BACKGROUND

The Workforce Innovation and Opportunity Act (“WIOA”) is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. To advance the purpose and intent of WIOA, the State Workforce Development Board (“SWDB”) identifies, invests in, and supports educational and developmental strategies to better prepare a skilled workforce for current and emerging jobs.

The SWDB’s strategic plan, “Strategies to Build a Competitive Workforce,” sets forth objectives and strategies for building a skilled talent pipeline that meets the needs of business and industry, promotes a sustainable economy, and brings South Carolinians a livable wage. The strategic plan contains the following vision and objectives:

- **Vision**: “To cultivate the development of a skilled workforce system that meets the needs of business and industry leading to sustainable growth, economic prosperity and global competitiveness for South Carolina”

- **Objective 1**: Identify, invest in, and support educational and developmental strategies to better prepare a skilled workforce for current and emerging jobs.

- **Objective 2**: Align resources, policies, and strategies between state, local, and regional systems to continuously improve outcomes for businesses, individuals, and partners.

- **Objective 3**: Identify current and future workforce needs of South Carolina business and industry to support career pathways in growth sectors.

- **Objective 4**: Engage job seekers, employers, and other workforce partners through marketing and outreach to articulate a value proposition specific to each.

The SWDB is committed to developing a skilled pipeline of workers to meet the needs of business and industry in order to promote sustainable economic growth and global competitiveness. As a result, **$1.8 million dollars in funding has been set aside for projects that demonstrate an innovative approach to achieving the vision and objectives of the SWDB.**

PROGRAM PURPOSE

The funding set aside by the SWDB is to encourage the development and use of innovative practices statewide. Projects must align with the vision and objectives of the SWDB as outlined in greater detail in the Strategic Plan, *Attachment A.*
Projects may include, but are not limited to: research and development, business services, system process improvements and technical assistance, capacity building, employment and training activities for Adults and Dislocated Workers as defined in WIOA Section 129(b)(2), or youth activities, as defined in WIOA Section 129(b)(2).

Projects providing direct services to individuals, which include employment and training activities or youth activities, must observe strict adherence to the WIOA eligibility and performance requirements regarding the populations they have chosen to serve. **All proposals involving direct services to individuals must ensure that every person receiving services through grant funding is eligible for WIOA Youth, Adult, or Dislocated Worker assistance.**

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### ELIGIBLE APPLICANTS

All public and private entities are eligible to apply for a Workforce Innovation Grant.

Entities that are debarred, suspended, or otherwise excluded from or ineligible for participation in Federal programs or activities are not eligible to receive grant funding. Additionally, entities that have failed to perform successfully and/or sustain fiscal integrity on previously awarded grants are not eligible to apply. Successful performance includes timeliness or compliance with applicable reporting requirements, conformance to the terms and conditions of previous Federal awards, and meeting or exceeding the expected outcomes.

An entity may submit multiple applications for funding; however, **only one application from any single entity may be funded.** Entities with demonstrated expertise in workforce development are strongly encouraged to apply.

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### PERIOD OF PERFORMANCE

The period of performance for this funding opportunity is twenty four (24) months. The anticipated date of award is **June 29, 2018.** The period of performance may include up to three months for planning, including a grant orientation provided by the South Carolina Department of Employment and Workforce (“DEW”).

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### EXPENDITURE OF FUNDS

Entities may apply for funding to be spent over a period of up to twenty four (24) months. Please note that the SWDB is not obligated to award the full amount requested by an applicant; based on the competitiveness of applications received, the SWDB may elect to partially fund a proposal.

During the grant period, funds may be used to support staff salaries and fringe benefits, equipment, supplies, and facility expenses, as well as any other category as approved and outlined in the project budget.

No more than 10 percent of the total grant expenditures may be used to support grant administration.
Grant administration expenditures include all costs associated with performing overall general administrative functions, such as costs for financial, property and personnel management, costs for oversight and monitoring responsibilities, the cost of goods and services associated with administrative functions, travel costs associated with carrying out administrative functions, and costs associated with data entry.

*Please note:* This grant is issued through Federal funding made available by the US Department of Labor. This funding must be used in accordance with all Federal statutes, regulations, and the terms and conditions of this grant, including the OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (“Uniform Guidance”, 2 CFR 200).

**PARTNERSHIP AND COLLABORATION**

Entities are required to demonstrate partnerships with relevant workforce, education, and community partners in their grant application. *Additionally, entities working directly with individuals must include their relevant Local Workforce Development Board (“LWDB”) as a partner. At a minimum, the LWDB should provide assistance with determining WIOA eligibility.* A list of the LWDBs, including contact information, can be found in *Attachment B*.

Entities must demonstrate the above partnerships and collaboration through Letters of Support that clearly express the entity’s intent to be a partner and specifically define the entity’s role and responsibilities as they relate to grant implementation.

If awarded a grant, Grantees must obtain a written agreement via a Memorandum of Understanding (MOU) or a contract to partner with each entity no later than three months from the beginning of the grant. *Grantees must submit these agreements to DEW by September 30, 2018.*

**PARTICIPANT TRACKING AND DATA MANAGEMENT**

If applicable to the subject matter of their project, Grantees must use the South Carolina Works Online Services system (“SCWOS”) to track activities and outcomes.

*Use of SCWOS is mandatory for projects that will work directly with individuals or businesses.*

Projects providing services to businesses must use SCWOS for registration and tracking any services provided. Projects providing services to individuals must use SCWOS to determine participant eligibility for WIOA services, enroll participants in the program, case manage participants, and track participant activities and performance outcomes.

If applicable, project proposals must include systems and processes for either determining eligibility and continued case management of individuals, enrollment and activity tracking for businesses, or both, depending on the project’s focus. Please refer to *Attachment C* for additional information on WIOA eligibility, reporting, and performance requirements.

**ORIENTATION**

DEW will provide a grant orientation for entities awarded a Workforce Innovation Grant. The orientation will cover financial and programmatic reporting, participant tracking in SCWOS, and general grant expectations. The orientation will take place at DEW’s main office in Columbia, SC.
ONLINE INFORMATION SESSION

An information session, during which questions about this grant solicitation will be answered, will be held on Wednesday, May 2nd at 2:30 pm. Please pre-register for the information session here. Following the information session, a list of frequently asked questions will be posted to the Workforce Development Board Funding Opportunities page.

It is strongly encouraged that you refer to the resources available online when developing your application, as additional information on the opportunity, including questions and answers relevant to your project, may have been posted.

APPLICATION NARRATIVE

To apply for this grant, please submit an application narrative to Grants Management at workforcegrants@dew.sc.gov. Application narratives should be sent in either a Microsoft Word or PDF document. Application narratives must be in a legible font, double spaced, and contain page numbers. Applications, including attachments, should not exceed 25 pages. Applications must be submitted no later than 5:00 pm on June 1st, 2018. Late applications or additions will not be accepted. Additional information on the application and evaluation process can be found on page 7 of this Notice.

Applicants for grant funding must clearly and completely respond to all application questions, highlighting throughout their ability and unique qualifications. Failure to thoroughly and honestly answer every question or include all requested documentation will result in a non-responsive application and disqualification. Please include any additional, relevant information as necessary.

1. Applicant Information
   a. Provide the full name, mailing address, physical address, phone number, and web address of the entity/organization applying for grant funding.
   b. Provide a point of contact for the application and program implementation, including the individual’s name, mailing address, physical address, and email address.
   c. Provide a complete and thorough overview of the entity/organization applying for funding, including organizational structure and demonstrated related experience.
   d. Provide the entity’s Data Universal Numbering System (“DUNS”) Number and a summary of each Federally-funded grant or program the entity has administered, including the entity’s fiscal and programmatic performance on the grant.

2. Project Design

A project’s design should highlight the goals of the project with respect to populations served, activities to be funded through the grant, and the expected outcomes of the project. Project plans should additionally contain and address the following elements:

   a. Project Overview
i. Provide a thorough and complete overview of your proposed project. How will you use the grant funds? What makes your project innovative?

ii. Describe in detail the problems, gaps, or needs that are addressed by your project.

iii. Identify how your proposed plan aligns with the vision and objectives of the SWDB. What industry, occupations, or populations will you target? Please note that participant population or industries addressed in your project design accounts for 5 points of your total score; therefore, it is encouraged that applications target either one of South Carolina’s high-impact, high-growth sectors or priority populations.

South Carolina’s high-impact, high-growth sectors are:

1. Healthcare
2. Business and Information Technology Services
3. Construction
4. Diversified Manufacturing
5. Transportation, Logistics, and Wholesale Trades

South Carolina’s priority populations are:

1. Individuals with a Disability
2. Veterans
3. Youth with Barriers (out-of-school youth)
4. Long-Term Unemployed
5. Ex-Offenders
6. Homeless

b. Implementation

i. Provide a thorough and detailed timeline for the grant’s implementation.

ii. What outreach will be conducted to further your project? How will you promote your efforts?

iii. If working directly with individuals, demonstrate your understanding of the WIOA eligibility and tracking requirements. Describe your strategy for ensuring that each participant is WIOA eligible, including your planned process for participant tracking and data management in SCWOS. Who in your project will be responsible for participant tracking and data management? What strategies will you use to ensure all participants are WIOA eligible?

iv. If working directly with businesses, describe your strategy for ensuring that each business is registered in SCWOS and that all services provided are accurately tracked. Who in your project will be responsible for tracking business registration and services?

v. If your project is not working directly with businesses or individuals, please detail your plans for tracking and keeping accurate progress records.
c. **Project Outcomes and Performance**

   i. Please list and thoroughly detail your expected outcomes for this project. Overall, how will the project work to address the problems, gaps, or needs you have identified?

   ii. How will you determine whether or not your project has been successful? What methods, assessments, or other tools will you use to measure success?

   iii. *If working directly with individuals*, demonstrate your understanding of the WIOA performance measures. Who in your project will be responsible for tracking performance? What strategies will you use to ensure you collect all necessary information for accurate measurement of performance?

   iv. How will this project lead to a replicable best practice? Discuss your plan for sustaining the project after the funding period ends.

d. **Additional Information**

   i. If necessary, please include any additional, relevant information regarding your project.

3. **Partnership and Collaboration**

   a. Partnership with relevant workforce, educational, and community partners is required. Identify the organizations/entities that will partner or contribute to your project.

   b. How will you engage your partners?

   c. How will partner resources and services be leveraged to develop and execute your project?

   d. Letters of support from each organization/entity that will partner with you are required as a part of your application. Letters of support should clearly express the organization’s intent to be a partner and specifically define the entity’s role and responsibilities.

4. **Budget and Budget Narrative**

   a. Submit a completed budget template (*Attachment D*) and budget narrative. If awarded a grant, you will be required to complete a detailed budget prior to expending funds and to submit monthly Financial Status Reports “FSRs” on or before the 20th of each month. Only costs that are allowable, allocable, and reasonable to the project will be considered.

   b. The budget narrative should be a separate document from the budget template and address the following components:

      i. **Salaries and Fringe Benefits:** Identify the hourly wage, number of proposed weekly hours, and number of weeks of all employees providing services through the grant who will be supported with grant funding. Clearly identify each fringe benefit to be received and the projected cost.
ii. **Equipment and Supplies:** Provide a complete inventory of all equipment and supplies needed to fully implement the project, including a summary of the items that will be used and an estimated cost for each. How will each item further the goals of the grant?

iii. **Grant Administration:** Provide a detailed explanation and inventory of the funding budgeted for grant administration costs.

iv. **Indirect Costs:** All entities that wish to charge indirect costs to the grant must identify the indirect cost rate and include a description of how the indirect cost rate will be applied. For entities that have a negotiated indirect cost rate, documentation of their indirect cost rate as approved by the applicant’s cognizant agency must be attached to this application in addition to the requirements above.

v. **Contributions:** Financial contributions from partner entities are not required, but are encouraged. When applicable, provide the amount and source of such funds, including a description of how they will be applied to the budget for this grant.

vi. **Sub-tier Agreements:** Provide a detailed description of all proposed sub-tier agreements, including information on each sub-grantee’s roles and responsibilities.

vii. **All Other Expenses:** Provide a detailed description and inventory of all other expenses anticipated during the grant project, including those that do not fall into a preexisting budget narrative category.

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**EVALUATION AND APPLICATION PROCESS**

To apply for this grant, please submit an application narrative to Grants Management at workforcegrants@dew.sc.gov. Application narratives should be sent in either a Microsoft Word or PDF document. Application narratives must be in a legible font, double spaced, and contain page numbers. Applications, including attachments, should not exceed 25 pages. Applications must be submitted no later than 5:00 pm on June 1, 2018. Late applications or additions will not be accepted.

Applications will be reviewed, evaluated, and scored in three stages: responsiveness review, first-level review, and final review.

Responsiveness review ensures that every application moving forward to first-level review includes all requested documentation and answers all parts of the application narrative. If an application is found to be non-responsive, it is disqualified from receiving funding. The criteria used to evaluate applications during responsiveness review can be found in Attachment E – Responsiveness Review Criteria.

After passing responsiveness review, applications are scored during first-level Review using the Evaluation Tool in Attachment F.

Top-scoring applications in first-level review will then be selected for final review. If selected for final review, you must present your proposed project before a selected group of board members and other panelists on June 21st or 22nd, 2018. Further information on the final review, including
information on how to present your project remotely if need be, will be sent pending the results of the first-level review.

AWARD TIMELINE

May 2, 2018 – Online Information Session
June 1, 2018 – Applications Due
June 21-22, 2018 – Final Review Presentations
June 29, 2018 – Anticipated Date of Award

ATTACHMENTS

Please refer to the following attachments throughout the development of your project. Additional copies of the attachments, including a fillable version of the Budget Template, may be found on the SC Works Workforce Development Board Funding Opportunities page [here](#).

Attachment A – SWDB Strategic Plan
Attachment B – List of Local Workforce Development Boards
Attachment C – WIOA Eligibility and Performance Requirements
Attachment D – Budget Template
Attachment E – Responsiveness Review Criteria
Attachment F – Application Evaluation and Scoring Criteria
STRATEGIES TO BUILD A COMPETITIVE WORKFORCE

South Carolina Workforce Development Board
On behalf of the State Workforce Development Board, I am pleased to present the 2017-2020 Strategic Plan, “Strategies to Build a Competitive Workforce.” This plan sets forth objectives and strategies that will serve as a blueprint for our commitment to continuously develop a skilled talent pipeline that meets the needs of business and industry, promote a sustainable economy, while bringing South Carolinians a livable wage.

“Strategies to Build a Competitive Workforce” is the platform to build policies, align programs and invest in workforce development. It reflects extensive stakeholder input, data analysis, and programmatic review and was vetted by business and industry.

South Carolina’s workforce development system is built on strategies that require partnerships at regional, state and local levels. To best serve the needs of the workforce system and its customers, we are counting on these partnerships at both the private and the public level to accomplish the goals represented in this strategic plan.

Pat Michaels,
Board Governance Chair
Honorable Henry McMaster
Governor

Robert M. Johnson
Owner, Cox Industries

Clifford Bourke Jr.
Director of Legal Services, Southeastern Freight

Charles Brave
CEO, International Longshoremen Association

Col. Craig J. Currey
CEO, Transitions, Midlands Housing Alliance

Trip DuBard III
Executive Director, SC Connect

David Dunn
Chairman and CEO, VC3

Nick Foong
Director of Food Services, PepsiCo

Rep. Mike Forrester
General Assembly

William Thomas Freeland
ASSA ABLOY Entrance Systems

Robert Friedman
Manufacturing Finance Specialist, The Timken Co.

Dr. Blon Hardee
President, State Technical College System

James Holloway
Owner, OCS Garage Doors and Hurricane Services

Michelle Kelley
Attorney, Richardson, Plowden & Robinson, PA

Mike King
State Director, S.C. Department of Education, Office of Adult Education

Archie Maddox
Franchise Owner, U-Save Auto Rental and Orangeburg

James T. McLawhorn Jr.
President and CEO, Columbia Urban League

Howard Metcalf
Director, S.C. Division of Veteran’s Affairs

Patrick Michaels
CEO, Goodwill Industries of the Upstate and Midlands

Dr. Gregory Mikota
President, Central Carolina Technical College

Roger Nutt
Spartanburg County Council Member, District 6

Glenda Page
Human Resources, Horry Telephone Cooperative Inc.

Dr. Joseph Patton III
CEO, GLEAMNS HRC, Inc.

Valerie Richardson
Workforce Development Manager, Palmetto Health

Michael Sexton
President, Piedmont Bushings and Insulators, LLC

Dr. Windsor W. Sherrill
Associate V.P. of Health Research, Clemson University

James Snead
HR Manager, Cooper Standard

Cheryl Stanton
Executive Director, S.C. Department of Employment and Workforce

Ed Sturken
S.C. Painters and Allied Trades JAC, Local 1756

Gregory Tinnell
Senior Vice President of HR, Schaeffler

John Uprichard
President, FGP Greenville

Eric Wages
Site Operations Manager, Google
Executive Summary

The value of a strong workforce system is recognized when the economy is weak or when unemployment is up, but the true test of a vigorous workforce is in times of robust employment. It is then, that we perceive if businesses have the resources they need and if our educational system is preparing individuals with skills and credentials to meet the needs of business and industry.

The South Carolina Workforce Development Board has been leading efforts to create a competitive workforce advantage for South Carolina by ensuring that a quality and effective workforce system exists to improve the prosperity of businesses and the lives of South Carolinians. The plan describes four key objectives for the board, which will lead to high impact outcomes across the workforce system.

This plan represents a three-year strategy to build a cohesive, collaborative, and innovative workforce system that is effective in meeting the needs of ALL South Carolinians. The board will continue developing and maintaining strategic alliance with public and private partnerships, identifying in-demand jobs meeting industry needs, supporting policies highlighting priority populations, and creating templates to communicate talent pipeline growth in South Carolina. The board, through the execution of its strategic plan will enhance the existing business services, support a governing body to communicate regulatory awareness concerning workforce development, and develop data driven standards for system performance. Through a series of 11 strategies driven by the four objectives, the board will become a catalyst in building a stronger workforce the state of South Carolina.

Strategic Objectives:

- Identify, invest in and support educational and developmental strategies to better prepare a skilled workforce for current and emerging jobs.
- Align resources, policies and strategies between state, local and regional systems to continuously improve outcomes for businesses, individuals and partners.
- Identify current and future workforce needs of South Carolina business and industry to support career pathways in growth sectors.
- Engage job seekers, employers and other workforce partners through marketing and outreach and articulate a value proposition specific to each.
Introduction

In April of 2017, the State Workforce Development Board (SWDB) came together to develop the board strategic plan. The board’s initial planning session was an all-day brainstorming session that included a SWOT analysis, a market and economic data presentation, a vision, a mission, and a guiding principles overview, along with an overview of priority objectives and key performance indicators.

The board, while developing the strategic plan, had several goals including, evaluating the current economic demands, implementing value added processes and assessing strategies and future goals. The major goal of SWDB’s plan is to guide the board’s focus on growing the capacity and performance of the state’s workforce system. To implement the plan, SWDB must provide leadership to continue to develop a skilled workforce for tomorrow’s jobs.

Various themes drive the need for workforce system change in South Carolina:

- **South Carolina’s Economy is Expanding:** Since 2010, South Carolina has added 385,921 new jobs. South Carolina’s economy is robust; the unemployment rate is at a 16-year low and employment is at an all-time high with more than 2 million people working today.
- **South Carolina’s Economic Development Prospects are Positive:** Nearly every day, businesses are announcing intentions to grow or relocate their business in the Palmetto State.
- **Filling Job Openings in South Carolina:** In August 2017, South Carolina had 62,324 active job openings across the state. These jobs represent an estimated $3.4 billion in unrealized annual income. Each day these positions remain unfilled, $9.3 million won’t flow into the state’s economy.
- **South Carolina’s Workforce Needs are Great:** It is projected that 70 percent of growth in occupations in South Carolina between 2014-2024 will require up to a high school diploma or GED. In addition, 30 percent of will require formal training beyond high school.

Looking ahead is essential to successfully navigating future change and lessening the impact. With a calculated look forward, the system (tools, people, funding) can gradually steer outcomes versus waiting too long and addressing it en-mass.

Eric Wages
Board Member
South Carolina’s Growing Economy

South Carolina’s economy is robust; the unemployment rate is at a 16-year low and employment is at an all-time high with more than 2 million people working today.

As of August 2017, South Carolina had more than 62,324 active job postings with $3.4 billion in unrealized annual income. Each day these positions remain unfilled, $9.3 million won’t flow into the state’s economy.

It is projected that 199,255 new jobs will be created from 2014 to 2024.

Since 2010, South Carolina has added 385,921 new jobs.

70% of growth occupations in South Carolina will require a high school diploma or GED by 2024.

30% of growth occupations in South Carolina will require formal training beyond high school by 2024.
Vision, Mission, and Guiding Principles

Vision Statement
To cultivate the development of a skilled workforce and a responsive workforce system that meets the needs of business and industry leading to sustainable growth, economic prosperity and global competitiveness for South Carolina.

Mission Statement
The Board’s mission is to align resources to competitively position South Carolinians to meet business needs and promote our workforce in a global economy.

Guiding Principles
To achieve the mission envisioned, the Board has endorsed the following guiding principles:

• Focus solely on activities that support the mission.
• Evaluate economic and labor market data, and actively listen to an inclusive group of partners, employers, and job seekers.
• Base strategies and decisions on data and input.
• Be accountable for outcomes that support business growth and economic opportunities for all South Carolinians.

With larger, more sophisticated industries and multi-national corporations seeking to explore South Carolina as a lucrative option for operations, an ongoing objective is to guarantee that the South Carolina workforce is ready to meet the economic development needs. This includes ensuring that the workforce is equipped with all the elements necessary to fulfill the demands of growing industry in the state.

Nick Foong
SC Works Management
The board is committed to developing a skilled pipeline of workers to meet the needs of business and industry in order to promote sustainable economic growth and global competitiveness. SWDB has articulated four strategic objectives to organize the work of the board, provide a framework for actionable strategies and drive implementation. They are:

• Identify, invest in and support educational and developmental strategies to better prepare a skilled workforce for current and emerging jobs.
• Align resources, policies and strategies between state, local and regional systems to continuously improve outcomes for businesses, individuals and partners.
• Identify current and future workforce needs of South Carolina business and industry to support career pathways in growth sectors.
• Engage job seekers, employers and other workforce partners through marketing and outreach to articulate a value proposition specific to each.

In support of these objectives, a series of action-oriented strategies detail the board’s expectations and accountability for SWDB committees. In addition, key performance indicators have also been identified.

We know the struggle businesses face training employees with the relevant skillset – we are business owners ourselves. Having programs available to upskill current employees or retrain them for a different position solves two problems; it allows companies to keep up with the speed of industry and have a workforce that is competitive in the environment, and it keeps individuals actively employed.

Mikee Johnson
State Workforce Development Board Chair
OBJECTIVE ONE
IDENTIFY, INVEST IN AND SUPPORT EDUCATIONAL AND DEVELOPMENTAL STRATEGIES TO BETTER PREPARE A SKILLED WORKFORCE FOR CURRENT AND EMERGING JOBS.

STRATEGY 1.1
Identify pathways to access in-demand jobs through credentials and work-based learning required by industry and align training providers and career pathways to meet those needs.

Key Performance Indicators
- Number of individuals being trained.
- Placement rate.
- Reduce the number of unfilled skilled positions in high-demand industries.
- Identify and report in-demand occupations and skills gaps.

STRATEGY 1.2
Identify, develop and support policies that highlight or focus on priority populations in the workforce system.

Key Performance Indicators
- Track employment gain of priority populations.
- Increase in the baseline engagement rate for priority populations utilizing SC Works services.

STRATEGY 1.3
Create tools and templates to better understand the growth of South Carolina’s talent pipeline and available workforce resources.

Key Performance Indicators
- Identify South Carolina’s workforce strengths and weaknesses.
- Invest in industry-identified, education, and skill development programs.
- Track the extent to which education and training resources align with identified industry needs.

Priority Populations make up about 32 percent of South Carolina’s entire population. Efforts will be applied to identify the barriers that these individuals face and focus on ways to provide them with many opportunities to be a part of the workforce.

Jay Holloway
Priority Population Committee Chair

Strategic Plan 2017-2020 9
OBJECTIVE TWO
ALIGN RESOURCES, POLICIES AND STRATEGIES BETWEEN STATE, LOCAL AND REGIONAL SYSTEMS TO CONTINUOUSLY IMPROVE OUTCOMES FOR BUSINESSES, INDIVIDUALS AND PARTNERS.

STRATEGY 2.1
Develop and maintain a strategic alliance between state and local workforce development board members to support system thinking and establish influence across workforce partners.

Key Performance Indicators
• Board member engagement and ongoing governance development.
• An improved onboarding process (procedure form) and track the percentage of new board members who have completed this process.
• Recognize superior service of board members at time of completion of term.
• Identify and track important diversity and inclusion metrics beyond compliance with WIOA board requirements.

STRATEGY 2.2
Enhance existing business services by creating, promoting and further improving the model of business services.

Key Performance Indicators
• Measure repeat business.
• Market penetration.

STRATEGY 2.3
Support the structure of a high profile governing body to communicate awareness on regulation and policy concerning workforce development.

Key Performance Indicators
• Develop board impact report.
• Board member participation in orientation, onboarding and mentorship programs.

STRATEGY 2.4
Develop data driven standards for system performance and accountability.

Key Performance Indicators
• Continue the implementation of the S.C. certification standards per state instruction number 16-09.
• Develop and implement professional development training.
• Increase customer satisfaction.
OBJECTIVE THREE
IDENTIFY CURRENT AND FUTURE WORKFORCE NEEDS OF SOUTH CAROLINA BUSINESS AND INDUSTRY TO SUPPORT CAREER PATHWAYS IN GROWTH SECTORS.

STRATEGY 3.1
Encourage business and industry driven approaches to strengthen sector partnerships.

Key Performance Indicators
• Increase business and industry input.
• Reduce the number of unfilled skilled positions in high-demand industries.

STRATEGY 3.2
Develop and implement Career Pathways initiatives based on employment need to enhance value for jobseekers and businesses.

Key Performance Indicators
• Track the number of students that are currently enrolled in pipeline programs and the number of completions.
• Identify resources available with pipeline programs.
• Track retention rates of employment.
• Increase youth apprenticeships.
• Develop and utilize career maps.

The model of a State Workforce Development Board is a relatively unique concept with a list of responsibilities and commitments under the law to align the workforce system to best support employers and jobseekers. By allocating resources to provide businesses with training opportunities to increase the skills of their current workforce, we are supporting a unified vision to attract and maintain quality jobs for South Carolinians.

Pat Michaels
Board Governance Committee Chair
OBJECTIVE FOUR
ENGAGE JOBSEEKERS, EMPLOYERS AND OTHER WORKFORCE PARTNERS THROUGH MARKETING AND OUTREACH AND ARTICULATE A VALUE PROPOSITION SPECIFIC TO EACH.

STRATEGY 4.1
Increase engagement and develop awareness with business and industry jobseekers and workforce stakeholders.

Key Performance Indicators
- Increase the utilization of SC Works.

STRATEGY 4.2
Identify and implement promising practices to develop and maintain cohesiveness and coordination across the workforce system.

Key Performance Indicators
- Identify, adopt, and implement best and promising practices.
The following table represents the State Workforce Development Board’s plan outlining key objectives and supporting strategies. The board has statutory authority to provide policy and budget recommendations to the governor and will execute that authority to support this plan.

SWDB acknowledges that this strategic plan is a living document and commits to periodic evaluation and reporting of progress and an annual review of board priorities. The board recognizes the South Carolina economy is dynamic and ever changing and will be responsive to these changing conditions.

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<tr>
<th>OBJECTIVE ONE</th>
<th>OBJECTIVE TWO</th>
<th>OBJECTIVE THREE</th>
<th>OBJECTIVE FOUR</th>
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<tr>
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**STRATEGIES**

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<th>Identify Pathways to Access In-demand Jobs</th>
<th>Develop Alliances Between Workforce Development Boards</th>
<th>Encourage Business and Industry to Strengthen Sector Partnerships</th>
<th>Increase Engagement with Business and Industry Partners</th>
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<tr>
<td>Support Policies Highlighting Priority Populations</td>
<td>Enhance Existing Business Services</td>
<td>Implement Career Pathways Initiatives</td>
<td>Implement Promising Practices to Develop Coordination across Workforce System</td>
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<tr>
<td>Create Tools for South Carolina’s Talent Pipeline</td>
<td>Support High Performing Governing Body</td>
<td>Develop Data Driven Standards</td>
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WORKFORCE INNOVATION GRANTS

ATTACHMENT B – LOCAL WORKFORCE DEVELOPMENT BOARDS

**WorkLink Workforce Development Board**  
*Anderson, Oconee and Pickens Counties*  
[www.worklinkweb.com](http://www.worklinkweb.com)

**Greenville County Workforce Development Board**  
*Greenville County*  
[www.greenvillewib.com](http://www.greenvillewib.com)

**Upstate Workforce Board**  
*Cherokee, Spartanburg, and Union Counties*  
[www.upstateworkforceboard.org](http://www.upstateworkforceboard.org)

**Catawba Regional Workforce Development Board**  
*Chester, Lancaster, and York Counties*  
[www.scworkscatawba.org](http://www.scworkscatawba.org)

**Pee Dee Workforce Development Board**  
*Chesterfield, Darlington, Dillon, Florence, Marion, and Marlboro Counties*  
[www.scworksppeedee.com](http://www.scworksppeedee.com)

**Waccamaw Workforce Development Board**  
*Georgetown, Horry, and Williamsburg Counties*  
[www.waccamawworks.org](http://www.waccamawworks.org)

**Trident Workforce Development Board**  
*Berkeley, Charleston and Dorchester Counties*  
[www.tridentscworks.org](http://www.tridentscworks.org)

**Lowcountry Workforce Development Board**  
*Beaufort, Colleton, Hampton and Jasper Counties*  
[www.lowcountryscworks.org](http://www.lowcountryscworks.org)

**Lower Savannah Workforce Development Board**  
*Aiken, Allendale, Bamberg, Barnwell, Calhoun and Orangeburg Counties*  
[www.lswia.org](http://www.lswia.org)

**Midlands Workforce Development Board**  
*Fairfield, Lexington and Richland Counties*  
[www.midlandsworks.org](http://www.midlandsworks.org)

**Santee-Lynches Workforce Development Board**  
*Clarendon, Kershaw, Lee and Sumter Counties*  
[www.slworkforcedev.org](http://www.slworkforcedev.org)

**Upper Savannah Workforce Development Board**  
*Abbeville, Edgefield, Greenwood, Laurens, McCormick, Newberry, and Saluda Counties*  
[www.upperscworks.com](http://www.upperscworks.com)
Projects providing direct services to individuals, which includes employment and training activities or youth activities, must observe strict adherence to the WIOA eligibility and performance requirements regarding the populations they have chosen to serve. All proposals involving direct services to individuals must ensure that every person receiving services through grant funding is eligible for WIOA Youth, Adult, or Dislocated Worker assistance.

I. WIOA Youth Eligibility:
   a. Out-of-School Youth (OSY): an individual who is:
      i. Not attending any school;
      ii. Between the ages of 16 and 24; and
      iii. Meets one of the following criteria:
          1. A school dropout
          2. A youth within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar
          3. A recipient of a secondary school diploma or its recognized equivalent who is a low income individual and is either basic skills deficient or an English language learner
          4. An offender
          5. A homeless individual, a homeless child or youth, or a runaway
          6. An individual in foster care or who has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under sec. 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement
          7. An individual who is pregnant or parenting
          8. An individual with a disability; or
          9. A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment
   b. In-School Youth (ISY): an individual who is:
      i. Attending school (as defined by State law), including secondary and postsecondary school;
      ii. Not younger than age 14 or (unless an individual with a disability who is attending school under State law) older than age 21 at time of enrollment;
      iii. A low-income individual; and
      iv. One or more of the following:
          1. Basic skills deficient;
          2. An English language learner;
          3. An offender
          4. A homeless individual, a homeless child or youth, or a runaway
          5. An individual in foster care or who has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under sec. 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement;
          6. An individual who is pregnant or parenting;
7. An individual with a disability; or
8. An individual who requires additional assistance to complete an educational program or to secure or hold employment

II. WIOA Adult Eligibility
a. An individual must be:
   i. 18 years of age or older

III. WIOA Performance Measures:
WIOA measures performance through six established elements: Employment Rate; Median Earnings; Credential Attainment; Measurable Skills Gains; and Effectiveness in Serving Employers. For the purposes of this funding opportunity, the following information must be tracked and maintained by all projects directly serving individuals:
1. Employment Rate: the percentage of participants who are in unsubsidized employment following their completion of your training program
2. Participant earnings: the hourly or salaried earnings of participants who are in unsubsidized employment following their completion of your training program
3. Credential Attainment: the percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent following their completion of your training program.
Please submit this summary along with your application for the WIOA Innovation Grant. Additional budget information should be attached to your application, including a thorough explanation for each budget line item as requested in the Application Narrative, Section 4, of the Notice of Availability of Funds and a copy of your agency’s indirect cost rate agreement.

### PROGRAM INFORMATION

<table>
<thead>
<tr>
<th>Applicant</th>
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<tbody>
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<td>Proposal Title</td>
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### ADMINISTRATION FUNDS - STAFF & OPERATING EXPENSES

#### SALARIES/FRINGE BENEFITS

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<th>Staff needed for grant administration</th>
<th>Proposed Weekly Hours</th>
<th>Salary (by hour)</th>
<th>Proposed Number of Weeks Working</th>
<th>Fringe Benefits</th>
<th>TOTAL</th>
<th>Contributed Funds*</th>
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**SUBTOTAL** $  $

#### OPERATING EXPENSES - Administration

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**SUBTOTAL** $  $

#### INDIRECT COST - Administration

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**SUBTOTAL** $  $

### OTHER EXPENSES - Administration Staff & Operating (specify below)

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**ADMINISTRATION FUNDS – STAFF & OPERATING EXPENSES SUBTOTAL** $  $

### PROGRAM FUNDS - STAFF & OPERATING EXPENSES

#### SALARIES/FRINGE BENEFITS

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*Contributed Funds* is a placeholder for the actual amount contributed by funds.
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<td>PROGRAM FUNDS – PARTICIPANT COSTS</td>
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<td>On-the-Job Training</td>
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<td>Boots, Supplies, Uniforms, Tools, Fees</td>
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</table>
**OTHER EXPENSES**

- Participant Costs (specify below)

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**SUBTOTAL** $ $ 

**PROGRAM FUNDS – PARTICIPANT COSTS SUBTOTAL** $ $ 

**OTHER EXPENSES**

Other (please describe):

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**SUBTOTAL** $ $ 

**TOTAL BUDGET** $ $ 

*If you are receiving a match or contribution from another entity, record the amount from those funds that will be used for each line item here.*
Review the application packet as submitted by the applicant. Use the checklist below to identify missing application components (if any). Applications that are missing one or more components will not be considered for funding.

<table>
<thead>
<tr>
<th>Applicant Name</th>
<th>Reviewer Number</th>
<th>Date Evaluated</th>
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</table>

Required Application Components

<table>
<thead>
<tr>
<th>Included?</th>
<th>Y/N</th>
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1. **Applicant Information:**
   - a. Full name, mailing address, physical address, phone number, and web address
   - b. Point of contact for application and program implementation
   - c. Overview of the entity/organization applying for funding
   - d. DUNS Number and summary of Federally-funded grants

2. **Project Design**
   - a. Project Overview
   - b. Implementation
   - c. Project Outcomes

3. **Partnerships and Collaboration**
   - a. Partnership with relevant workforce, educational, and community partners
   - b. Letter(s) of support

4. **Budget and Budget Narrative**
   - a. Completed budget template
   - b. Budget narrative

☐ Recommended for full review (responsive)
☐ Not recommended for full review (non-responsive)
Please score the applicant’s proposal using the possible points listed for the criteria below. Scores should be based on how well each element is addressed in the application, using your own opinion as to whether full, partial, or no points should be given. Elements of the Evaluation Rubric align with the questions of the Application Narrative; their corresponding numbers are listed in the far left column.

<table>
<thead>
<tr>
<th>Applicant Name</th>
<th>Reviewer Number</th>
<th>Date Evaluated</th>
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<th>Narrative Section 2</th>
<th>Project Design</th>
<th>Possible Points</th>
<th>Points Earned</th>
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<tbody>
<tr>
<td><strong>a. Project Overview</strong></td>
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<tr>
<td>i. The proposal features a clear, thorough and well-developed plan that is suitable for this funding opportunity.</td>
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<tr>
<td>ii. The proposed project is innovative.</td>
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<tr>
<td>iii. The proposal includes a detailed description of the problems, gaps, or needs that will be addressed by the project.</td>
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<td>iv. The proposed project aligns with the vision and objectives of the SWDB Strategic Plan.</td>
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<td>v. The proposed project focuses on a priority population or high-impact, high-growth industry sector as outlined in the Notice of Availability of Funding.</td>
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**Project Design – Overview Total** 35

<table>
<thead>
<tr>
<th>b. Implementation</th>
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<tbody>
<tr>
<td>i. The proposal provides a thorough, detailed and realistic timeline for the grant’s implementation.</td>
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<tr>
<td>ii. The proposal provides a clear and realistic method for outreach or promotion of the project.</td>
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<tr>
<td>iii. – v. The proposal includes an established method for tracking and documenting performance during the grant. For projects working directly with individuals or businesses, this includes a demonstration of understanding of WIOA eligibility requirements or WIOA registration and tracking.</td>
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**Project Design – Implementation Total** 25

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<tr>
<th>c. Project Outcomes</th>
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<tbody>
<tr>
<td>i. The proposal includes a comprehensive and realistic list of expected outcomes from the project that address the problems, gaps, or needs identified by the applicant.</td>
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<tr>
<td>ii. – iii. The proposal includes a reasonable method for determining project success. For projects working directly with individuals, this includes a demonstration of understanding of the WIOA performance measures.</td>
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<tr>
<td>iv. The proposal includes a clear and realistic plan for sustainability and/or leads to a replicable best practice.</td>
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**Project Design – Outcomes Total** 25

**Project Design Total** 85
### Partnership and Collaboration

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<td><strong>Partnership and Collaboration Total</strong></td>
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### Budget and Budget Narrative

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<td><strong>Partnership and Collaboration Total</strong></td>
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**Reviewer Comments:**