategic plan was developed in November 2011 and February 2012. It is generally reviewed and updated at the Strategic Planning Committee meeting every other month. The plan was developed by the WIB which includes all required members to represent all relevant agencies and businesses in the area. It is a 5 year plan and the strategies are more short-term and change as some are complete and others need to be added. With so many changes with DEW since the development of this plan, we have made some changes in strategies but may need to look at having another full WIB strategic planning session sooner than five years. The major challenge to this is WIB members having time away from their jobs to fully participate.

57. Describe steps the WIB has taken to ensure continuous improvement of providers and services. How are expectations communicated to providers? Describe the information that is reviewed to determine that providers are meeting the employment needs of local businesses and job seekers.

The Catawba Area reviews many reports weekly and monthly to track provider performance and improvement. Those reports include: WIA Quarterly Performance Reports, quarterly POGS, detailed performance reports, case notes, active enrollment, case closures, cases soon to exit, TABE scores needed, businesses services activities, job orders written and expired, job referrals, expenditures, etc. Youth reports are discussed at monthly technical visits and monthly Youth provider meetings. Adult and DW reports are discussed with Adult and DW provider management staff and case managers. Performance and financial information is presented at each Youth Council meeting and WIB meeting. When the Eligible Training Provider system improved, we will be able to better evaluate the performance and continuous improvement of each occupational training provider.

58. What significant changes (e.g., establishing a 501(c)3, restructuring, etc.) is the WIB anticipating making in PY 13 and beyond?

We do not plan any major changes for PY13.

Please submit all applicable documents on the LWIA System Update Documentation List and complete all attachments listed below.

#### Attachments

- Board Membership Form (WIBs)
- Board Membership Form (PICs)
- Youth Council Membership Form
- Local Administrative Entity Roster
- Comprehensive/Satellite SC Works Center(s)
- Access Points
- Signature Sheet
- LWIB PY'13 Budget Summary