

SC WORKS TRIDENT

COMBINED CENTER OPERATIONS & BUSINESS ENGAGEMENT PLAN

PROGRAM YEAR 2026-2027

BERKELEY
CHARLESTON
DORCHESTER



CONNECTING
TALENT



SUPPORTING
BUSINESS



BUILDING
CAREERS AND
SKILLS



INVESTING
IN
EDUCATION



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OUR
COMMUNITY

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Combined Center Operations and Business Engagement Plan

PY 2026 | Berkeley, Charleston, and Dorchester Counties

Executive Summary

The SC Works Trident Combined Center Operations and Business Engagement Plan establishes a coordinated approach to serving job seekers and employers throughout Berkeley, Charleston, and Dorchester counties. It guides the operation of the comprehensive and affiliate centers, defines shared responsibilities, and aligns partner services with the workforce needs of the region.

Eckerd Workforce Development, as the One-Stop Operator, coordinates daily center operations, customer access, facility needs, and partner communication. Each partner agency remains responsible for its staff, program eligibility, funding decisions, and reporting requirements. Together, the Operator and partners work to provide accessible, responsive services and effective referrals that connect customers with employment, education, training, and supportive resources.

The Integrated Business Services Team (IBST) supports this work by coordinating employer outreach, recruitment, and workforce solutions. Employer engagement informs service delivery and helps connect job seekers with opportunities that reflect local hiring needs.

The plan also establishes expectations for service quality, performance accountability, and continuous improvement. Center activity, referral outcomes, employer engagement, customer feedback, and program results will guide management decisions and improvements to the SC Works Trident system.

Priority	Expected operating result
Customer access	Job seekers can identify and reach the appropriate service, including accommodations and language assistance.
Partner coordination	Staff understand available services, make informed referrals, and resolve service gaps across agencies.
Employer engagement	IBST partners coordinate outreach and recruitment around employer needs and priority industries.
Accountability	Responsible partners review results, document improvements, and address unresolved concerns.

Business Overview

Governance and Oversight

The SC Works Trident system provides employment services and training opportunities to employers and job seekers consistent with the vision and mission of the Trident Workforce Development Board. BCDCOG serves as the administrative entity and fiscal agent. The Board establishes regional priorities and oversight expectations; BCDCOG administers applicable funding, agreements, and contract requirements.

Board Vision and Mission

Vision: To have a fully employed, skilled workforce.

Mission: To connect job seekers with employers to promote financial stability and economic growth throughout the Trident Region.

Core Values

- Service to the Community – We are committed to strengthening our communities through meaningful workforce development opportunities and services.
- Commitment to the Strategic Plan – We remain focused on achieving the goals and priorities established by the Board.
- Knowledge and Continuous Learning – We promote informed decision-making through ongoing education, training, and professional development for Board members.
- Responsiveness – We respond promptly and effectively to the needs of job seekers, employers, partners, and the communities we serve.
- Excellence – We strive for high standards, continuous improvement, and quality in all aspects of our work.
- Exceptional Customer Service – We are committed to providing respectful, accessible, and customer-focused service.
- Good Stewardship – We responsibly manage public resources and remain accountable for the outcomes of our investments.
- Partnership and Collaboration – We foster and strengthen relationships with employers, community organizations, education and training providers, and other workforce partners.

Business Model

The SC Works Trident workforce service model connects job seekers, workers, employers, and partner programs through an integrated regional delivery system. For individuals, the model supports access to employment, career advancement, education, training, and supportive services that contribute to economic self-sufficiency. For employers, it provides coordinated recruiting, screening, labor-market information, training, retention, and workforce-planning assistance. Shared procedures, referrals, data, and partner coordination are used to reduce duplication, improve access, control costs, and strengthen customer outcomes.

Management Philosophy

Staff and partner expertise are central to the effectiveness of the workforce system. Managers will communicate service expectations, provide practical training, and address barriers that prevent staff from serving customers well. Quality is measured through the customer experience, timely access to services, documented outcomes, and responsible use of resources.

Management and Organization Structure

Eckerd Workforce Development serves as the One-Stop Operator. The One-Stop Manager coordinates daily center operations and provides functional oversight of shared activities. Partner agencies retain authority over their employees, program decisions, and agency performance requirements.

Entity	System responsibility	Coordination and accountability
Trident Workforce Development Board	Policy direction and regional priorities	Oversight through Board and committee processes
BCDCOG	Administration, fiscal coordination, monitoring	Communicates requirements and addresses contract or policy concerns
Eckerd One-Stop Operator	Center operations and partner coordination	One-Stop Manager coordinates shared activities and escalates unresolved issues
Program and partner managers	Agency staffing and program services	Manage eligibility, casework, funding, personnel, and agency reporting
Integrated Business Services Team	Coordinated employer services	Aligns outreach, recruitment, training connections, and employer follow-up

Center Network

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

Communication Flow

The Trident Workforce Development Board and BCDCOG communicate policy direction and oversight expectations to the One-Stop Operator through committee meetings, management meetings, written guidance, and direct communication. The Operator communicates applicable guidance and operational updates to center staff and partner managers through staff and partner meetings, written procedures, and email. Urgent operational concerns are promptly escalated to BCDCOG, while matters requiring Board review or action are referred through the established committee and Board processes.

Staff Development and Training

The One-Stop Manager will coordinate cross-training to ensure staff understand partner programs and services, recognize customer needs, and make appropriate referrals. A staff development matrix will track completed training, refresher needs, and opportunities for additional training or certification. Partner presentations will be included in partner and Integrated Business Services Team (IBST) meetings to keep staff informed about available services and referral procedures.

The SC Works Learning Management System (LMS) is used for staff and partner training. All partner staff are expected to complete the required LMS training. The One-Stop Manager will track completion, while partner managers will coordinate their staff's participation. New staff will receive orientation covering their assigned responsibilities, customer service standards, referral procedures, confidentiality, accessibility, and center safety protocols.

Training	Purpose	Evidence to maintain
Staff and partner LMS training and customer service	Prepare staff and partners to provide consistent, respectful service	Completion record and identified refresher needs
Partner programs and referrals	Accurate navigation and coordinated services	Partner presentations and referral guidance
Accessibility and language assistance	Appropriate accommodations and service access	Training attendance and assistance procedures
Privacy and information security	Secure handling of customer information	Orientation and agency policy acknowledgment
Safety and emergency response	Prepared staff and clear response procedures	Hire or assignment training and annual refresher records

Training Effectiveness and Staff Support

The One-Stop Manager and partner managers will use customer feedback, referral concerns, and quality reviews to identify training needs and evaluate training effectiveness. Training will reinforce staff's ability to explain services, document referrals, protect confidential information, and respond to customer needs. Partner managers will provide individual coaching and additional support to their staff as needed.

Center Accessibility and Maintenance

The Operator will coordinate with BCDCOG, SCDEW equal opportunity staff, and partners serving priority populations to review physical and programmatic access. Accessibility is an ongoing operating responsibility; identified barriers will be documented, assigned for resolution, and followed through to completion.

Accessibility reviews are completed annually by April 30. BCDCOG and SCDEW support monitoring, while the Operator coordinates center follow-up and partner communication.

Operating area	Required practice	Follow through
Physical access	Accessible routes, restrooms, parking, signage, and customer areas	Review barriers with appropriate facility and accessibility contacts
Program access	Assistive technology, usable materials, and private discussion space	Check availability and help customers access needed supports
Language assistance	Language identification cards and interpreter procedures	Connect customers to assistance under the LEP plan
Public materials	Current partner information and required EO and auxiliary aids statements	Refresh lobby, resource room, website, and event materials
Facility and equipment	Clean spaces and functioning customer equipment	Coordinate cleaning, report concerns, and track repairs

Customer Resources

Resource areas provide access to computers, high-speed internet, telephones, printers, copiers, and other available job-search tools. Centers provide or arrange private discussion space and suitable meeting space. Staff explain equipment access and help customers use resources appropriate to their needs.

Confidentiality

Confidential customer information is protected through secure storage, appropriate access restrictions, and agency procedures. Sensitive hard-copy information is maintained separately in locked storage as applicable. Staff share only the information necessary and authorized to coordinate services.

Communication and State Guidance

Issue Resolution

Program and personnel concerns are first addressed by the responsible partner agency's supervisor. The One-Stop Manager coordinates the resolution of concerns affecting shared center operations or the customer experience, involving partner managers as appropriate. Formal personnel actions remain the responsibility of the employer of record. Staff will document concerns objectively and maintain the confidentiality of personnel and customer information.

Issue	Initial response	Escalation
Customer service concern	Staff member and agency supervisor clarify the concern and document the response	One-Stop Manager coordinates unresolved center concerns
Program or eligibility concern	Responsible partner manager reviews applicable program requirements	BCDCOG or other designated authority as required
Facility or shared service concern	One-Stop Manager coordinates immediate operating response	BCDCOG and appropriate facility contact
Personnel or conduct concern	Employer of record follows its personnel procedures	Agency management retains disciplinary authority
Equal opportunity complaint	Refer through the designated EO process	BCDCOG EO contact and applicable complaint procedures

Guidance and Operating Procedures

BCDCOG leadership, the Performance Coordinator, or the One-Stop Manager distributes state and local guidance to partner managers and center staff. Managers explain changes that affect service delivery and ensure staff use the current procedures. The Operator reviews operating protocols annually and updates them when requirements or practices change.

Shared Scheduling and Decisions

The Operator maintains a unified monthly calendar of workshops, partner activities, and hiring events. Staff use shared event and room calendars to give customers accurate information. Partner managers determine their agency staffing; the Operator coordinates shared space, scheduling, customer routing, and system communication within program requirements.

Customer Access and Flow of Services

Customers should reach the services they need with clear guidance and coordinated assistance. Front-line staff greet customers, identify the purpose of the visit, explain available services, and help with SCWOS Greeter or other approved sign-in practices. Accommodation and language-assistance needs are addressed during navigation.

Stage	Customer experience	Staff action
1 Welcome and identify needs	Customer explains the reason for the visit	Greet, assist with sign-in, and identify immediate access needs
2 Connect to services	Customer understands available options	Explain the service menu and identify the appropriate partner
3 Assess and plan	Customer receives program-specific assistance	Partner assesses needs and eligibility and plans services
4 Deliver and coordinate	Customer receives services and needed referrals	Coordinate career, training, employer, and supportive services
5 Follow through and improve	Customer can clarify next steps and give feedback	Review referral progress, provide applicable follow-up, and collect feedback

Referrals and Access to Partners

Front-line and partner staff maintain current knowledge of services, eligibility requirements, partner contacts, and service locations. Referrals are coordinated through SCWOS and other approved agency processes. Staff explain the referral purpose and next steps, and coordinate with the receiving partner when additional assistance is needed.

A referral does not guarantee enrollment or funding. The receiving agency determines eligibility and service availability. Staff should identify unresolved access barriers and bring recurring referral problems to partner meetings for resolution. The service directory in Appendix B supports informed customer routing.

Multiple Access Options

Services are accessed through the comprehensive center, affiliate centers, partner locations, and available remote methods. Onsite and offsite arrangements should be clearly communicated. Center calendars, lobby information, partner materials, and the SC Works Trident website support customer navigation.

Service Strategy and Customer Services

SC Works partners coordinate career, education, training, disability, and supportive services to help customers obtain and retain employment. The Operator coordinates the delivery system; responsible program providers deliver services under applicable requirements, eligibility rules, and funding availability.

Service category	Available assistance	Delivery responsibility
Basic career services	Orientation, initial assessment, job search, labor exchange, labor market information, referrals, training-provider information, and information about supportive services or unemployment compensation	SC Works partners within their program authority
Individualized career services	Comprehensive assessment, employment planning, counseling, career planning, work readiness, financial literacy, work experience, and related services	Responsible program provider based on assessed need and applicable requirements
Training and education	Occupational skills training, adult education, integrated education and training, and work-based learning	Eligible programs and providers subject to approval and funding
Supportive services	Connections to transportation, childcare, benefits, and other resources that address employment barriers	Partner agencies according to eligibility and available resources
Follow-up services	Employment retention and workplace counseling or other applicable support	Responsible program provider under applicable program requirements

Service Coordination

Staff connect customer goals with realistic job opportunities and training pathways. Services may involve multiple partners, but eligibility and case management remain with the responsible agencies. Career planning should reflect customer choice, assessed barriers, available resources, and employer demand.

Customer-facing resources include resume assistance, internet job searches, job listings, career readiness workshops, hiring events, testing where available, and assistance connecting to unemployment services. Staff explain which services are directly available and which require a partner referral or appointment.

Financial Coordination and Center Safety

Infrastructure and Shared Costs

BCDCOG and partners maintain the applicable Memorandum of Understanding, Infrastructure Funding Agreement, and cost allocation arrangements. Partner contributions reflect the approved method for allocating shared system costs and benefits. Fiscal decisions, invoicing, and changes to shared costs follow the governing agreements and applicable requirements.

The Operator coordinates facility and resource needs with BCDCOG and partners, identifies opportunities to use space efficiently, and raises cost or capacity concerns through management meetings. Any proposed additional partner space arrangements must align with customer needs and approved agreements.

Security and Emergency Preparedness

The Operator coordinates center safety procedures and ensures staff know how to report incidents, obtain emergency assistance, and follow facility response plans. All staff working in the centers receive safety training upon hire or assignment and at least annually. Agency managers reinforce applicable privacy and information-security procedures.

Response area	Staff preparation
Emergency response	Fire, evacuation, bomb threats, medical emergencies, and other facility emergencies
Personal safety	Workplace violence, incident reporting, and procedures for requesting assistance
Customer information	PII safeguards, secure storage, authorized access, and IT security
Health and facility conditions	Current approved health precautions, facility concerns, and communication of operating changes

Operating Continuity

When a facility condition or emergency affects services, the Operator coordinates with BCDCOG and partner managers on the operating response, customer communication, and available alternative service arrangements. Staff follow approved emergency instructions and document incidents through the appropriate reporting process.

Trident Business Engagement Plan

The business engagement strategy links the regional center network and partner programs to employer workforce needs. The following sections establish the IBST mission, priority sectors, service approach, outreach methods, and accountability practices.

Integrated Business Services Team

The Trident Integrated Business Services Team (IBST) is a collaborative, cross-agency team dedicated to providing coordinated workforce solutions to businesses throughout the Trident Region. The team includes the SC Works Program Manager, WIOA Workforce Development Specialists, SC Department of Employment and Workforce (DEW) Business Consultants, Wagner-Peyser Recruitment Specialists, and Business Services Representatives from SC Works partner agencies, including the South Carolina Vocational Rehabilitation Department (SCVRD), Adult Education, Commission for the Blind, Department of Social Services (DSS), and other workforce and community partners.

The IBST draws on partner expertise, resources, and employer relationships to provide coordinated business services. Team members align outreach, recruitment, job fairs, hiring events, and workforce initiatives so employers receive timely support.

Business Services staff are responsible for developing and maintaining strong relationships with employers, industry associations, chambers of commerce, civic organizations, community-based organizations, educational institutions, nonprofit organizations, and other key stakeholders. These relationships provide valuable insight into current and emerging workforce needs while increasing employer awareness of the programs, services, and resources available through the workforce system.

The IBST will engage required and community partners to align employer demand, workforce services, and job seeker needs. Shared planning and accountability will help reduce duplication, use resources efficiently, and identify opportunities for collaboration.

A strong and responsive workforce is essential to business growth and long-term economic development. The IBST will support regional economic competitiveness by connecting businesses with qualified talent, helping individuals obtain and retain employment, addressing skill gaps, and developing workforce strategies that respond directly to the needs of in-demand industries and occupations.

Mission

The mission of the Trident Integrated Business Services Team is to strengthen employer engagement and develop a skilled, qualified, and workforce-ready talent pool that responds directly to the needs of businesses throughout the Trident Region.

The IBST will build relationships with the business community through partnerships and ongoing collaboration. The team will maintain a visible presence and engage business leaders in discussions about their workforce needs.

Goals

The IBST will pursue the following goals:

- Connect individuals to employment opportunities that provide career advancement, economic self-sufficiency, and long-term employment retention.
- Address employer skill gaps by aligning workforce services, training, recruitment, and talent development strategies with in-demand industries and occupations.
- Operate as a coordinated, seamless business services team by aligning partner resources, streamlining employer engagement, and providing businesses with a consistent workforce system experience.
- Develop and strengthen industry sector partnerships that bring employers, workforce organizations, education and training providers, economic development organizations, and community partners together to identify and implement solutions to shared workforce challenges.
- Increase employer awareness and utilization of workforce services through intentional outreach, education, and ongoing communication with business leaders and industry stakeholders.
- Strengthen the regional workforce system by improving coordination, maximizing partner resources, reducing duplication, and developing effective and sustainable workforce strategies.
- Expand business outreach and engagement through targeted employer engagement strategies, industry-focused initiatives, recruitment activities, and partnerships that increase the workforce system's visibility and responsiveness within the business community.
- Use employer and labor market intelligence to guide workforce strategies and ensure services, programs, and partnerships remain aligned with current and emerging business and industry needs.

Target Sectors and Outreach

Regional planning materials identify a diversified employment base and long-term demand for workers across manufacturing, healthcare, technology, transportation, construction, and hospitality. The IBST will use employer feedback and current labor market information to validate priorities and focus outreach throughout the program year.

Occupational Demand and Emerging Workforce Needs

Regional analyses identify occupational needs across healthcare, technology, transportation, education, hospitality, skilled trades, and management. The occupational groups below provide a starting point for employer discussions; outreach priorities will be refined using current labor market information and employer feedback.

- Healthcare Practitioners and Technical Occupations
- Healthcare Support Occupations
- Computer and Mathematical Occupations
- Transportation and Material Moving Occupations
- Education, Training, and Library Occupations
- Food Preparation and Serving Related Occupations
- Installation, Maintenance, and Repair Occupations
- Protective Service Occupations
- Management Occupations
- Arts, Design, Entertainment, Sports, and Media Occupations

Priority Industry Sectors

Based on regional labor market information, economic development priorities, employer demand, and projected occupational growth, the Trident IBST will prioritize industry sectors where coordinated workforce investment can have the greatest impact.

Priority sector	Industry and workforce focus
Healthcare and Social Assistance	Healthcare and life sciences
Manufacturing	Aerospace, automotive, and other manufacturing
Information Technology	Technology occupations and employer skill needs
Transportation and Logistics	Movement of goods and workforce pipelines
Construction Trades	Skilled trades and related workforce needs
Hospitality and Tourism	Hospitality, food services, and retail
Office and Administrative Support	Administrative roles across industries

These priority sectors reflect the intersection of regional employment, projected job growth, employer demand, economic development priorities, and opportunities to address existing and emerging talent shortages. The priority sectors will serve as a framework for employer engagement, workforce development, training investments, recruitment activities, sector partnerships, and other business services.

IBST Workforce Development Strategy

The Trident IBST will align workforce resources with industry needs to address skill gaps, strengthen employer competitiveness, expand career opportunities, and support the creation and retention of high-skill, high-demand, and high-wage jobs.

The IBST will use a business-driven, sector-based approach to workforce development. Employer feedback, labor market information, economic development priorities, and workforce data will inform the allocation of resources and the design and delivery of services.

To align regional resources with employer and workforce needs, the IBST will:

- Prioritize sector- and cluster-based workforce strategies that support the development of specialized talent pipelines aligned with the needs of targeted industries.
- Strengthen career pathways by coordinating the efforts of mandatory partners, education and training providers, employers, and community organizations.
- Increase employer awareness of workforce services through intentional outreach, education, and relationship-building with business leaders.
- Collaborate with county and regional economic development organizations to support targeted industry strategies and regional economic development initiatives.
- Expand community outreach to increase awareness of SC Works, its partners, and available workforce programs and services.
- Ensure workforce services remain employer-driven, responsive to changing labor market conditions, and accessible to both businesses and job seekers.
- Develop and strengthen talent pipelines for the region's priority industries and occupations through integrated career pathway strategies.
- Prepare job seekers and incumbent workers for actual and projected growth occupations through training, work-based learning, recruitment, and other workforce solutions.
- Strengthen collaboration between adult education providers and employers to address foundational skills, career readiness, and occupational training needs.
- Integrate employability and soft skills into workforce preparation activities to improve job readiness, placement, and retention.
- Support development of a workforce equipped with foundational academic skills, employability skills, work ethic, and industry-specific occupational competencies that align with current and emerging employer needs.

Business-Driven Approach

The IBST will maintain a business-driven approach to workforce development by engaging employers and industry partners to identify workforce challenges, determine appropriate services, and guide the allocation of resources.

The team will continuously monitor workforce supply and demand throughout the Trident Region and use employer and community input, labor market information, and industry trends to adjust services and strategies as needed.

Business Services Available to Employers

The IBST will provide a coordinated range of workforce services designed to help businesses recruit, develop, and retain talent. Services will be delivered through SC Works and its partner agencies and may be customized based on employer needs.

Customized Recruiting and Screening Services

Job Posting and Recruitment Support

Employers may receive assistance advertising job openings throughout the workforce system and connecting with qualified candidates.

Recruitment Space

The IBST can provide or secure space for employers to conduct interviews, recruitment events, informational sessions, and other hiring activities.

Customized Recruitment Events

The IBST can coordinate customized recruitment activities that provide employers with opportunities to present their organization, explain available positions, and connect directly with job seekers.

Applicant Screening

Business Services staff can assist with screening candidates based on employer-defined qualifications and skill requirements, helping employers reduce recruitment time and connect with candidates who are better aligned with available positions.

Job Fairs and Hiring Events

The IBST will coordinate and participate in job fairs, hiring events, and other recruitment activities that connect employers with WIOA-enrolled and non-enrolled job seekers. SC Works partner staff may participate in coordinated hiring activities as appropriate.

Workforce Information and Technical Assistance

Workforce Education and Navigation

The IBST will educate employers about available workforce programs, services, and resources offered through SC Works and its partner agencies and provide connections to appropriate services.

Workforce and Labor Market Information

Employers may receive information related to labor market conditions, workforce trends, economic development and workforce-related incentives, unemployment insurance, occupational demand, and other workforce topics relevant to business decision-making.

Layoff Aversion, Rapid Response, and Outplacement Support

The IBST and appropriate workforce partners will assist employers and workers affected by layoffs or downsizing by coordinating re-employment resources, transition services, and other workforce support. Rapid Response activities will be coordinated through the appropriate workforce system partners.

Human Resources and Workforce Consultation

The IBST may provide or coordinate technical assistance related to job descriptions, employee orientations, workforce trends, employee turnover, and customized labor market information.

Employer Development and Employee Training Services

Training Resources

The IBST will connect employers with available workforce training programs and funding opportunities throughout the Trident Region and broader workforce system.

Incumbent Worker Training

When appropriate and funding is available, the IBST will work with employers to develop and deliver training designed to upgrade the skills of existing employees and support employee advancement.

Employee Retention Services

The IBST will work with employers to identify strategies and workforce resources that support employee retention, career advancement, and long-term employment success.

Employer-Specific Workforce Solutions

The IBST will develop customized strategies with employers when appropriate to address recruitment challenges, skill gaps, employee development, retention, and other workforce needs.

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Marketing and Outreach Strategy

The Trident IBST will coordinate marketing and outreach to increase awareness and use of SC Works services among employers, job seekers, community organizations, and workforce partners throughout Berkeley, Charleston, and Dorchester counties.

The marketing strategy will support the goals of the Trident Workforce Development Board (TWDB) and will promote the SC Works system as a comprehensive resource for workforce development, recruitment, training, career services, and employer support. Messaging will be accessible, relevant, and tailored to the needs of specific audiences, with particular emphasis on the region's priority industries and populations.

Marketing and outreach activities will include:

- **Print and Digital Materials:** Develop and distribute targeted promotional materials for employers, job seekers, community organizations, and partner agencies.
- **Social Media:** Utilize available social media platforms, including Facebook and other appropriate digital channels, to promote workforce services, employment opportunities, hiring events, job fairs, training opportunities, success stories, and other relevant activities.
- **Media Relations:** Coordinate press releases, media announcements, and other opportunities with local and regional media outlets to increase public awareness of SC Works services and workforce initiatives.
- **Employer Outreach:** Conduct ongoing outreach to businesses, industry associations, chambers of commerce, economic development organizations, and other business networks through presentations, meetings, events, and direct engagement.
- **Community Outreach:** Participate in community events, resource fairs, career fairs, informational sessions, civic organization meetings, and other activities that connect the workforce system with job seekers and community members.
- **Partner Outreach:** Work with SC Works partners, educational institutions, community organizations, and nonprofit organizations to expand awareness of workforce programs and services.
- **Digital and Emerging Media Opportunities:** Utilize appropriate websites, newsletters, email campaigns, digital platforms, and other available communication channels to reach targeted audiences.

Community Presence and Relationship-Based Outreach

Effective marketing extends beyond traditional media. IBST members are encouraged to maintain an active presence throughout the community and serve as ambassadors for the SC Works system.

IBST leadership and staff will build awareness of workforce services through participation in local organizations, business associations, civic groups, community organizations, and partner activities. These relationships provide opportunities to identify workforce needs, establish new partnerships, promote available services, and connect employers and job seekers with appropriate resources.

The IBST will also work collaboratively with the TWDB and SC Works partners to plan and execute job fairs, hiring events, career information sessions, community resource fairs, employer forums, and other activities that provide direct opportunities to engage customers and promote workforce services.

Customer Success and Word-of-Mouth Outreach

Positive customer experiences strengthen the IBST's outreach efforts. Employers and job seekers who receive helpful, responsive services can become valuable ambassadors for the workforce system.

The IBST will encourage partners and staff to identify and share customer success stories that demonstrate the impact of workforce programs and services. When appropriate and with the customer's permission, success stories may be incorporated into presentations, social media, newsletters, marketing materials, and other outreach efforts.

Word-of-mouth referrals will be reinforced through partner meetings, staff discussions, employer engagement activities, and other appropriate settings. The objective is to create positive customer experiences that encourage employers, job seekers, and community members to recommend SC Works to others.

Marketing and Outreach Coordination

All IBST members share responsibility for promoting the services, programs, resources, and successes of the SC Works system and its partner agencies. Team members should consistently communicate available services and identify opportunities to connect employers and job seekers with the appropriate workforce partner.

Marketing and outreach activities should be coordinated, whenever possible, to maximize resources, reduce duplication, maintain consistent messaging, and strengthen the visibility of the SC Works system throughout the Trident Region.

Measuring Outreach Effectiveness

The effectiveness of the marketing and outreach strategy will be evaluated using quantitative and qualitative measures. Key indicators may include:

- Increased traffic and customer engagement at comprehensive SC Works Centers and other access points.
- Increased employer inquiries and requests for workforce services.
- Increased job seeker awareness and utilization of available services.
- Increased participation in job fairs, hiring events, career events, and workforce initiatives.
- Increased employer participation in SC Works programs and services.
- Increased referrals from community and workforce partners.
- Increased awareness of SC Works services among targeted industries and community stakeholders.
- Partner progress toward or achievement of established enrollment and participation goals.
- Customer and employer feedback regarding the accessibility, relevance, and effectiveness of workforce services.

The IBST will review outreach activities and results throughout the program year to identify successful strategies, gaps in outreach, and opportunities for improvement.

Annual Review and Continuous Improvement

The IBST will conduct an annual review of its marketing and outreach strategy in collaboration with SC Works partners and other appropriate stakeholders. The review will assess the effectiveness of outreach methods, audience reach, customer engagement, partnership participation, and progress toward established goals.

Based on the results of the review, the IBST may modify communication strategies, outreach methods, target audiences, or partnership activities to ensure the marketing and outreach plan remains responsive to changing workforce and employer needs.

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Performance Outcomes and Accountability

The Trident IBST will support the workforce system's commitment to performance accountability under the Workforce Innovation and Opportunity Act (WIOA). WIOA core programs provide data for federal reporting on the common indicators of performance established under Section 116(b) of WIOA.

The common indicators include:

Employment Rate – 2nd Quarter After Exit: Employment in the second quarter after program exit.

Education, Training, or Employment – 2nd Quarter After Exit (Youth): Education or training, or employment in the second quarter after program exit for applicable youth participants.

Employment Rate – 4th Quarter After Exit: Employment in the fourth quarter after program exit.

Education, Training, or Employment – 4th Quarter After Exit (Youth): Education or training, or employment in the fourth quarter after program exit for applicable youth participants.

Median Earnings – 2nd Quarter After Exit: Median earnings in the second quarter after program exit.

Credential Attainment: Attainment of a recognized postsecondary credential during participation or within one year after program exit, or attainment of a secondary school diploma or its recognized equivalent, as applicable.

Measurable Skill Gains: Progress toward a recognized educational or occupational skill achievement during participation in a program.

Effectiveness in Serving Employers: The workforce system's effectiveness in providing services that meet employer workforce needs.

The IBST will support these outcomes through coordinated employer engagement, recruitment, training, work-based learning, career pathway development, job placement, retention, and other workforce strategies. Business engagement activities should ultimately contribute to improved employment outcomes for job seekers while providing employers with access to a qualified and appropriately skilled workforce.

Each IBST partner maintains measures and performance goals for its own programs and services. Partners will continue to monitor employment outcomes as an important indicator of system effectiveness.

In addition to the WIOA common indicators, IBST partners identified measures to evaluate the effectiveness of integrated business services. The proposed measures below focus on training participation, employer use of services, and employer satisfaction.

Proposed IBST Measures

Measure	Definition to establish	Reporting approach
Individuals placed into training	Partner-supported training starts with a consistent counting method	Establish a baseline before setting a numeric goal
Employers using IBST services	Unique employers receiving services during the year	Agree on deduplication across partners
Employer satisfaction	Survey method, positive rating definition, and response rate	Report responses alongside satisfaction results

The proposed measures will be evaluated during the program year to determine their usefulness, feasibility, and appropriateness for establishing baseline performance. Once sufficient data is

available, appropriate measures may be incorporated into future performance goals and ongoing evaluation.

Corrective Action and Performance Concerns

The IBST will identify performance concerns promptly and coordinate corrective action when the system does not meet established service or performance standards.

If concerns continue after corrective action begins, the TWDB and administrative entity may take further action, as appropriate, to improve system responsiveness and outcomes.

When performance concerns are specific to an individual partner agency, the applicable provisions of existing Memoranda of Understanding (MOUs), Resource Sharing Agreements (RSAs), contracts, or other governing agreements will be followed. Corrective actions will be consistent with the requirements and responsibilities established within those agreements.

Customer Feedback

Customer and employer feedback will inform IBST performance management and continuous improvement. Feedback methods will reflect the type of service or event provided.

Virtual Events

For virtual employer events conducted through Brazen, an employer survey is automatically distributed through the Brazen platform following completion of the event. SC Works staff may access employer survey results and reports through the Brazen system.

In-Person Events

For in-person events, SC Works staff will provide participating employers with a QR code that links to an electronic feedback survey. Survey responses will be collected through Microsoft Forms and maintained on the SC Works network for review and analysis.

Business Services Satisfaction

The Lead Business Services Coordinator for WIOA will distribute a business satisfaction survey to employers receiving business services. The survey will provide an additional mechanism for assessing employer satisfaction with the quality, responsiveness, and effectiveness of services provided by IBST.

Partner Customer Feedback Reporting

Each IBST member will provide information regarding its agency's customer feedback process, including, as applicable:

- The method used to collect customer and employer feedback.
- The number of surveys or feedback requests distributed.
- The number of responses received.
- Key findings and trends identified from the feedback.
- Identified opportunities for improvement.
- Actions or resolutions implemented in response to customer feedback.

Customer feedback results will be reviewed regularly through IBST partner meetings and other appropriate discussions. Findings will guide actions to address service gaps, strengthen engagement, and improve the delivery, coordination, and accessibility of business services.

Implementation and Continuous Improvement

The following action matrix translates the plan into operating responsibilities. It provides a proposed coordination structure for review alongside existing contracts, partner agreements, and required reporting schedules.

Work area	Coordinating lead	Evidence of implementation
Service access and calendar	One-Stop Manager with partner managers	Current service menu, partner schedules, and unified events calendar
Staff development	One-Stop Manager and agency supervisors	Training matrix, SC Works LMS completion records, and refresher needs
Referral coordination	Partner managers and front-line staff	Referral guidance and resolution of recurring access barriers
Facility and accessibility	Operator with BCDCOG and appropriate partners	Review findings and documented resolution of barriers
Employer engagement	IBST and designated employer-service leads	Coordinated outreach, service activity, and employer follow-up
Performance review	BCDCOG and responsible program partners	Current approved targets, results, and action plans
Customer feedback	Operator, IBST, and partner survey leads	Response counts, findings, actions, and follow-through

Improvement Cycle

Review results and feedback → identify a service gap → assign an action and responsible partner → implement the change → verify results at the next review. The Operator and IBST use this cycle to address operational and employer-service concerns. Agency-specific deficiencies are handled under the applicable MOU, contract, or other agreement.

Annual Plan Review

The Operator, BCDCOG, and partners review the plan annually and when major operating changes occur. Review includes center access, partner coordination, employer demand, outreach effectiveness, customer feedback, and performance. Approved changes are communicated to staff and incorporated into current procedures and training.

Appendix A Partner Organization and Staff Roster

The roster identifies the organizations supporting the center network and their principal functions. Agency staffing and personnel authority remain with each employer.

Organization	Primary function	Staff and contacts
BCD COUNCIL OF GOVERNMENTS	Administrative Entity of WIOA/SC Works Trident	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 Abby Young, Administrative Assistant
Eckerd Workforce Development Operations Team	One-Stop Operator	La'Verne Wood, One-Stop Manager Freda Holback, Workforce Operations Assistant Deidre Smalls, Regional Manager
Ross Innovation Employment Services (Ross IES) Program Team	WIOA – Adult and Dislocated Workers and Youth Service	Anna Cumberledge, Regional Director Brent LaPlante, Project Director Youth Program Manager (1) Youth Career Coach (1) Adult/DW/Youth Career Coaches (4) Instructor (1) Eligibility Specialist (1)

Organization	Primary function	Staff and contacts
SC DEW	Wagner-Peyser – Job Seeker Services and Business Services Veteran Services Unemployment Insurance Migrant/Seasonal Workers	Wendy Courson, Trident Regional Manager Business Consultants (2) Veteran Business Consultants (2) Workforce Consultants (2) Veteran Workforce Consultants (4) Workforce Specialists (5) Adam Wagoner, Deputy Director, Employment Services Senior Business Services Manager (1) Robert Lahmon, Senior Business Services Manager Senior Business Services Consultant (1) Kimberly Burke, Employment Solutions Manager Business and Economic Development Coordinator (1) Gabriella Chavez, Employment Services Agribusiness Coordinator Agricultural Outreach Coordinator (1) Brandon Palmer, UI HUB Manager RESEA
Charleston Adult Education	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	Susan Friedrich, Director Marie Morgan, Lead Instructor/ College and Career Services MaryEllen Devore, GED Testing Center/College and Career Navigator
DORCHESTER ADULT EDUCATION	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	Wramie Spafford, Director Tonya Hall, College and Career Navigator Renee Rivers, Program Coordinator

Organization	Primary function	Staff and contacts
Berkeley Adult Education	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	Alicia Pressley, Director of Adult Education Leah Simmons, Coordinator of Adult Education April Dennis, Administrative Assistant
TRIDENT LITERACY ASSOCIATION	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	Claire Hass, Executive Director Caroline McKinney, ESL Director/Family Literacy Coordinator Troy Cole, Education Director Holland Clayton, Director of Career Pathways
SC COMMISSION FOR THE BLIND	Assist eligible individuals who are blind or have visual impairments (consumers) to obtain, maintain, or regain competitive integrated employment. Services may include counseling and guidance, educational opportunities, vocational training, and assistive technology to prepare for career opportunities.	Cathy Duncan, Region IV Director Leonard Moore, Vocational Rehabilitation Counselor (Charleston)
SC Vocational Rehabilitation-Charleston	Reemployment and training services for individuals with disabilities	Wanda Murray SC VR Area Supervisor (Charleston Counties) Ingrid Davis, Business Service Representative Frank Williams, VR Counselor
SC Vocational Rehabilitation-Berkeley-Dorchester	Reemployment and training services for individuals with disabilities	Pat Gilliard, Area Manager Lacarma Browley, (Dorchester) Counselor Qualaundra Patterson Counselor Kevin Clemmons, Business Service Representative

Organization	Primary function	Staff and contacts
SC Department of Social Services	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	Tamara James, Director, Division of Employment Services Sandra Goodman, WIOA Program Manager Division of Employment Services Shanna Hickmon, Family Success Coach Team Leader Charlene Simpson, SNAP E&T Coordinator Workforce Consultant Trident Region (2) Family Success Coach Trident Region (7)
Trident Technical College	Assists adults in entry or re-entry to secondary and postsecondary education programs. Help adults explore what occupation to follow or consider.	Kathleen Roukous, Director of Recruiting Susan Martin, Education Opportunity Center Jean Brooks, Workforce Military Recruiter
Palmetto Goodwill (SCSEP)	Senior Community Service Employment Program Skills upgrading Paid work experience	Tara Marshall, Senior Program Manager-SCSEP Danielle Smith- Success Coach
PALMETTO COMMUNITY ACTION PARTNERSHIP (Palmetto CAP)	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	Sheila Gibbs, VP, Community Services Director Alonda Thomas, Manager of Outreach Lashea Coney, Employment and Education Director
JOB CORPS	Job development, placement, and career counseling - Youth Resident job training programs - Youth	Kevin Deininger, OA/Career Transition Specialist

Appendix B Partner Service Directory

Use this directory to support customer navigation and partner referrals. Partner agencies determine eligibility and confirm available services and service locations.

Partner	Primary services	Customer groups
BCD Council of Governments	Assists local governments with local and regional planning and provides planning and technical support to improve quality of life in the tri-county region.	Job Seekers: Berkeley, Charleston, and Dorchester residents. Businesses: SC Businesses and industries
SC DEW	Wagner-Peyser – Job Seeker Services and Business Services; Veteran Services; Unemployment Insurance; Migrant/Seasonal Workers	Job Seekers: Individuals unemployed, underemployed, long-term unemployed, Veterans Business: All businesses looking to employ and retain workers
Ross IES	WIOA Youth career, education, work experience, and training services	Job seekers: Eligible youth under applicable WIOA requirements. Businesses: Employers supporting work experience, OJT, job shadowing, and mentoring.
SC Vocational Rehabilitation	Reemployment and training services for individuals with disabilities	Job seekers: Eligible individuals with disabilities. Businesses: Employers, community organizations, and agency partners.
SC COMMISSION FOR THE BLIND	Vocational Rehabilitation Services Business Enterprise Program Preemployment Transition Services Transition Services	Job Seekers: Youth and adults who are blind or have a visual impairment Businesses: SC businesses, community organizations, and agency partners
SC Department of Social Services	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	Job seekers: SNAP and TANF recipients. Businesses: SC businesses.

Partner	Primary services	Customer groups
Berkeley Adult Education	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 education and training Reading/Math Skills Refresher Digital Literacy/Basic Computers	Job Seekers: All individuals looking to complete secondary-school education, enter into postsecondary education and training Businesses: Those that seek to improve the academic and workforce skills of current employees
Charleston Adult Education Services listed are provided at SC Works Charleston Comprehensive Center	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 education and training Reading/Math Skills Refresher Digital Literacy/Basic Computers SC Digital Literacy Certificate WIN CRC Testing & Test Prep WIN Soft Skills/ Digital Skills	Job Seekers: All individuals looking to complete secondary-school education, enter into postsecondary education and training Businesses: Those that seek to improve the academic and workforce skills of current employees
Dorchester Adult Education	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 education and training Reading/Math Skills Refresher Digital Literacy/Basic Computers WIN CRC Testing & Test Prep	Job Seekers: All individuals looking to complete secondary-school education, enter into postsecondary education and/or training Businesses: Those that seek to improve the academic and workforce skills of current employees

Partner	Primary services	Customer groups
TRIDENT LITERACY ASSOCIATION	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 education and training Reading/Math Skills Refresher SC Digital Literacy Certificate SC Thrive Hub	Job Seekers: All individuals looking to complete secondary-school education, enter into postsecondary education and/or training Businesses: Those that seek to improve the academic and workforce skills of current employees
Operation Palmetto Employment	Employment Services – provide services to reduce unemployment among service members and immediate family members	Job Seekers: National Guard, Reserve, and Active-Duty personnel Businesses: Those willing to hire former and active personnel.
Job Corps	Job development, placement, and career counseling Resident job training programs	Job Seekers: Youth/Young Adults between 16 and 24. Businesses: Active placement process to place participants.
Ross IES	WIOA Adult and Dislocated Worker career and training services	Job Seekers: Veterans and all individuals unemployed or underemployed Businesses: Those within the TWDB's clusters and other small, medium, and large companies.
A SECOND CHANCE RESOURCE CENTER NETWORK UNITED, INC.	Job development, placement, and career counseling Job training programs Youth Programs Case Management Services and Direct Services	Job Seekers: Youth, Young Adults, Adults, Dislocated Workers, Veterans, Justice Involved Individuals unemployed or underemployed Businesses: Active placement process to place participants
SC Dept. of Commerce	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	Job Seekers: SC Residents Businesses: All SC Businesses new and existing.

Partner	Primary services	Customer groups
PALMETTO GOODWILL & SCSEP	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.	Job Seekers: SC Residents throughout 18 counties in lower South Carolina. Focusing also on individuals with disabilities. Older individuals 55 and over (SCSEP). Businesses: All SC Businesses in 18 counties lower South Carolina territory.
Trident United Way	Coordinates community-wide initiatives by bringing partners together around shared goals to address complex community needs.	Job Seekers: SC Residents who also focus on financial stability. Businesses: All SC Businesses and industries.
Palmetto CAP	Energy Bill Assistance Youth Leadership Program Tuition assistance On-the-Job Training Financial Literacy Rental Assistance Free Tax Preparation Weatherization	Job Seekers: Economically underserved residents of Berkeley, Charleston, and Dorchester counties Businesses: Faith-based organizations, schools, private businesses, non-profits, local government