

SC WORKS TRIDENT

Combined Center Operations & Business Engagement Plan

2024

SC WORKS

BRINGING EMPLOYERS
AND JOB SEEKERS TOGETHER

TRIDENT

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Executive Summary

In preparation for the One Stop Certification, the South Carolina Department of Employment and Workforce (SCDEW) asked all the Workforce Boards to submit an operational plan. The plan focuses on the daily operations of the comprehensive center.

Objective:

The objective is to manage the Trident SC Works System and Centers effectively and efficiently within the Vision, Mission, and Core Values established by the Trident Workforce Development Board and by all Federal, State, and Local Regulations and Policies. We will accomplish this with a fully coordinated and integrated customer service strategy that is locally market-driven and offers accessibility, convenience, and customer choice.

Management Philosophy:

Our management philosophy is that (1) our employees and our partner employees are our greatest assets, and (2) quality job performance builds our business and credibility in the community. When we perform at or above our customers' expectations, we are usually rewarded with more opportunities to serve more businesses and job seekers alike.

Trident SC Works System Customers:

Our customers are in three primary groups: (1) job-seeking customers, (2) employer customers, and (3) the Trident Workforce Development System Partners. We define quality service to these customers as a focused, integrated, seamless delivery process and excellent customer service, quality career management, and effective job placement to ensure their long-term success.

Performance Management:

The Trident SC Works System understands that the term quality assurance requires collective action and accountability. True continuous improvement is a result of systematic planning, execution, coordination, and verification. The SC Works System Management Team has a central role in developing processes and mechanisms to stimulate consistent, proactive dialogue with the Trident Board staff throughout the relationship. In addition, the Management Team focuses on internal communications, coordination of various partnering organizations, and benchmarking to identify and apply organization-wide Best Practices. We motivate staff from different organizations and backgrounds through our efficient delivery design structure and our ability to track and report progress. Through this process, we collectively become as strong as our strongest practice. Trident SC Works and our customers reap the benefits.

Staff Development:

Training is a vital part of our continuous improvement program. We believe that exceptional supervision and systematic accountability mechanisms are crucial to performance. Continuous staff development through training, job-related certifications, and ongoing meetings to communicate customer service expectations are crucial to the long-term success of the system. We emphasize to staff that every customer is different, and our ability to customize solutions in response to unique requirements is key to each individual's success. In summary, every customer should expect nothing less than best-in-class service from every employee.

Business Overview

Governance & Oversight

The SC Works system provides employment services and training opportunities to employers and job seekers consistent with the vision and mission of the governing body: Trident Workforce Development Board (the “Board”).

The Vision, Mission, and Core Values of the Board for the Trident SC Works System are:

Vision Statement:

To have a fully employed, skilled workforce.

Mission Statement:

To develop the link between employers and the workforce.

Core Values:

- ❖ Service to the community
- ❖ Commitment to the plan
- ❖ Knowledgeable /trained Board members
- ❖ Responsiveness
- ❖ Excellence
- ❖ Supreme customer service
- ❖ Desire for excellence
- ❖ Good stewardship
- ❖ Fostering/enhancing existing relationships

The Board’s authority is established in both Federal and State legislation. The Berkeley, Charleston, Dorchester Council of Governments (BCDCOG) serves as the Fiscal Agent for the Board. The Board and the BCDCOG have a separate agreement that specifies the authority and responsibilities of each. The Board has the responsibility for building a one-stop system that coordinates resources across 18 federal funding streams. The Board, through its fiscal agent, is the direct recipient of WIOA Adult, Dislocated Worker, and Youth funds. The Board may receive additional funds from time to time from a variety of sources, but primarily through the funds administered by the SC Department of Employment and Workforce (SCDEW).

Business Model

The Workforce Solutions Model is focused on increasing the skill sets and employment levels of the workforce by assisting individuals in obtaining or improving the level of employment that leads to self-sufficiency through services delivered in a seamless and integrated delivery system while focusing on the needs of the business and industry of the region. Additionally, the system should eliminate duplication of services, reduce costs through collaboration, enhance participation, accommodate the demand needs of employers, and improve customer satisfaction.

Management & Organization Structure

Communication Processes

The Board communicates to the centers through the Operator in the following communication flow:



Most of the communication is done via email. The Board communicates with the operator through the Regional One-Stop Operations Committee and BCDCOG staff through meetings, phone calls, and emails. The operator passes the Board’s information to the partners through emails and partner meetings.

Organizational Structure

- The Trident Workforce Development Board and BCDCOG as the administrative entity of WIOA oversee the SC Works Trident Operator and centers. The Center Operator (Regional One Stop Coordinator) is responsible for the overall function of the facility including the safety and maintenance of the facility.
- The One Stop Coordinator is responsible for the daily activities and services offered in the center by all staff and partners.
- Ross Innovation Employment Services (Ross IES) is the SC Works Trident Operator.
- Please see the Organizational Chart

List of Comprehensive and Affiliate Centers & Locations:

| Comprehensive Center | Affiliate Center | Affiliate Center |
|---|---|---|
| <i>SC Works Charleston</i> | <i>SC Works Berkeley</i> | <i>SC Works Dorchester</i> |
| 1930 Hanahan Road Suite 200 North Charleston, SC 29406 | Trident United Way Connection Center 500 S Live Oak Drive, Moncks Corner, SC 29461 | SC Works Dorchester 1325-D Boone Hill Road, Summerville, SC 29483 |

Organizational Chart & Roster

| ORGANIZATION | PRIMARY FUNCTION | STAFF |
|--|--|--|
| BCD COUNCIL OF GOVERNMENTS | <ul style="list-style-type: none"> Administrative Entity of WIOA/SC Works Trident | <p>Ronald E. Mitchum, Executive Director Andrea Kozloski, Deputy Director Robin Mitchum, Deputy Director of Finance and Administration Katie Paschall, Finance Manager Sharon Goss, Workforce Development Director Kameron Alston, Performance Coordinator/Equal Opportunity Officer Amber Gant, Business Services Coordinator LaQuosha Mack, Business Services Coordinator Kim Coleman, Executive Administrative Assistant Jennifer Dantzler, Administrative Assistant</p> |
| ROSS INNOVATION EMPLOYMENT SERVICES (ROSS IES) OPERATION TEAM | <ul style="list-style-type: none"> CENTER OPERATOR-CONTRACTOR | <p>April Steed, Regional One-Stop Coordinator Corina Williams, Workforce Specialist</p> |
| ROSS INNOVATION EMPLOYMENT SERVICES (ROSS IES) PROGRAM TEAM | <ul style="list-style-type: none"> WIOA – Adult and Dislocated Workers and Youth Service | <p>Jody Buchholz, Regional Director Brent LaPlante, Project Director Youth Career Coach (1) Adult/DW Career Coach (1) Adult/DW/Youth Career Coaches (2) Instructor (1) WEX Coordinator (1) LCC Career Coaches (4)</p> |
| SC DEW | <ul style="list-style-type: none"> Wagner-Peyser – Job Seeker Services and Business Services Veteran Services Unemployment Insurance Migrant/Seasonal Workers | <p>Wendy Courson, Regional Manager Business Consultants (2) Veteran Business Consultants (2) Workforce Consultant (2) Veteran Workforce Consultant (4) Workforce Specialist (6) Brandon Palmer, UI Hub manager RESEA Analyst (3)</p> |
| CHARLESTON ADULT EDUCATION | <ul style="list-style-type: none"> Adult education Literacy Workplace adult education and literacy activities Family literacy activities English language acquisition activities Integrated English literacy and civics education Workforce preparation activities Integrated education and training | <p>Susan Friedrich, Director Marie Morgan, Lead Instructor/ College, and Career Services MaryEllen Devore, GED Testing Center/College, and Career Navigator</p> |
| DORCHESTER ADULT EDUCATION | <ul style="list-style-type: none"> Adult education Literacy | <p>Wramie Spafford, Director Tonya Hall, College, and Career Navigator Renee Rivers, Program Coordinator</p> |

| | | |
|--|--|---|
| | <ul style="list-style-type: none"> • Workplace adult education and literacy activities • Family literacy activities • English language acquisition activities • Integrated English literacy and civics education • Workforce preparation activities • Integrated education and training • WIN Coursework | |
| <p>BERKELEY ADULT EDUCATION</p> | <ul style="list-style-type: none"> • Adult education • Literacy • Workplace adult education and literacy activities • Family literacy activities • English language acquisition activities • Integrated English literacy and civics education • Workforce preparation activities • Integrated education and training • WIN Coursework | <p>Alicia Pressley, Director Steven Steele, Program Coordinator Angela Simmons, College, and Career Navigator</p> |
| <p>TRIDENT LITERACY ASSOCIATION</p> | <ul style="list-style-type: none"> • Adult education • Literacy • Workplace adult education and literacy activities • Family literacy activities • English language acquisition activities • Integrated English literacy and civics education • Workforce preparation activities • Integrated education and training • Win Coursework | <p>Jennifer Gibson, Executive Director Dr. Christen Warrington-Broxtton, Adult Education Director/College and Career Navigator Caroline McKinney, ESL Director/Family Literacy Coordinator Rachel Knights, Administrative Director Holland Clayton, Data Director/Literacy Career Center</p> |
| <p>SC COMMISSION FOR THE BLIND</p> | <ul style="list-style-type: none"> • Assist eligible individuals who are blind or have a visual impairment (consumers) to obtain, maintain, or regain competitive integrated employment. | <p>Cathy Duncan, Region IV Director Leonard Moore, Vocational Rehabilitation Counselor (Charleston) Josie Nelson, Vocational Rehabilitation Counselor (Berkeley, Dorchester) Margie Gaters, Employment Consultant</p> |

| | | |
|---|---|---|
| | <p>Services may include counseling and guidance, educational opportunities, vocational training, and assistive technology to prepare for career opportunities.</p> | |
| SC VOCATIONAL REHABILITATION-CHARLESTON | <ul style="list-style-type: none"> • Re-employment and training services for individuals with disabilities | <p>Wanda Murray SC VR Area Supervisor (Charleston Counties) Ingrid Davis, Business Service Representative</p> |
| SC VOCATIONAL REHABILITATION-BERKELEY-DORCHESTER | <ul style="list-style-type: none"> • Re-employment and training services for individuals with disabilities | <p>Pat Gilliard, Area Manager Tracy Gibbs, (Berkeley) Counselor Majesty Preister, (Dorchester) Counselor Qualaundra Patterson, (Charleston) Counselor</p> |
| SC DEPARTMENT OF SOCIAL SERVICES | <ul style="list-style-type: none"> • TANF which is time-limited, assists families with children when parents or other responsible relatives cannot provide for the family’s basic needs. • • SNAP (Supplemental Nutrition Assistance Program), formerly known as Food Stamp Benefits, provides low-income households with nutrition assistance by increasing the household’s food purchasing power. SNAP has a wide variety of employment and training services through the SNAP Employment & Training Program (SNAP E&T). • Both SNAP and TANF are represented at the SC Works Center and offer transportation, childcare, and other support services | <p>Tamara James, Director, Division of Employment Services Jenny Bing Fields, Workforce Consultant Supervisor Division of Employment Services Margaret Bowens, TANF Work Program Manager Workforce Consultant Trident Region (2) Family Success Coach Trident Region (7) Charlene Simpson, SNAP E&T Coordinator Supervisor SNAP Employment and Training Coordinator (2)</p> |
| A SECOND CHANCE RESOURCE CENTER NETWORK UNITED, INC. | <ul style="list-style-type: none"> • Provide a holistic case management process for re-entry for youth, young adults, and adults • Workforce development, training, apprenticeship, and after-school programs for middle and high school students • Phoenix Transitional House (Males) | <p>Patsy Gardner, Executive Director Kenya Brown, Deputy Director, Site Director (1) Program Director (1) Case Manager (2) Youth Program Coordinator and Intake Worker</p> |

| | | |
|---|--|---|
| | <ul style="list-style-type: none"> • *No sex offenders | |
| Trident Technical College | <ul style="list-style-type: none"> • Assists adults in entry or re-entry to secondary and post-secondary education programs. • Help adults explore what occupation to follow or consider. | Kathleen Roukous, Director of Recruiting Susan Martin, Education Opportunity Center |
| PALMETTO GOODWILL (SCSEP) | <ul style="list-style-type: none"> • Senior Community Service Employment Program • Skills upgrading • Paid work experience | HEATHER SCHAEFER, SENIOR PROGRAM MANAGER- SCSEP NANCY GRIFFITH, MANAGER, GRANTS COMPLIANCE AND DATA |
| PALMETTO COMMUNITY ACTION PARTNERSHIP (Palmetto CAP) | <ul style="list-style-type: none"> • Assist the economically disadvantaged through short-term basic needs assistance, crisis intervention, and long-term financial empowerment services • Partner with businesses, faith-based organizations, and non-profits to address the root causes that lead to poverty (situational and generational) on a local level • Supportive Services to remove barriers to employment and education • On-the-Job Training | Patrice Simmons, VP of Customer & Community Services Alonda Thomas, Manager of Outreach Mackenzie Gray, Manager of Employment & Education Programs |
| JOB CORPS | <ul style="list-style-type: none"> • Job development, placement, and career counseling - Youth • Resident job training programs - Youth | Shontell Snoddy, Admissions Counselor Kevin Deininger, Career Transition Specialist |

Staff Development & Training

The team will discuss staff cross-training and a Staff Development Matrix to develop the demonstration of existing staff certifications and training received that will serve as a Gap Analysis tool to see where additional training and/or certification programs can be put in place. One area needed is Customer Service Training for all staff. Training is provided by a partner on their agency’s services at each Partner and IBST meeting. The referral process is a constant agenda item on the Partner and IBST Agenda to promote referrals using SCWOS. All partner staff is required to obtain an SC Works 101 certificate

(customer service training course). The lead Workforce Specialist is responsible for logging staff completions.

Center Accessibility

- The SC Works center is compliant with the Americans with Disabilities Act (ADA), and the SC Works Trident Workforce Development Area cooperates with Vocational Rehabilitation partners and DEW EO staff to ensure ADA compliance. **Due by March 31st of every year.** BCDCOG will assist with this task.
- Regional One Stop Coordinator will ensure all centers meet the accessibility instructions and standards outlined in the state instruction letter.

Center Maintenance

Facilities are:

- **Clean-** The Contractor will establish a cleaning contract for all of its SC Works Trident Centers.
- Annual internal accessibility monitoring is conducted by a SCDEW and BCDCOG Monitoring team.
- **Designed in a friendly manner to allow easy flow and usage of services for customers.** The building is also equipped with meeting space to allow privacy for customers meeting with staff.
- **Compliance with ADA requirements-** The resource center room is accessible with up-to-date accessibility and assistive technology equipment. Public restroom which is compliant with ADA requirements. Signage for accessible spaces is installed. A ramp at the end of the walkway was placed in front of the building for easier access. Parking spaces are to be used for ADA wheelchair access.
- **Memorandum of Understanding and Infrastructure Agreement (MOU/IFA)** is presented to staff at the beginning of each program year and further ADA/EO information is disseminated to staff throughout the program year.
- **Limited English Proficiency Plan (LEP)-** Language Flash ID Cards are kept at the front desk and disseminated to partners and front-line staff to offer services as needed, and an Interpreter Services Policy is in place to provide guidance to staff and partners in assisting customers that may need the services.
- **Confidential information** is kept in a separate folder stored in a separate locked drawer from the original hard file.

The Center materials:

- **Up-to-date-** Printed materials are easy to read and contain integrated information on all services offered by SC Works Trident System which also includes partners. The lobby areas and resource centers are continuously stocked with materials for the public's usage. The EO and Auxiliary Aids statement is included on the website and all printed materials as required. Materials are available in a variety of formats that also include

access for the disabled. **Note: Spanish versions are available, and works are in progress to have a bilingual person on site for translation needs.**

- **Equipment** is up to date and in good working condition. The Center Facility Manager ensures all equipment is up to date and in good working condition.
- **Meetings and Services-** The SC Works center has, or has access to, convenient and equipped space for group meetings and services.
- **Comprehensive centers** provide onsite private discussion areas.
- **Affiliate centers** provide access to private discussion areas as outlined in center policies and procedures.
- **The resource room/area** has access to telephones, high-speed Internet, printers, and copiers.

Communication Plan

Front-Line Issues communicated and resolved:

All partner & programmatic issues should be handled at that partner's management level first.

1. Issues regarding a frontline staff member and customers will be addressed by the staff member and the staff member's supervisor. The incident will be documented for reference. Based on the nature and severity of the specific issue, the partner supervisor will meet with both parties to resolve the matter.

- a. Verbal discussion
- b. Document the incident
- c. Document the incident and forward documentation to the Employer of Record

2. If the matter is still unresolved, the direct supervisor will notify the One Stop Coordinator. The One Stop Coordinator, the staff/partner staff, and the supervisor will meet with the customer to come to a resolution. Any formal performance or conduct issues should be addressed by the appropriate partner agency. When determining a course of action, appropriate documentation, and communication with the partner agency's management will be consulted and shall follow appropriate agency policy and procedures.

- a. Coaching and/or Performance Improvement plans may be developed.
- b. Any documentation of employee incidents and/or corrective action shall comply with personnel guidelines regarding personal/confidential employee data

NOTE: The process will be recorded for future reference. All parties involved in the meeting will receive a copy of the Report.

Decision-Making Process

Some of the decisions being made by various management positions throughout the system include:

The SC Works Comprehensive Center Operator/Regional One-Stop Coordinator: The One-stop Coordinator will call meetings, ensure partners are present, oversee facility-related issues,

promote good communication, etc. The One Stop Coordinator or designee will secure the meeting room and ensure all materials are available for the meeting.

The center staff collectively – Referrals; decide where customers should go as a procedural issue.

Single Partner agency – Staffing; ensure each site is staffed adequately and manage their staff.

State Guidance Disseminated

All State Instruction Letters are disseminated to all partners via email by the Workforce Development Director (see Organizational chart), the Performance Coordinator (see Organizational Chart), or the Regional One-Stop Coordinator for SC Works Trident System.

- The communication process from the Trident Workforce Development Board (TWDB) to staff is provided through reports, memos, and documents such as the Local and Regional, Combined Operation and Business Engagement Plans and the Statement of Work, which is disseminated to the Contractor and reviewed in the monthly meetings. It is sent via emails and presented in staff and/or partner meetings and documents are also placed on the Trident SC Works website and social media.
- Decisions made from the SC Works Comprehensive Center are communicated to the TWDB through memos, reports, and newsletters. Decisions made are also communicated to partners and other providers via email, memos, and partner meetings.
- Policies and Procedures are communicated from management to supervisor to front-line staff and are disseminated through email and discussed in monthly staff meetings.

The operating procedures are updated by the SC Works Regional One-Stop Coordinator as new information comes forth. It is also fully reviewed on an annual basis. The written protocols and resource manuals are updated by the Regional One-Stop Coordinator as needed continuously and reviewed annually.

The Regional One-Stop Coordinator will ensure the:

- The SC Works Center will maintain and publish a single, unified monthly schedule of events and workshops.
- The One-Stop Coordinator is the single point of contact for the center and has clearly defined roles and responsibilities, including:
 - 1-Coordinating activities daily;
 - 2-Providing functional oversight to all staff, within the confines of each program and agency requirements and goals;
 - 3-Serving as a point of contact for the center information/ data;
 - 4-Assuring accountability for overall goals and objectives of the SC Works center
- Upon hire, staff are trained in the following areas: 1- Staff are trained in functional work areas, customer service, and workforce

development. 2- Greeters are trained to greet customers as they enter the center or as they wait in line.

- The SC Works centers use the SCWOS Greeter to monitor the utilization of services and center traffic.
- There is a method of assessing center-wide effectiveness including customer satisfaction, physical and programmatic accessibility, and continuous improvement.
- The SC Works center management examines its cost structure and looks for ways to operate as efficiently as possible in a cost-efficient manner.

Flow of Services & Customer Access

Below is a Customer Flowchart of the Comprehensive Center and below that is a Customer Flowchart of the System to show how customers can move through the center and the system. The current Routing Slip has also been added as **Appendix 3** to show what a customer's options in the center are when they come in for services.

The Integrated Business Service Team devises a plan of events and services to be offered that is included in this plan. It outlines all services provided to employer customers. Center events are planned during the Center Partner meetings to give all partners an opportunity to participate in the development and implementation of events.

- Planning and Implementation process for center events & business services events

All partners are given the opportunity to make a recommendation to the Business Service Lead. The Recommendations are taken to the TWDB for final approval.

- Process for Electing a Point Person:

All partners in the SC Works Trident Centers are made aware of events and asked to assist with various aspects such as registration, information dissemination, and staffing of the SC Works Table.

- How Business Services Events are staffed (Planning & Scheduling processes):

Service Strategy

A menu of Required and expanded services for the Comprehensive and Affiliate Centers flow

Customer Services

Under WIOA, One-Stop centers, their partner programs, and entities that are jointly responsible for the workforce and economic development, educational, and other human resource programs collaborate to create a seamless customer-focused one-stop delivery system that integrates service delivery across all programs and enhances access to the programs' services. The one-stop delivery system includes six core programs: (Title I Adult, Dislocated Worker, and Youth programs, Title II Adult Education and Family Literacy programs, Title III Wagner-Peyser program, and Title IV Vocational Rehabilitation programs) as well as other required and optional partners identified in WIOA. Through the one-stop centers, these partner programs and their service providers ensure that businesses and job seekers have a shared client base. The customers will have access to information and services that lead to positive employment outcomes.

Career Services:

In collaboration with SC Works Partners, the Contractor is responsible for the provision of WIOA Career Services. The Contractor is to follow all State Instruction Letters and local policies established by the Trident Workforce Development Board. Under WIOA, career services are classified into the following categories:

Basic Career Services are available to all individuals:

1. Determinations of whether the individuals are eligible to receive assistance.
2. Outreach, intake (which may include worker profiling), and orientation to the information and other services are available through the one-stop delivery system.
3. Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs.
4. Labor exchange services, including-
5. Job search and placement assistance and, in appropriate cases, career counseling, including the provision of:
 - Information on in-demand industry sectors and occupations;
 - Information on nontraditional employment;
 - Information from career profiles and interest inventories, and
6. Appropriate recruitment and other business services on behalf of employers, including small employers, in the local area, which services may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system
7. Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and, in appropriate cases, other workforce development programs.
8. Workforce and labor market employment statistics information including the provision of accurate information relating to local, regional, and national labor market areas, including:
 - Job vacancy listings in such labor market areas.
 - Information on job skills necessary to obtain the jobs.
 - Information relating to local occupations in demand and the earnings, skill Requirements, and opportunities for advancement for such occupations.
9. Provision of performance information and program cost information on eligible providers of training services by program, and type of providers, and workforce services by program and type of providers.
10. Provision of information in formats that are usable by and understandable to SC Works customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information to the one-stop delivery system in the local area.
11. Provision of information in formats that are usable by and understandable to SC Works customers, relating to the availability of supportive services or assistance to include the following: child care, child support, medical or child health assistance under title XIX or XXI of the Social Security Act, benefits under the supplemental nutrition assistance program (SNAP) established Food and Nutrition Act 2008, assistance through the earned income tax credit under section 32 of the Internal Revenue Code of 1986, and assistance under a State program for temporary assistance for needy families funded under part A of title IV of the Social Security Act and other supportive services and transportation provided through funds made available under such part, available in the local area; and referral to the services or assistance as described above provision of information and assistance regarding filing claims for unemployment compensation.
12. Assistance in establishing eligibility for programs of financial aid assistance for training and

educational programs that are not funded under WIOA, if determined to be appropriate for an individual to obtain or retain employment.

Job Seeker Services

The Contracted Program Service Provider shall meet all requirements regarding compliance with State and Federal disability laws and procedures for ensuring universally accessible physical and program environments for all customers. It is required that the Operator and Contracted Program Service Provider ensure that the SC Works Centers adhere to the standards and expectations outlined in the national Equal Opportunity Self-Assessment Guides and checklists. The Berkeley Charleston Dorchester Council of Governments will monitor the sites annually for compliance. The Contracted Program Service Provider may be required to attend training in program access for customers with disabilities and access to employment programs and services for the disabled. The Operator shall ensure that the Centers are accessible to all customers by meeting ADA requirements. The Berkeley Charleston Dorchester Council of Governments' EO Officer/contact will handle all complaints.

Individualized Career Services

Comprehensive and specialized assessments of the skills levels and services needs include-

- diagnostic testing and use of other assessment tools;
- and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an Individual Employment Plan, to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services, and career pathways to attain career objectives.
- Group counseling
- Individual counseling
- Career planning
- Short-term prevocational services, including the development of learning skills, academic skills refresher, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.
- Internships and work experiences that are linked to careers.
- Workforce preparation activities, and Workplace literacy
- Financial literacy services.
- Out-of-area job search assistance and relocation assistance.
- English language acquisition and integrated education and training program

Follow-up Career Services:

Follow-up services, including counseling regarding the workplace, for participants in workforce investment activities, authorized under this subtitle that are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate

The menu of IBST services includes costs and how the cost is determined: (Not an Exhausted Listed)

- Job Postings – Online, phone call, fax, in-person

- Applicant screening and referral to business specifications
- Customized Recruitment
- Job Fairs & Hiring Events
- Provision of Labor Market Information
- Interviewing Space, Scheduling
- Provision of information and referral related to Tax Credits
- Incumbent Worker Training (as funds are available)
- On-the-Job Training
- Information on Unemployment Insurance
- Rapid Response services
- Veterans Employment Services

Process for providing business services, how service delivery that supports visit and service planning is documented between core and extended partners

The goal of SC Works Trident is to help customers access the one-stop services they want and need as quickly and easily as possible. Standardized procedures are in place for the front desk staff to move customers to all services they want and need based on eligibility requirements as appropriate:

- Upon entry, the staff greets customers and assists them with identifying specific services in the center through the use of a full menu of services on a sign-in log at the front desk.
- Established referral protocols and procedures are in place for the services in the center. To help customers access all appropriate services, staff working with customers at the initial point of contact is familiar with all the possible places they can be referred. This includes knowing what the full range of services is, who provides the services, and where the services are provided. The front staff is trained in using shared electronic event calendars and meeting room calendars to access information promptly. Information and brochures are available in the front lobby with current information on partners and community agencies.

The additional menu of services is listed below:

- Printers
- Copiers
- Fax Machines
- Phones
- Typing Test
- Internet Access
- Job Listing Resources
- Resume Building Programs
- Unemployment Claim Filing
- Case Management
- Career Counseling
- On-the-job training (OJT)
- Educational Training (GED)
- Occupational Skills Training
- Career Readiness Workshops
- Job Fairs

Onsite Partner Services

- SC Department of Employment and Workforce
- Trident Technical College
- Telamon Corporation
- SC Vocational Rehabilitation
- South Carolina State Department of Education, Office of Adult Education (Berkeley, Charleston, Dorchester, and Trident Literacy)

- Job Corps
- Charleston Area Regional Transportation Authority (CARTA)
- Palmetto Goodwill, SCSEP
- Offsite Partner Services
- Offsite Community Resource Services
- Customers are provided easy access to all partners' services intake and sign-in on the KIOSK in SCWOS.
- Determine customer satisfaction with services through the use of customer comment cards, surveys, and the SCDEW online survey is located on every computer in the Resource Center

Continuous improvement of the customer flow process is an ongoing activity, therefore the menu of services for customer service is reviewed and revised as needed to update the current product of services and to incorporate new products of services.

The SC Work Center communicates with and provides training to staff, and partner agencies. We have established systems to share information with all partners through a weekly schedule of the events calendar, staff meetings, and partner meetings. Develop methodologies to cross-market the system to all customers (e.g., an inter-agency brochure for job seekers and co-enrollment). Electronic information displays are located in the lobby, which provides automated listings of all center services. We have developed a plan to cross-inform and cross-train staff to build the capacity to offer seamless service delivery. A full list of our partner service information is located on the website at <https://www.scworkstrident.org/>. The System also has a Limited English Proficiency Plan in place, TTY access, and handicap accessibility.

SC Works Comprehensive Center Financial Plan

- An Infrastructure Agreement with a Cost Allocation Plan between the center and the partners is in place. This is established using the template provided by SC DEW in State Instruction Letter 16-19, changed 2. Each partnering agency is required to contribute a fair share of the operating costs of the one-stop delivery system proportionate to the use of the system by individuals attributable to the partner's program.
- The agency is always looking for partners to lease space that provides benefits to SC Works Trident participants.

These are the responsibilities of the Operator/Center Manager:

- Confidential and sensitive information are stored securely.
 - Building security is appropriate for the SC Works Center.
 - Staff are trained by written policies
- That address:**
- Personal Identifiable Information (PII)
 - Storage of confidential information
 - IT security
 - Fire safety
 - Bomb threats
 - Medical emergencies
 - Evacuation
 - Violence in the workplace
 - Personal safety
 - General emergency response
 - CDC guidelines regarding PPE (COVID-19)
- All staff who work in the SC Works Center receive safety training upon hire or assignment and at least Annually.

Trident Integrated Business Service Team Engagement Plan

Integrated Business Services Team (IBST)

The Trident Integrated Business Services team is comprised of the SC Works Program Manager, WIOA Workforce Development Specialists, DEW Business Consultants, Wagner Peyser Recruitment Specialists, and Business Services Representatives from SC Works Partners such as SCVRD, Adult Education, Commission for the Blind and DSS just to name a few. The IBST works together to deliver coordinated and efficient services to employers. These teams meet regularly to organize employer contacts, job fairs, and hiring events. Business service staff focus on building relationships with employers, trade associations, community, civic, and non-profit organizations, and use these relationships to better understand the needs of employers and to provide awareness of the available employer services and resources. The IBST is committed to the strategic development of working relationships with mandated and community partners to better serve job seekers and business customers. The IBST is committed to working toward ensuring a skilled and qualified workforce that is key to successful economic development. It is planned that the synergy of partnering agencies working together will result in the effective use of resources and the development of new strategies and/or support of effective existing strategies and will result in the preparation of a skilled and trained workforce.

Mission: The IBST is committed to employer engagement to produce an appropriately educated well trained workforce directly responsive to the skill needs of our local businesses. The team will engage with the business community to create alliances, relationships, partnerships, and strategic alignments by having a presence and being visible where business leaders are.

Goals:

- ❖ Help more people find and keep jobs that lead to economic self-sufficiency.
- ❖ Close skill gaps for employers with a focus on in-demand industry sectors and occupations.
- ❖ Work together as a single seamless team to make this happen.
- ❖ Organize Industry sector partnerships, to design, create and implement new workforce solutions.
- ❖ Continue to educate and provide outreach to business leaders to get the message out that a critical component of a competitive economy is a well-trained workforce.
- ❖ Develop and maintain an effective and efficient workforce system.
- ❖ Improve Outreach efforts and strengthen business engagement.

Composition of Core Partners, Partners, and Goals

| PARTNER | PRIMARY SERVICE(S) | TARGET CUSTOMER GROUPS |
|-----------------------------------|---|---|
| BCD COUNCIL OF GOVERNMENTS | <ul style="list-style-type: none"> • Assist local governments to develop local and regional plans within the tri-county region, as well as provide local governments with planning and technical support to improve the quality of life in the region. | <p>Job Seekers: Berkeley, Charleston, and Dorchester residents.</p> <p>Businesses: SC Businesses and industries</p> |

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| <p>SC DEW</p> | <ul style="list-style-type: none"> • Wagner-Peyser – Job Seeker Services and Business Services; • Veteran Services; • Unemployment Insurance; • Migrant/Seasonal Workers | <p>Job Seekers: Individuals unemployed, under-employed, long-term unemployed, Veterans</p> <p>Business: All businesses looking to employ and retain workers</p> |
| <p>Ross IES</p> | <ul style="list-style-type: none"> • WIA – Youth Intensive and Training Services | <p>Job Seekers: Low-income, in or out-of-school youth ages 16-21 with barriers to employment</p> <p>Businesses: Those willing to train participants via work experience, OJT, job shadowing, and mentoring</p> |
| <p>SC VOCATIONAL REHABILITATION AND COMMISSION FOR THE BLIND</p> | <ul style="list-style-type: none"> • Re-employment and training services for individuals with disabilities | <p>Job Seekers: Any person with a disabling condition, except legal blindness</p> <p>Businesses: Small, medium, and large employers including community organizations and agency partners</p> |
| <p>SC COMMISSION FOR THE BLIND</p> | <ul style="list-style-type: none"> • Vocational Rehabilitation Services • Business Enterprise Program • Pre-employment Transition Services • Transition Services | <p>Job Seekers: Youth and adults who are blind or have a visual impairment</p> <p>Businesses: SC businesses, community organizations, and agency partners</p> |
| <p>SC DEPARTMENT OF SOCIAL SERVICES</p> | <ul style="list-style-type: none"> • Employment and training services for SNAP recipients • Case management and barrier remediation services for TANF recipients • Employment preparation, career counseling, and employment referral services for TANF recipients | <p>Job Seekers: SNAP program</p> <p>Businesses: SC businesses</p> |
| <p>BERKELEY ADULT EDUCATION</p> | <ul style="list-style-type: none"> • TABE Testing • GED Preparation/GED Ready testing • State GED Testing site • Accuplacer • College and Career Services • ESL-English as a Second Language classes • WorkKeys Assessments/Career Readiness Certificate Test Prep • Workforce Skill Preparation • Workplace Literacy • High School Diploma Completion Program • Integrated and Education Training program • Reading/Math Skills Refresher • Digital Literacy/Basic Computers | <p>Job Seekers: All individuals looking to complete secondary-school education, enter into post-secondary education and training</p> <p>Businesses: Those that seek to improve the academic and workforce skills of current employees</p> |

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| <p>CHARLESTON ADULT EDUCATION</p> <p><i>SERVICES LISTED ARE PROVIDED AT SC WORKS CHARLESTON COMPREHENSIVE CENTER</i></p> | <ul style="list-style-type: none"> • TABE Testing • GED Preparation/GED Ready testing • State GED Testing site • Accuplacer • College and Career Services • ESL-English as a Second Language classes • WorkKeys Assessments/Career Readiness Certificate Test Prep • Workforce Skill Preparation • Workplace Literacy • High School Diploma Completion Program • Integrated and Education Training program • Reading/Math Skills Refresher • Digital Literacy/Basic Computers • SC Digital Literacy Certificate • WIN CRC Testing & Test Prep • WIN Soft Skills/ Digital Skills | <p>Job Seekers: All individuals looking to complete secondary-school education, enter into post-secondary education and training</p> <p>Businesses: Those that seek to improve the academic and workforce skills of current employees</p> |
| <p>DORCHESTER ADULT EDUCATION</p> | <ul style="list-style-type: none"> • TABE Testing • GED Preparation/GED Ready testing • State GED Testing site • College and Career Services • ESL-English as a Second Language classes • WorkKeys Assessments/Career Readiness Certificate Test Prep • Workforce Skill Preparation • Workplace Literacy • High School Diploma Completion Program • Integrated and Education Training program • Reading/Math Skills Refresher • Digital Literacy/Basic Computers • WIN CRC Testing & Test Prep | <p>Job Seekers: All individuals looking to complete secondary-school education, enter into post-secondary education and/or training</p> <p>Businesses: Those that seek to improve the academic and workforce skills of current employees</p> |
| <p>TRIDENT LITERACY ASSOCIATION</p> | <ul style="list-style-type: none"> • TABE Testing • GED Preparation/GED Ready testing • State GED Testing site • College and Career Services • ESL-English as a Second Language classes • WIN CRC & WIN Soft Skills • Workforce Skills Preparation • Workplace Literacy • Integrated and Education Training program | <p>Job Seekers: All individuals looking to complete secondary-school education, enter into post-secondary education and/or training</p> <p>Businesses: Those that seek to improve the academic and workforce skills of current employees</p> |

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| | <ul style="list-style-type: none"> • Reading/Math Skills • Refresher • SC Digital Literacy Certificate • SC Thrive Hub | |
| OPERATION PALMETTO EMPLOYMENT | <ul style="list-style-type: none"> • Employment Services – provide services to reduce unemployment among service members and immediate family members | <p>Job Seekers: National Guard, Reserve, and Active-Duty personnel</p> <p>Businesses: Those willing to hire former and active personnel.</p> |
| JOB CORPS | <ul style="list-style-type: none"> • Job development, placement, and career counseling • Resident job training programs | <p>Job Seekers: Youth/Young Adults between 16 and 24.</p> <p>Businesses: Active placement process to place participants.</p> |
| ROSS IES | <ul style="list-style-type: none"> • SC Works Center Operator • WIOA – Adult and Dislocated Workers Intensive and Training Services | <p>Job Seekers: Veterans and all individuals unemployed or under-employed</p> <p>Businesses: Those within the TWDB’s clusters and other small, medium, and large companies.</p> |
| A SECOND CHANCE RESOURCE CENTER NETWORK UNITED, INC. | <ul style="list-style-type: none"> • Job development, placement, and career counseling • Job training programs • Youth Programs • Case Management Services and Direct Services | <p>Job Seekers: Youth, Young Adults, Adults, Dislocated Workers, Veterans, Justice Involved Individuals unemployed or under-employed</p> <p>Businesses: Active placement process to place participants</p> |
| SC DEPT. OF COMMERCE | <ul style="list-style-type: none"> • Assisting with the location of new sites and buildings. • Offering grants for community development and infrastructure improvement. • Grow new and existing businesses and promote economic opportunity for individuals and businesses through initiatives like workforce training | <p>Job Seekers: SC Residents</p> <p>Businesses: All SC Businesses new and existing.</p> |
| PALMETTO GOODWILL & SCSEP | <ul style="list-style-type: none"> • Help people achieve their full potential through the dignity and power of work. • Serving this mission by providing job training and employment services throughout 18 counties in lower South Carolina. | <p>Job Seekers: SC Residents throughout 18 counties in lower South Carolina. Focusing also on individuals with disabilities. Older individuals 55 and over (SCSEP).</p> <p>Businesses: All SC Businesses in 18 counties lower South Carolina territory.</p> |

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| <p>TRIDENT UNITED WAY</p> | <ul style="list-style-type: none"> Community change through collective impact. We understand that complex community issues are best solved when many partners work together with a common agenda. Trident United Way has a proud history of developing community-wide initiatives. | <p>Job Seekers: SC Residents who also focus on financial stability.</p> <p>Businesses: All SC Businesses and industries.</p> |
| <p>Palmetto CAP</p> | <ul style="list-style-type: none"> Energy Bill Assistance Youth Leadership Program Tuition assistance On-the-Job Training Financial Literacy Rental Assistance Free Tax Preparation Weatherization | <p>Job Seekers: Economically underserved residents of Berkeley, Charleston, and Dorchester counties</p> <p>Businesses: Faith-based organizations, schools, private businesses, non-profits, local government</p> |

TARGET SECTORS AND OUTREACH

According to the Comprehensive Economic Development Strategy (CEDS) for Berkeley, Charleston, and Dorchester Region 2023-2028 prepared for the Economic Development Agency by the Berkeley-Charleston-Dorchester Council of Governments (BCDCOG), the Information Industry has the largest average salary in the area at \$105,725. Leisure and Hospitality are the fourth largest industry in employment. Employment by Industry in the Trident Workforce Area for 2021 showed Trade, Transportation, and Utilities at 66,044, Governments at 62,106, Professional and Business Services at 51,176, Leisure and Hospitality at 46,045, Health Services and Private Education at 40,082, Manufacturing at 27,738, Construction at 19,896, Financial Activities at 14,876, and other Services at 9,386, Information at 6,009 and last Natural Resources and Mining at 608. According to the CEDS, since 2011 employment in the Trident Workforce has grown over twice as fast as in the U.S. It was more resilient in 2020 with the initial onset of COVID-19 and recovered faster from both the Great Recession and COVID-19. Employment growth in the U.S. was 11.1% and in the Trident area 24.4%. Based on information from the CEDS the major sectors continue to be Diversified Manufacturing, Healthcare, Information Technology, Transportation & Logistics, Hospitality & Tourism. Based on the information from the Talent Demand Study from the Charleston Metro Chamber and Charleston Regional Development Alliance (CRDA) recent update, Jobs growth forecast showed new jobs growth forecast for 2021 – 2026 as Food Preparation and Serving at 5,782, Transportation Occupations at 3,315, Production Occupations 2,118, Management Occupations 2,062 and Healthcare Practitioners and Technical Occupations 2,059. The study also showed Employment Separation demand and forecast for 2021 – 2026 as Food Preparation and Serving Related Occupations 37,428, Production Occupations 28,853, Construction and Extraction Occupations 27,201, Office and Administrative Support Occupations 22,361 and Healthcare practitioner and Technical Occupations 11,274. New job Growth rate Forecasts for 2021-2026 are Life/Physical & Social Science Occupations 17at 4%, Personal Care & Service Occupational s 16.6%, Food Preparation

& Serving Related Occupations at 15.6%, Information Technology Occupations at 13.0% and Healthcare Support Occupational ns 12.7%. These areas are also consistent with high-wage, high-demand occupations. Potential Talent Shortages included the Construction Industry Heavy and Tractor-Trailor Drivers, first-line supervisors of construction trades, and Extraction workers. Therefore, Construction Trade will remain in the in-demand sectors for the Trident Area. Utilizing the data from the SC DEW Community profile, Accommodation, and Food Services has the highest employment by industry followed by Healthcare and Social Assistance and then Retail Trade.

Per the Community Profile report updated September 23, 2022, by the SC DEW, the **top employment by industry:**

- Healthcare and Social Assistance
- Retail Trade
- Manufacturing
- Accommodation and Food Services
- Administrative and Support and Waste Management Services
- Professional, Scientific and Technical Services
- Construction
- Educational Services

Occupational Projections by Industry

The top ten labor market projections by Occupation are:

1. Healthcare Practitioners and Technical Occupations
2. Healthcare Support Occupations
3. Computer and Mathematical Occupations
4. Transportation and Material Moving Occupations
5. Education, Training, and Library Occupations
6. Food Preparation and Serving Related Occupations
7. Installation, Maintenance, and Repair Occupations
8. Protective Service Occupations
9. Management Occupations
10. Arts, Design, Entertainment, Sports, and Media Occupations

In the first quarter of 2023, the SC Works Trident area experienced the emergence of new startup firms, leading to increased job opportunities in the region. The top five occupational openings during this period were:

- Software Developers and Engineers
- Data Analyst and Scientists
- Cybersecurity Specialists
- Digital Marketing Specialists
- IT Support and Helpdesk Technicians

New Startup firms appeared to be growing; however, no new updates are provided in the most recent Community Profile.

The top five new hires by industry are:

- Healthcare and Social Assistance
- Retail Trade
- Accommodation and Food Services
- Manufacturing
- Construction

Per data from the Talent Demand Analysis updated provided by Charleston Metro Chamber and CRDA, In Occupations clusters with the highest forecast to grow:

- Healthcare Practitioners and Technical Occupations 20-25%
- Business and Financial Operations 15-18%
- Computer and Mathematical Occupations 25-30%
- Construction and Extraction Occupations 12-15%
- Installation, Maintenance and Repair 10-12%

We can expect a shortage in these areas as well if we do not build the talent pipeline.

Trident local area will focus on prioritizing the sectors that will be the focus of our investment of time, and funding. For that reason, we have identified six Industry Sectors that will be our priorities going forward. The IBST will incorporate the sectors from the South Coast Regional plan with the addition of Hospitality & Tourism as a request from the Charleston Metro Chamber for our local area.

The sectors that the Trident IBST area has chosen are:

1. Health Care and Social Assistance (to include life sciences)
2. Manufacturing (to include Aerospace and automotive from the One Region Plan)
3. Information Technology
4. Transportation & Logistics
5. Construction Trade
6. Hospitality & Tourism (food services, retail)
7. Office Administrative Support

The **Strategy** of the IBST aims to align resources to resolve the workforce skill gaps of local industries thereby enhancing their competitive advantage and producing additional high-skill, high-pay, and high-demand jobs.

To align local resources to achieve the goals, the Integrated Business Service Team will:

- Concentrate efforts on the sector and cluster-based approaches to training a specialized workforce, which will in turn help economic development entities to decide where to focus their

efforts for maximum impact on the economy. The mandatory partners will focus on streamlining career pathways services.

- Continue to educate and provide outreach to business leaders to get the message out that a critical component of a competitive economy is a well-trained workforce.
- Work with county and regional economic development organizations to support targeted industry strategies.
- Services should include outreach to potential customers to inform the community about available programs and services.
- Explore more outreach opportunities to get the word out about SC Works and its partners as a resource.
- Make sure that programs and services are employer-driven, and that actions are aligned with the changing needs of employers and workers. Also, ensure easy access to services for job seekers.
- Continue to foster growth in the supply of skilled workforce prepared for jobs in the region's in-demand industries.
- Foster growth and increase the supply of skilled workforce prepared for jobs in the targeted sectors using an integrated career pathway process – Diversified Manufacturing, Healthcare, Information Technology, Transportation and Logistics, Construction Trades, and Hospitality and Tourism.
- Promote preparation of job seekers and workers for actual growth jobs.
- Strengthen the collaboration between providers of adult education programs and employers.
- Embed soft skills and employability skills into work readiness training programs.
- Develop and maintain a workforce that is equipped with a work ethic, foundational academic skills, and specific occupational skills that fit the emerging needs of local employers.
- Business Driven - targeting business and industry to determine services, service delivery, and the most effective allocation of resources.

Monitor workforce demand and supply needs of the Trident area and respond with services as dictated by employers and the community.

Resource Availability

Customized Recruiting and Screening Services

- ❖ **Advertise Job Openings:** Provide employers with the opportunity to post employment opportunities throughout the Workforce system.
- ❖ **Provide Access to Space:** Provide or secure space for businesses to interview candidates, hold recruiting events, conduct informational meetings, etc.
- ❖ **Customized Recruitments:** Provide employers with an in-person opportunity to inform job seekers (screened and/or unscreened) about available job openings within their organization;
- ❖ **Customized Screening of Applicants:** Thoroughly screen job seekers (based on employer skill requirements) and prepare them for interviews, saving businesses time and increasing the likelihood that businesses will return for more candidates in the future;

- ❖ **Conduct Job Fairs:** Offer multiple employers the opportunity to meet WIOA enrolled and non-enrolled job seekers. The IBST may assign One-Stops to participate in The Partnership-led job fairs and or hiring activities.

Information and Technical Assistance

- ❖ **Provide Workforce Education:** Educate businesses about services available through IBST Partnership agencies, and how to access these services. In particular, this includes providing businesses in relevant industries with information from and linkages to services at the Sector Centers;
- ❖ **Advice on Workforce Issues:** Providing information services to businesses on a variety of workforce topics, including workforce-related and economic development tax incentives; unemployment insurance; labor market statistics; and other workforce-related information identified as providing value to businesses;
- ❖ **Provide Layoff Aversion, Downsizing Services, and Outplacement:** Work with employers making layoffs, and with employees being laid off, to create re-employment plans. Dislocated Worker delegate agencies will provide these services directly. Rapid response services are coordinated and conducted by The Partnership, which may engage any Dislocated Worker agency to participate in employer onsite layoff workshops;
- ❖ **Provide Human Resource Consultation:** Assistance with writing and/or reviewing job descriptions, and orientations for new workers, analyzing employee turnover, and customized labor market data.

Employer Development Services

- ❖ Educate businesses on various training offerings available throughout the South Coast and Trident Region.
- ❖ Develop and deliver Incumbent worker training programs to up-skill existing employees.
- ❖ Provide retention services.
- ❖ Work with employers to design strategies and provide the support that helps employees stay on the job or advance after placement.

MARKETING AND OUTREACH

The Trident IBST Marketing Plan aims to reach job seekers and employer customers throughout Charleston, Dorchester, and Berkeley Counties through a variety of print and digital media. The goal is to reach targeted populations with information that is understandable and relevant. IBST works in conjunction with the TWDB marketing approach to make the public aware of the services offered through the SC Works Centers and System. All IBST members are responsible for marketing and IBST info.

- Print Materials targeted to Job seekers and Employers
- Social media outlets including Facebook and Twitter
- Regular press releases and partnerships with local media

- Regular community outreach to employers and job seekers via presentations to local business groups and partnering agencies
- Use of any available outlet/media opportunities

In addition to more traditional means of media outreach, we encourage IBST members to become active members of the community. Our leaders and staff are involved in local organizations and promote services through relationships with our partners and other community organizations and events. IBST also works closely with the TWIDB and our Partners to plan and execute job fairs, career information sessions, community resource fairs, and other events that provide an opportunity for us to get the word out about our services. Our customers talk to their friends and family about their experiences in our programs, a habit that must be promoted. When someone has a positive experience, we want that life-changing moment to be shared with as many people as possible. Word-of-mouth is perhaps the cost-effective and often most effective marketing/outreach strategy. To ensure the IBST continues to reinforce word-of-mouth outreach, the concept will be reinforced at partner meetings and other appropriate settings.

The overall success of the outreach plan will be measured by increased traffic to the comprehensive SC Works Center, increased awareness of services via requests for services, and partners meeting or exceeding their enrollment goals during the program year.

An annual review and reflection will be conducted by partners to identify the strengths and weaknesses of the plan. If changes are needed, the group as a whole, with input and direction from stakeholders, will decide the best course of action and then work together to ensure the completion of all changes.

PERFORMANCE OUTCOMES

Performance Accountability

The WIOA core programs provide data for federal reporting on the common indicators of performance required by section 116(b) of WIOA:

1. Employment in the 2nd quarter after program exit;
2. Education or training, or employment 2nd quarter after program exit (youth);
3. Employment in the 4th quarter after program exit;
4. Education or training, or employment 4th quarter after program exit (youth);
5. Median earnings in the 2nd quarter after program exit;
6. Postsecondary credential attainment during program participation or within 1 year after program exit or secondary school diploma or equivalent;
7. Measurable skill gains; and
8. Effectiveness in serving employers.

Trident Program Year 2023 and 2024 WIOA Finalized Negotiated Performance Goals

| WIOA TITLE I – ADULT | Program Year 2024 Goal | Program Year 2025 Goal |
|--|-------------------------------|-------------------------------|
| Employment Rate 2 nd Quarter After Exit | 79.5% | 79.5% |
| Employment Rate 4 th Quarter After Exit | 78.4% | 78.4% |
| Median Earnings in the 2 nd Quarter After Exit | \$8,003 | \$8,003 |
| Credential Attainment Rate | 73.8% | 73.8% |
| Measurable Skill Gains | 66.3% | 66.3% |
| WIOA TITLE I – DISLOCATED WORKER | | |
| | Program Year 2024 Goal | Program Year 2025 Goal |
| Employment Rate 2 nd Quarter After Exit | 84.8% | 84.8% |
| Employment Rate 4 th Quarter After Exit | 81.9% | 81.9% |
| Median Earnings in the 2 nd Quarter After Exit | \$8,745 | \$8,745 |
| Credential Attainment Rate | 74.1% | 74.1% |
| Measurable Skill Gains | 74.1% | 74.1% |
| WIOA TITLE I – YOUTH | | |
| | Program Year 2024 Goal | Program Year 2025 Goal |
| Education or Training Activities or Employment in the 2 nd Quarter After Exit | 81.6% | 81.6% |
| Education or Training Activities or Employment in the 4 th Quarter After Exit | 81.4% | 81.4% |
| Median Earnings in the 2 nd Quarter After Exit | \$5,574 | \$5,574 |
| Credential Attainment Rate | 61.0% | 61.0% |
| Measurable Skill Gains | 62.5% | 62.5% |

New measures proposed by partners during the creation of this plan include goals regarding the number of individuals placed into training by all partners, establishing a baseline of employers using the IBST team each year, and establishing a baseline of employers being satisfied with the IBST team each year. Each of these will be evaluated and those deemed helpful and appropriate will be used to establish a baseline.

Each entity within the IBST has measures and goals designed to evaluate the overall success of its organization. Many of the partners co-located in the center offer re-employment services to assist those who are unemployed; thus, measuring the number of individuals becoming employed each month is paramount.

Non-performance of the overall system may result in several immediate or long-term actions. First and foremost, if the system as a whole begins to be non-responsive, the IBST is obligated to take corrective action immediately. If it continues, more action may be prescribed.

The success of the IBST is critical to the overall success of the region, and therefore, if non-performance of standards occurs there, the TWDB and administrative entity will take decisive action to ensure positive outcomes. However, if a partner agency begins showing signs of non-performance, action prescribed in existing MOUs, RSAs, or other contracts will be followed.

CUSTOMER FEEDBACK

Brazen Virtual Events – The employer survey is emailed to the employer by the Brazen software after a Virtual Event is completed. SC Works staff can obtain an Employer Survey report within Brazen.

In-Person Events – Employers are provided a QR code by SC Works staff at each event. The data is obtained through MS Forms by SC Works staff and stored on the SC Works network.

The Lead Business Services Coordinator for WIOA sends out a business satisfaction survey to each employer that receives business services.

Each Integrated Business Service Team member will provide their agency's method of customer feedback and the outcomes such as the number sent and the number received. Also, the partners will provide any resolution for improvements as a result of the survey feedback.

The survey results will be an ongoing agenda item of discussion. The surveys will be used as a tool to make improvements in Business Services Satisfaction.