

Combined Center Operations and Business Engagement Plan

The Local Workforce Development Board (LWDB) must certify their comprehensive and affiliate centers every three years according to the management, jobseeker services, and business services standards provided in State Instruction 24-01. The management and business services standards require areas to have a combined center operations and business engagement plan (COBE Plan). The Local Workforce Development Area (LWDA) must include their COBE Plan as an attachment to their local plan. The content guidance provided below lists the required information for developing comprehensive and substantive COBE Plans. The LWDA may add content beyond the items required below to meet the needs of their local area and Integrated Business Services Team (IBST). The COBE Plan must be developed and revised in consultation with the IBST.

COBE Plan Content Guidance

Management & Organizational Structure

1. Provide a list of comprehensive and affiliate centers and the location of each center.

Lancaster SC Works Center (Comprehensive)	
Center Manager Name, Title: Chenoa Cornelius, Career Advisor Manager	Phone: (803) 792-1519
Address: 705 N. White St., Lancaster SC 29720	Email Address: chenoa.cornelius@equusworks.com
Operating Hours: M-F 8:30 a.m. until 5:00 p.m.	Website: www.scworkscatawba.com
Rock Hill SC Works Center (Comprehensive)	
Center Manager Name, Title: Anita Eagle, Business Solutions Manager	Phone: (803) 868-6608
Address: 454 S. Anderson Rd, BTC, Ste 3	Email Address: anita.eagle@equusworks.com
Operating Hours: M-F 8:30 a.m. until 5:00 p.m.	Website: www.scworkscatawba.com
Chester SC Works Center (Satellite)	
Center Manager Name, Title: Sharon White, Project Director	Phone: (803) 577-5352
Address: 598 Saluda Road, Chester SC 29706	Email Address: sharon.b.white@equusworks.com
Operating Hours: M-F 8:30 a.m. until 4:00 p.m.	Website: www.scworkscatawba.com

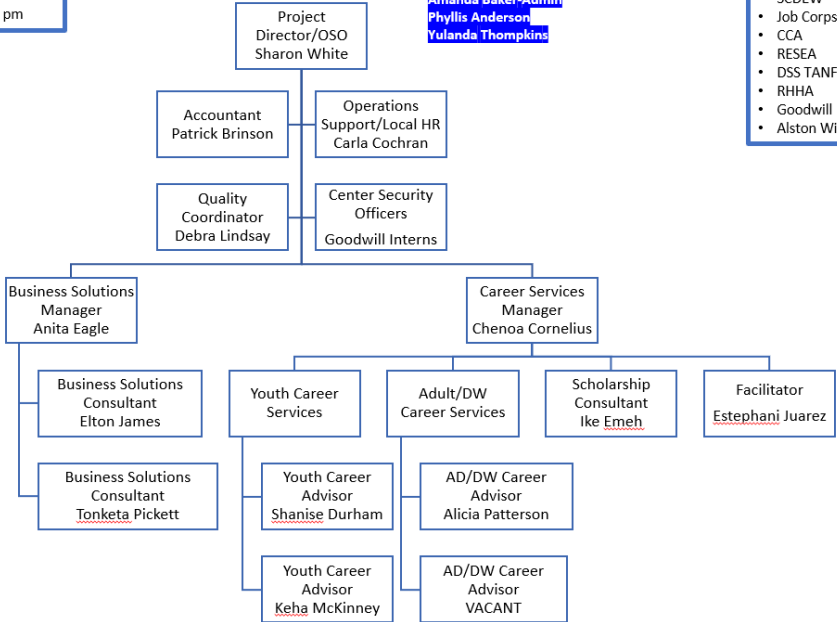
2. Provide an organizational chart for the LWDA to include LWDB administrative staff, the operator, front-line staff, partners, and programs.

Hours of Operation
 Lancaster and Rock Hill Center
 Monday-Friday 8:30 am – 5:00 pm
 Chester Satellite Center
 Monday-Friday 8:30 am – 4:00 pm

**SC Works Catawba
 Organizational Chart**

Workforce Board Staff
 Amanda Baker-Admin
 Phyllis Anderson
 Yulanda Thompkins

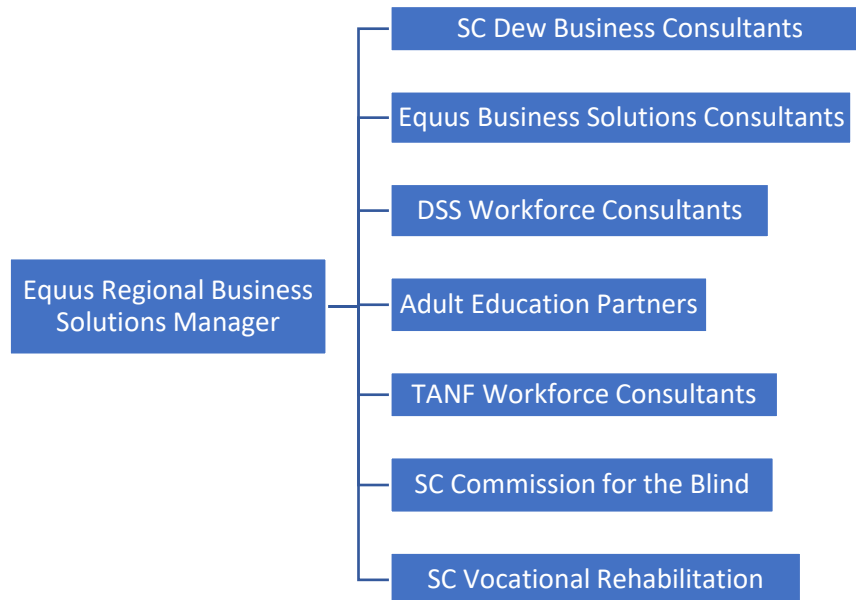
- Partners**
- SCDEW
 - Job Corps
 - CCA
 - RESEA
 - DSS TANF
 - RHHA
 - Goodwill
 - Alston Wilkes Society



3. Provide an organizational chart or roster of the LWDA IBST.

Organizational Chart:

Integrated Business Services also includes Economic Development, Chambers, and Businesses



4. Describe the LWDA's SC Works logo and branding usage.

All marketing materials, signage, websites, social media, or outreach campaigns are designed with one logo for SC Works for all partner staff to maintain consistency and alignment with SC Works branding guidelines.

5. Describe the LWDA's planning and decision-making process, the scope of which includes, but is not limited to, the following:

- **How standard operating procedures (SOPs) are developed/revised**
SOPs are developed/revised by our contractor, Equus Workforce Solutions, once they are created the LWDA receives, reviews and approves them.
- **Planning and implementation processes for SC Works center events, as well as business services events, including:**
 - **Process for selecting a point person for events and their responsibilities:**
The Business Solutions Manager (also lead for the Integrated Business Solutions team) is the point person for events and their responsibilities are to organize and ensure that events are organized and staffed utilizing all partners in our SC Works network.
 - **How events are staffed, including planning and scheduling processes**

Events are staffed with all partners. The planning and scheduling processes are discussed with the Integrated Business Solutions team.

○ **How the LWDA's SC Works logo and branding is used to identify SC Works hosted events**

With the integration and rebranding of resources, a unified message, logo, and other forms of branding have been made available to the local areas. All staff identify with the SC Works brand including name badges, business cards, voicemail messages, emails, and other tangible items that must include the SC Works branding.

● **LWDB's process for appointing and reviewing the appointment of an IBST Lead**

The Local Workforce Development Board (LWDB) follows a structured process for appointing and reviewing the appointment of the Integrated Business Services Team (IBST) Lead. The Business Services Manager has been designated for this critical role due to their expertise, leadership skills, and comprehensive understanding of workforce and business engagement strategies.

Appointment Process

Candidate Selection: The LWDB identifies the Business Services Manager as a qualified candidate based on their role's alignment with the IBST's objectives.

Board Approval: The appointment is formally reviewed and approved during a LWDB meeting, ensuring alignment with regional workforce strategies and goals.

Documentation: The appointment is documented in official board records and communicated to all relevant stakeholders, including IBST members and partner organizations.

Review Process

Performance Evaluation: The LWDB conducts periodic evaluations of the IBST Lead's performance. Metrics include team coordination, business engagement outcomes, and adherence to strategic goals.

Stakeholder Feedback: Input from IBST members and partners is collected to assess the effectiveness of the lead in fostering collaboration and driving results.

Reappointment or Adjustment: Based on the review, the LWDB determines whether to continue, modify, or reassign the IBST Lead role to ensure optimal outcomes.

By appointing the Business Services Manager as the IBST Lead, the LWDB ensures strong leadership, accountability, and alignment with regional workforce development priorities.

6. Describe the LWDA's communication plan, the scope of which includes, but is not limited to, the following:

- **How front-line issues are communicated and resolved**

Front-line issues are communicated to the Operator of the center, Equus Workforce Solutions. The manager of the center and/or the Project Director should be notified of any issues immediately. The resolution would be documented and followed up on to ensure complete resolve and closure. If it is not resolved accordingly, then the WIOA Administrator should be notified and handle accordingly.

- **How State guidance is disseminated**

State guidance is disseminated to the Workforce Board staff and then sent to the One Stop Operator/ Project Director to review and send out to the front-line staff.

- **How new/updated SOPs are communicated to front-line staff**

Once SOPs are created and approved by the COG, they are sent to the front-line staff. They are reviewed with the staff to ensure understanding and answer any staff questions during scheduled team meetings.

- **How information is shared with partner leadership and front-line staff?**

Partner leadership and front-line staff receive information during quarterly team meetings. The offices are closed once per quarter usually on a Friday. The teams meet altogether to discuss issues and have a training that is beneficial to everyone for other operations of the centers. This is also a good time to communicate any changes to programs and network to encourage partnership development and/or co-enrollment of job seekers and employers.

7. Describe staff development and training activities in the LWDA, including information regarding IBST cross-training to promote referrals.

Currently, the Business Solutions Team has a multitude of opportunities for businesses to network with other businesses and partners:

- Plant Tours and Partner Meetings
 - "Partners with a Purpose-" This outreach program allows the BST to network with workforce partners and has both partner and employer spotlights, providing the BST an opportunity to showcase employers via business and plant tours. Employer spotlights ensure meetings with management and key company decision makers.
- Individualized Business Meetings
 - Assist in managing turnover
 - Recruitment opportunities

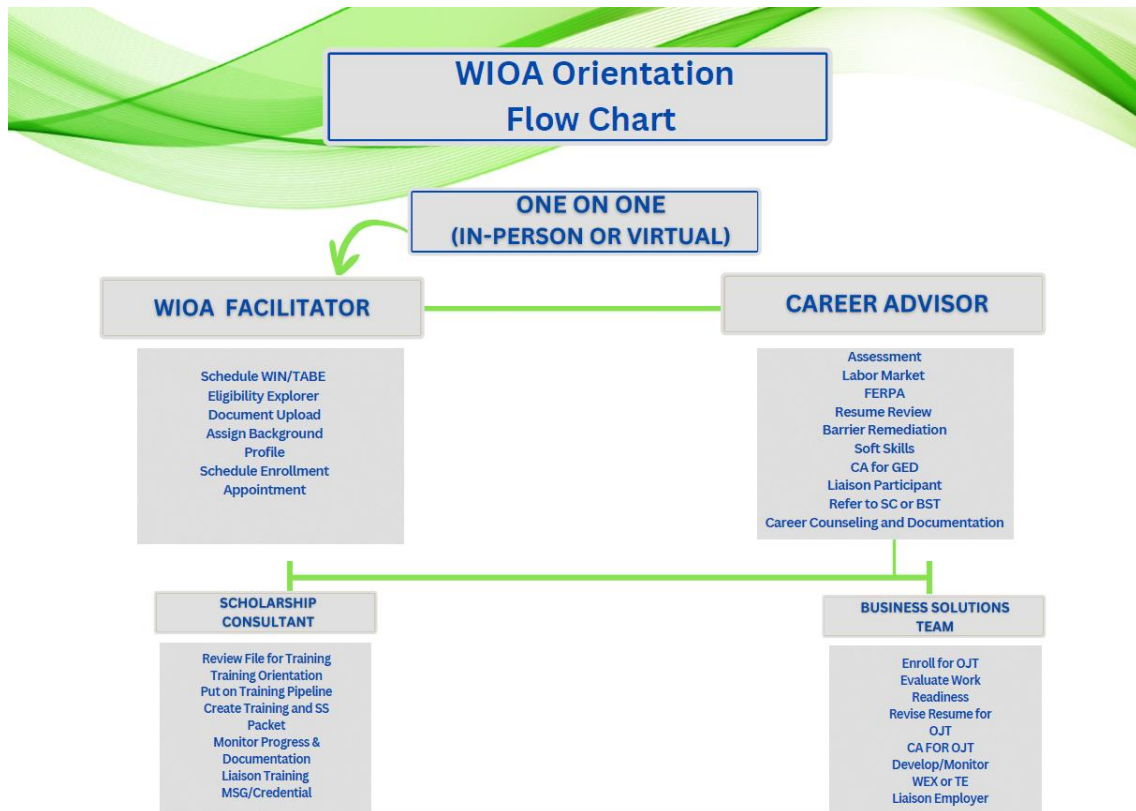
- Business Solutions Menu of Services
 - Job Fairs
 - Personalized Hiring Events
 - Social Media
 - Facebook/Facebook Live
 - Twitter
 - EZ Texting
 - The Business Solutions Team recently acquired a mass-messaging system that simplifies ease of access to our participants and assures our success in achieving constant contact for upcoming events and engagements
 - By utilizing a system that speaks to our participants on a multi-generational platform, we can almost guarantee an increase in participation
 - Incorporate ‘Think Tank’ brainstorming ideas and such
8. **Describe the roles and responsibilities of the LWDA’s IBST, including the IBST meeting schedule, employer engagement planning and scheduling, and how IBST documentation is shared between partners.**

- **Business Engagement:** Serve as a single contact to understand and address employer workforce challenges.
- **Customized Solutions:** Offer strategies for recruitment, training, and upskilling (e.g., OJT, IWT).
- **Economic Alignment:** Support regional growth by aligning workforce solutions with strategic industries.
- **Resource Access:** Simplify navigation of workforce programs, grants, and tax incentives.
- **Labor Market Insights:** Provide data to guide business decisions.

Quarterly meetings are held virtually to include all program partners that are engaged with businesses. Tours are scheduled with local businesses and after the tour the IBS team debriefs with the companies to ensure that they have information needed concerning the programs available to them and how to navigate these processes. Documentation is generally shared via email.

Service Strategy

1. **Provide the menu of required and expanded services for both comprehensive and affiliate centers in the area. A services flowchart may be included.**



- Describe how referrals are completed in the area, including any efforts made to streamline the referral process.

Referral Process

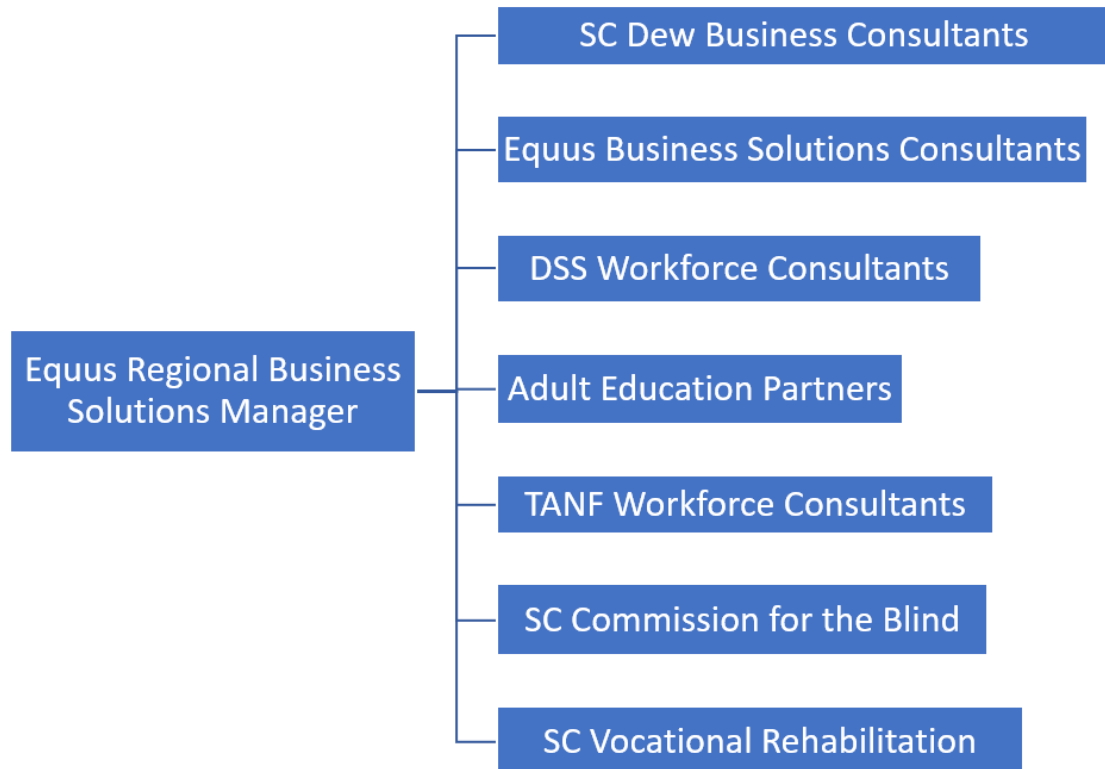
- Assessment and Identification of Needs:**
 When individuals access services through SC Works centers, a thorough initial assessment is conducted to identify their needs, barriers to employment, and eligibility for WIOA or other partner programs. This step helps determine the appropriate services or programs to refer them to, such as training, education, supportive services, or specialized assistance.
- Coordination with Partner Programs:**
 Referrals are often made to WIOA core partners such as Adult Education, Vocational Rehabilitation, or the Department of Employment and Workforce (DEW), as well as community-based organizations and training providers. Collaboration among partners ensures that individuals receive comprehensive services tailored to their needs.
- Referral Tracking and Follow-Up:**
 Once a referral is made, case managers or SC Works staff track the progress to ensure the individual engages with the referred program or service. Regular follow-up occurs to confirm that the person receives the support they need and that outcomes are aligned with their goals.

Efforts to Streamline the Referral Process

- **Integrated Technology Systems:**
South Carolina uses tools like the SC Works Online Services (SCWOS) system to facilitate and document referrals. This integrated system allows seamless communication between partners, tracks referral outcomes, and helps reduce duplication of services.
 - **Co-Location of Services:**
Many WIOA partners are co-located within SC Works centers, making it easier for job seekers to access multiple services in one location. This physical integration reduces barriers to referrals and promotes efficient service delivery.
 - **Partnership Agreements and MOUs:**
Memorandums of Understanding (MOUs) between WIOA partners outline roles, responsibilities, and referral processes. These agreements standardize procedures and improve coordination.
 - **Cross-Training of Staff:**
Cross-training ensures that staff across partner agencies understand available programs and resources, enabling more informed and accurate referrals.
 - **Streamlined Intake Process:**
A unified intake process minimizes redundancy by collecting and sharing client information across partners, reducing the need for individuals to repeat the same information multiple times.
 - **Data Sharing Agreements:**
Agreements between partners enable secure data sharing, enhancing the efficiency of the referral process and ensuring a more holistic view of a client's journey.
 - **Continuous Improvement Efforts:**
Regular stakeholder meetings and feedback mechanisms are used to identify barriers and refine the referral process. For instance, focus groups and surveys with job seekers help uncover pain points and areas for improvement.
3. **Provide the menu of IBST services in the area, including any associated costs and how these costs are determined.**

The grant recipient partners with other agencies, programs, and organizations to ensure a cohesive and strategic approach to business outreach. A quarterly Integrated Business Solutions Team (IBST) meeting is a cornerstone of this collaboration. During these meetings, representatives from various partner organizations—including economic development agencies, community colleges, chambers of commerce, local employers, and workforce programs—come together to share updates, coordinate job fairs and discuss employer needs. More work is needed to coordinate employer outreach so that multiple agencies aren't visiting the same employers.

Organizational Chart: Integrated Business Services



4. **Provide the process for providing business services, including how service delivery that supports visit and service planning is documented between core and extended partners.**

Target Sectors and Outreach

1. **List specific industries which are targeted within the LWDA for both jobseekers and employers, including in-demand occupations and industries, and the strategies implemented to target them.**

We focus on 5 industry sectors : Healthcare, IT/Back Office, Transportation/Logistics, Construction, and Manufacturing. Newly registered SCWOS employers and those with new job postings are contacted by a BSC, who provides a brief overview of available services. An appointment is then requested to discuss employer needs in detail and explore tailored solutions.

2. **Describe the LWDA's outreach strategy.**

Marketing action plan

Goal: Increased Employer Engagement Events

Target Market: Newly registered businesses, businesses with open job orders and businesses that are expanding or downsizing

Action Steps	Impact	Cost	Completion Date
Create list from SCWOS and send weekly email to newly registered employers and those with open job orders.	Increased business engagement	Nominal	Ongoing
Follow up on emails to set up virtual or in person meeting to discuss hiring needs and OJT, TE and WEX opportunities.	Increased participation in OJT, TE and WEX	Nominal	Ongoing
Contact Economic Development and Chambers in each county a minimum of quarterly to identify business that are expanding and/or downsizing	Increased engagement of local business in SC Works services.	Nominal	Ongoing
Attend networking and other community events to increase exposure to the business community	Increased exposure and utilization of SC Works services	Nominal	Ongoing

Goal: Hold 4 Partner Meetings per Year

Target Market: Organizations and agencies that provide services to individuals as well as local Chambers and Economic Development groups.

Action Steps	Impact	Cost	Completion Date
Create and maintain list of contacts for partner agencies including chambers and economic development organizations.	Increased partner engagement in SC Works services.	None	Ongoing
Hold quarterly partner meetings both in person and virtual in each county in the Catawba Region.	Increased partner engagement in SC Works services.	Nominal	Ongoing
Inform partners through email of all job fairs, hiring events and other activities at least twice per month	Increased partner engagement and participant referrals	Nominal	Ongoing
Promote partner events through social media and other avenues.	Increased exposure for partner and community events.	Nominal	Ongoing

Action Steps	Impact	Cost	Completion Date
Create and maintain list of contacts for partner agencies including chambers and economic development organizations.	Increased partner engagement in SC Works services.	None	Ongoing
Hold quarterly partner meetings both in person and virtual in each county in the Catawba Region.	Increased partner engagement in SC Works services.	Nominal	Ongoing
Inform partners through email of all job fairs, hiring events and other activities at least twice per month	Increased partner engagement and participant referrals	Nominal	Ongoing
Promote partner events through social media and other avenues.	Increased exposure for partner and community events.	Nominal	Ongoing

Goal: Meet Enrollment Goals for both AD/DW and YTH

Target Market: Unemployed and under employed individuals in need of career services to include career counseling and training.

Action Steps	Impact	Cost	Completion Date
Pull a list of newly registered individuals from SCWOS each Monday for the week prior and send an outreach email and text. Use text and email templates to encourage them to sign up for a WIOA orientation. Target individuals 17-24 in separate communication.	Increased participation in WIOA Orientation	Each text will cost 1 credit. Limit use to 300 credits per month for this activity and follow up.	Weekly
Promote SC Works services on social media including opportunities to sign up for workshops and orientation. Boost 4 posts per month.	Increased engagement on social media platforms and SC Works activities.	\$100 per month to boost 4 posts.	Weekly
Utilize sign in logs and exit surveys at job fairs and hiring events to reach out to individuals in need of service. Text and email all job fair participants utilizing appropriate templates	Increased participation and enrollment in WIOA services	Each text will cost 1 credit. Limit use to 300 credits per month for this activity and follow up.	Ongoing
Participate in community outreach events and follow up on leads via text and email.	Increased exposure	Each text will cost 1 credit. Limit use to 300 credits per month for this activity and follow up.	Ongoing

Goal: 6 Job Fairs or Resource Fairs

Target Market: Unemployed and under employed individuals within the Catawba Region.

Action Steps	Impact	Cost	Completion Date
Pull a list of registered individuals from SCWOS that reside in the area of the job fair 30 days prior and send an outreach email and text. Use text and email templates to encourage them attend the job fair. Follow up each week and two days prior to event. Target individuals 17-24 in separate communication.	Increased participation in rural job fair.	Each text will cost 1 credit. Limit use to 1000 credits for this activity and follow up.	Ongoing
Promote job fairs on social media including opportunities to sign up for workshops and orientation. Boost 4 posts per month.	Increased engagement on social media platforms and SC Works activities.	\$100 per month to boost 4 posts. This will occur a minimum of 6 times per year for a total of \$600 for boosts.	Ongoing

Goal: Meet goal for participation in OST, OJT and WEX

Target Market: Unemployed and under employed individuals in need of career services to include career counseling and training.

Action Steps	Impact	Cost	Completion Date
Pull a list of newly registered individuals from SCWOS each Monday for the week prior and send an outreach email and text. Use text and email templates to encourage them to sign up for a WIOA orientation as the first step to receiving assistance with training. Target individuals 17-24 in separate communication.	Increased participation in WIOA Orientation	Each text will cost 1 credit. Limit use to 300 credits per month for this activity and follow up.	Weekly
Promote training providers on social media including opportunities to sign up for WIOA Orientation as the first step to receiving assistance. Post information on each approved training provider on a rotating basis with a minimum of two posts per week. Boost 4 posts per month.	Increased engagement on social media platforms and OST, OJT and WEX	\$100 per month to boost 4 posts.	Weekly
Utilize sign in logs and exit surveys at job fairs and hiring events to reach out to individuals in need of service. Text and email all job fair participants utilizing appropriate templates	Increased participation and enrollment in WIOA services to include OST, OJT and WEX	Each text will cost 1 credit. Limit use to 300 credits per month for this activity and follow up.	Ongoing
Participate in community outreach events and follow up on leads via text and email.	Increased exposure	Each text will cost 1 credit. Limit use to 300 credits per month for this activity and follow up.	Ongoing

3. Describe the LWDA's process for assessing and reviewing employer needs, including resources used to conduct the assessments and reviews.

Employer contact information is collected from SCWOS, as well as from Economic Development organizations and Chambers of Commerce in each county. Employers are then contacted to schedule appointments to discuss their needs, and surveys are also distributed to gather additional information. Our Business Needs Assessment is attached.

Customer Feedback**1. Describe the methodologies used in the LWDA to gauge employer and jobseeker satisfaction.**

Both paper and electronic surveys are used in our offices to gather feedback after participant appointments, workshops, hiring events, job fairs, outreach efforts, and other activities. Survey links are also included in the signature blocks of all WIOA staff for easy access. Recently, we transitioned to a new survey system mandated by SCDEW at the start of PY24. To ensure broad participation, paper surveys have been distributed to all center staff, and posters featuring a QR code will be displayed in the centers to facilitate electronic submissions. All electronic survey responses are automatically collected in a Google sheet, and paper survey responses will be manually entered into the same sheet, ensuring all feedback is consolidated in one place for analysis.

2. Describe how the LWDA turns responses into actionable improvements of the system.

The response rate for paper surveys is easier to determine when used at job fairs, workshops, participant appointments, and other outreach events. During these occasions, we can track the number of surveys distributed and returned, making the calculation straightforward: the response rate is simply the number of surveys returned divided by the number distributed. However, we adjusted our survey collection process during PY23 to include periodic outreach to all WIOA participants, encouraging them to complete electronic surveys. The availability of the electronic survey complicates the response rate calculation, as all job seekers who visit the centers or attend events have access to the survey through links in staff email signatures and QR codes in the offices. Since it is not feasible to track how many individuals view or have access to the electronic survey, determining a precise response rate for electronic submissions is more challenging. The response rate for electronic surveys is further complicated by the fact that many job seekers visit the SC Works Centers multiple times a month. Surveying them during every visit is not practical, which makes using overall traffic numbers to calculate the response rate for electronic surveys unrealistic. As a result, we are continuing to explore better ways to track and measure electronic survey participation more accurately, ensuring we capture valuable feedback without overburdening our participants.

NOTE: Beyond the above listed topics, LWDA's are encouraged to include any additional information that is pertinent to the LWDA's center operations and business engagement activities.

The COBE Plan must be no more than 30 pages, including attachments.