

## **PART I: INTRODUCTION**

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After nearly eighteen months of planning and collaboration among a diverse cadre of stakeholders, South Carolina officially implemented the Workforce Investment Act on July 1, 2000. Reforms authorized by the Workforce Investment Act (WIA) of 1998 empowered South Carolina's workforce development community to transform itself into a comprehensive, integrated and customer-focused workforce investment system. Considerable resources were devoted to developing and putting into place infrastructure necessary to move the State from a traditional employment and training program under the Job Training Partnership Act to a seamless, market-driven workforce investment system under WIA. The cornerstone of this new system is one-stop service delivery, which provides customers with access to numerous training, education and employment programs in a single location. The reinvented system provides a more effective framework for meeting the workforce needs of both job seekers and employers, and, consequently, promotes economic growth in the State. This first year-July 1, 2000 through June 30, 2001- was, by all accounts, a year of transition and transformation.

From the State Workforce Investment Board's marketing plan and innovative program initiatives to the State Level Memorandum of Understanding (MOU) and Partners Workgroups, development of the Eligible Training Provider System and Virtual OneStop, enhancement of Rapid Response services and the publication of the One-Stop Directory, South Carolina's determination to create viable solutions to its workforce challenges is evident.

### **State Workforce Investment Board**

At the helm of South Carolina's workforce investment system is the State Workforce Investment Board (SWIB). The 30-member Board is comprised of a diverse group of business and community leaders from across the State. During Program Year 2000, the Board worked energetically with staff, partners and other stakeholders to ensure that South Carolina experienced a successful transition to WIA. The Board quickly recognized the need to build awareness about WIA. Toward that end, the Board commissioned the development of a statewide WIA marketing plan suitable for use on the state and local levels. To promote and encourage statewide activities that enhance and add value to local efforts, the SWIB funded innovative programs whose successes could be imported throughout the State.

### **State Marketing Plan**

*South Carolina has adopted an integrated marketing approach with local and statewide components that are coordinated by a state WIA marketing manager. The local approach emphasizes personal contact, outreach to organizations such as chambers of commerce, personnel associations, trade and professional associations as well as outreach to local print,*

*broadcast and Internet media. Local Workforce Investment Areas have certainly led the way in promoting the new One-Stop System through their creative and professional use of a variety of marketing tools. The statewide approach leans heavily toward the use of traditional paid media and public relations initiatives promoting the One-Stop brand awareness, heavily promoting a statewide toll-free telephone number, WIA internet sites and direct communications to employers in high demand occupations. A key feature of the marketing plan was the development and unveiling of a One-Stop logo. Creating brand identity for the One-Stop System is an essential ingredient in building awareness across the State. The logo has become increasingly more visible as it is seen on signage at One-Stop Centers, and on print materials and promotional items throughout South Carolina. Use of the logo has facilitated the building of a unique identity for the State's One-Stop System. To many in South Carolina, the logo represents quality services offered in a customer-friendly environment.*

### **GET READY - A Basic Workforce Readiness Program**

*In Program Year 2000, the State Workforce Investment Board awarded a GET READY grant to the State Board for Technical and Comprehensive Education (TEC). The grant was to provide basic workforce readiness training to job seekers attempting to qualify for training through the Technical College's Center for Accelerated Technology Training (CATT). Candidates for the CATT are assessed using either the Work Keys or Key Train assessment tool. Those applicants who score at an acceptable level enter the CATT program; applicants who score one level below the standard, enter GET READY training; those scoring at a lower level are referred to adult education and the One-Stop Centers. Successful completers of GET READY are then eligible to enroll in the CATT.*

*Prior to the start of training, TEC must identify specific job opportunities for individuals who successfully complete the GET READY training. The job opportunities may exist with an individual employer or a group of employers with similar needs. Training is then customized based on a profile of the skill requirements for entry-level workers within the occupations where job opportunities are available.*

*Although Get Ready is a statewide program, the need for these services has been strongest in Williamsburg County served by Williamsburg Technical College. New industries locating in this rural county brought an increased demand for qualified workers. Client Logic established a technical assistance call center in the area with a need for over 400 trained workers. In a rural location, this level of need challenged the college and the community. And the GET READY program helped to provide a solution. To date, Williamsburg Technical College has held three classes to train individuals for Client Logic; one in technical support and two in sales.*

*A second need emerged in the Andrews area for machine tool technicians. Williamsburg Technical College has completed a GET READY class to train machine tool workers for Peddinghaus Corporation. The program's intent is to increase the numbers of qualified applicants available for training in areas of the state where there are new or expanding industries.*

## Partners Workgroup/State Level MOU

South Carolina established a two-tiered, State Level WIA Partners Workgroup to collaborate on various aspects of WIA implementation.. Each required partner identified in Section 121(b) of the Act as well as the partner responsible for the TANF and Food Stamps Programs is represented on the Workgroup. One tier of the Workgroup is comprised of the executive directors of the partner agencies and will address major policy and resource coordination issues. The other Workgroup tier, comprised of planning staff from each partner agency, will address planning and implementation issues. The Workgroup meets at least once per quarter. The input provided by this Workgroup has ensured a significant level of involvement on the part of partner agencies and has impacted the State's workforce investment system in a very positive manner.

This collaboration among the partner agencies was formalized by the signing of a state-level memorandum of understanding (MOU). The MOU was designed to:

- facilitate the development of a statewide workforce investment system carried out through a locally based one-stop service delivery system;
- promote the participation of local partner entities in the local one-stop service delivery system;
- establish among state level partnering entities a cooperative environment and communication mechanism which foster operational collaboration, cooperation and coordination at the local level;
- encourage participation in a joint planning process for the purpose of coordinating resources available to partnering entities;
- eliminate existing barriers to coordination in order to improve services to customer groups;
- promote the implementation of a seamless delivery system that will avoid the fragmentation and duplication of services provided at the local level;
- provide evidence of the partnering entities' commitment to support the provisions of Title I of the Workforce Investment Act.

Additionally, the state level partners agreed to share client information, subject to confidentiality requirements, and to disseminate a copy of the executed MOU to their local affiliates.

The following agencies are represented on the Workgroup and are party to the MOU:

- ◆ SC Employment Security Commission
- ◆ SC Indian Development Council
- ◆ Telamon Corporation
- ◆ SC Department of Education
- ◆ SC Vocational Rehabilitation Department
- ◆ SC Commission for the Blind
- ◆ SC Department of Health and Human Services
- ◆ SC State Board for Technical & Comprehensive Education
- ◆ Office of the Governor•Division of Administration and Economic Services•Office of Economic Opportunity
- ◆ SC Department of Social Services

## Eligible Training Provider System

The South Carolina eligible training provider system is internet based. This is a unique feature, which allows individuals universal access to information on WIA training options available. The State list can be accessed online through the South Carolina Employment Security Commission's homepage at [www.sces.org](http://www.sces.org) (click on WIA). A search for training information can be made by provider, county (map), or course name. Currently, the State list has available 1708 programs/courses and 67 training providers at 86 locations. Customers may view a "consumer report card" for each program/course, which shows the length of training, the cost, and performance data items listed for all students and WIA students. Performance items include completion rates, placement rates, training related placement rates, average wage at placement, and 6 month retention information on placement and earnings.

The Workforce Investment Act (WIA) emphasizes informed customer choice, system performance, and continuous improvement. The eligible training provider system that South Carolina has developed maximizes these fundamentals. The system allows customers to make informed training choices by viewing the "consumer report cards" available. These "report cards" increase the accountability of training providers to assure the quality of programs. The system was designed as universally accessible and extremely user-friendly towards the continuous improvement of customer service and satisfaction.

## Virtual OneStop

During Program Year 2000, South Carolina procured Virtual OneStop from Geographic Solutions, Inc. and began the process of customizing the product for use in this State. Anyone with access to a personal computer, regardless of location – in rural areas, one-stop centers, schools, libraries, etc. – will be able to use services available through Virtual OneStop.

Virtual OneStop will provide access to a comprehensive array of services for job seekers, employers, training providers, benefit applicants, students, and other one-stop customers – in one location, over the Internet. These services are integrated together on a user-friendly, web site that provides information on available programs and services, training programs and providers, career and occupational data, financial assistance, job listings, social services, and more.

*Virtual OneStop will allow the job seeker to receive assistance in finding a new occupation by first identifying his/her skills and then accessing local labor market information such as projected occupation growth and wages. The job seeker also can access relevant employer contacts and a current listing of jobs available for that occupation. The education and experience required for an occupation can be displayed, as well as details on training programs available in the area.*

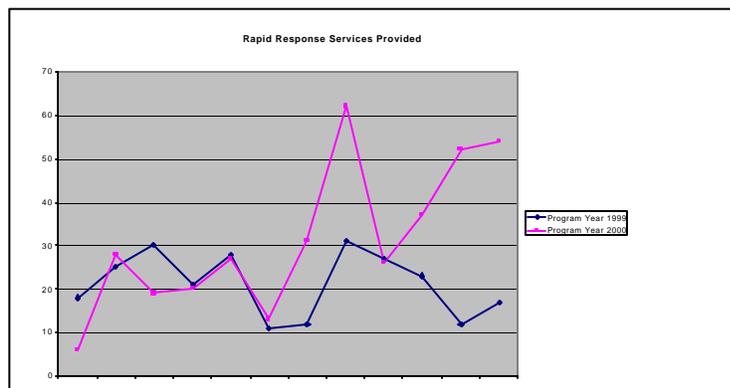
Employers who are finding it increasingly difficult to locate and attract qualified workers for high-skilled, high-paying jobs – and qualified workers for entry-level jobs find Virtual OneStop a valuable tool as well. Registered employers can review the resumes of qualified candidates, as well as post job orders online – and can find other services including access to the latest economic and labor market information.

In addition, Virtual OneStop will offer a full complement of online services for Staff, Case Managers, and Career Counselors – including common intake, eligibility determination tools, case management information, placement data, scheduling tools, client tracking and follow-up utilities, and approved training services.

Virtual OneStop gives managers in the one-stop system the ability to store, closely monitor, and evaluate detailed case management information – located in one place and presented in uniform, standardized data formats. The system is also designed to generate all federally required reports.

### Rapid Response Assistance

Under the Workforce Investment Act (WIA), the Dislocated Worker Unit is the lead entity of the “Rapid Response Team” and is responsible for ensuring that Rapid Response assistance is efficient and effective throughout the state. Local teams are generally comprised of representatives of the Workforce Investment Area/Board, the State Dislocated Worker Unit, and the local Employment Security Commission office, which includes the Unemployment Insurance program. Upon notification or confirmation of a layoff event, contact is made to schedule an initial meeting with the company management staff. Information such as the anticipated layoff schedule, reemployment services, employee demographic data, and unemployment insurance is shared during the initial meeting. Upon conclusion of this meeting, a schedule is agreed upon whereby much of the same information can be shared with the affected workers on site before the first layoff is expected to occur. The ultimate goal is to reduce the period between unemployment and suitable reemployment.



During Program Year 2000, South Carolina saw a steady increase in the number of workers losing their jobs through plant closures or layoffs. Although the average unemployment rate for the period July 2000 – June 2001 was 3.86%, the demand for Rapid Response Assistance services rose sharply in the second half of the year. By year's end the

number of meetings with employers and group orientation sessions with affected employees had risen 47% over the prior year (376 versus 255).

All employers and affected employees are provided timely and professional services, which accommodate local circumstances. The following have proven effective in the delivery of Rapid Response assistance across the state:

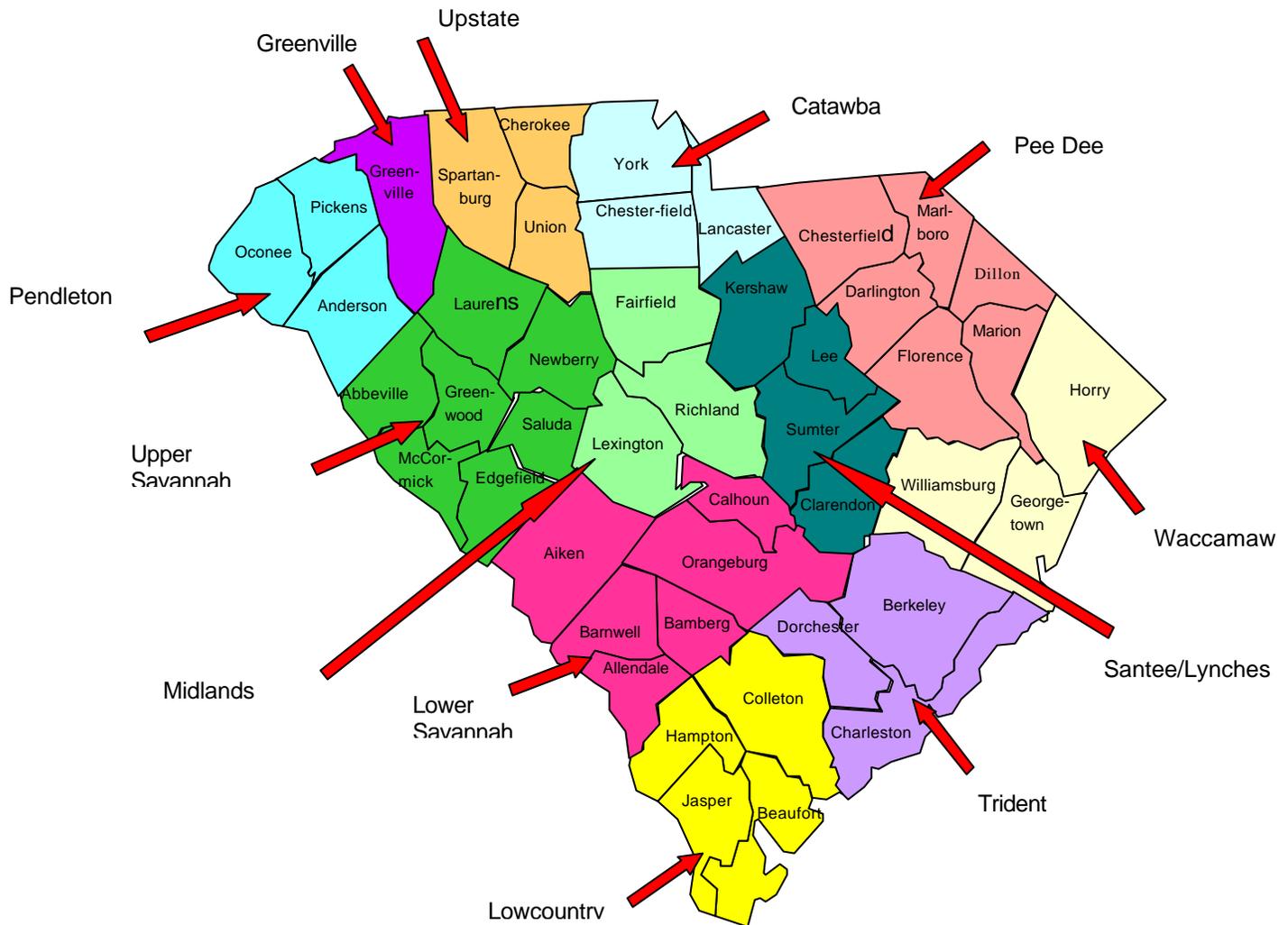
- The development and revision of subject outlines for each team member have proven to be the best means of providing necessary information in a logical sequence and in the least amount of time when conducting the initial employer meeting, as well as the group meetings with employees.
- The development of a PowerPoint presentation for employee group orientation sessions has assisted in keeping team members on track and has ensured that all employees receive professional, consistent information.
- A Dislocated Workers Guide was written and published for distribution during employee group orientation meetings. It serves as an added resource and reference for the affected workers, and also eliminates the necessity of note taking during the meetings.
- Whenever practical, on-site job registration is provided as part of Rapid Response assistance. This maximizes the opportunity for job seekers to be matched with potential employers before the actual layoff occurs.

During Program Year 2000, State policy was issued concerning the integration of the Trade Act programs and the Workforce Investment Act. Under WIA, complete integration of the services that all dislocated workers receive is an essential element of a seamless delivery system. To facilitate this process, the Trade Act programs are a required partner in the One-Stop service delivery system and are required to be accessible through One-Stop centers. Therefore, in an effort to improve services, maximize resources, avoid duplication, and enhance outcomes for all customers, Trade-affected workers now access reemployment services as any other dislocated worker. WIA resources ensure that Trade-affected workers are provided comprehensive assessment, case management, and follow-up services. Trade funds are utilized for actual training costs and the income support provided through TRA payments.

### **Statewide One-Stop Directory**

In an effort to provide the most current and pertinent information concerning the One-Stop System, a directory of one-stop services and office locations was compiled. The directory can be used to assist both job seekers and employers. A statewide survey, using the attached instrument, was conducted. Survey results cover all the local areas' one-stop centers, the services they offer, accessible partners, and other pertinent information including hours of operation and locations. This directory has been distributed to all applicable workforce development professionals, partner agencies, and local elected officials. It has also been used extensively as a WIA marketing tool throughout the state.

## PART II: SOUTH CAROLINA'S ONE-STOP SYSTEM: AT A GLANCE



In Program Year 2000, South Carolina's One-Stop System was comprised of 46 One-Stop Centers: 17 comprehensive and 29 satellite. By definition, a comprehensive One-Stop Center provides WIA Title IB core services and actual access (staff or electronic linkage) to other programs and services provided by the required One-Stop partners. Satellite centers provide many of the same services from one or more required partners through on-site staff, technology, or printed materials. Comprehensive One-Stop centers are primarily located in the more highly populated areas and industrial centers. Satellite centers are strategically located to provide wider access to workforce development services throughout the State and in areas where it may be more difficult for individuals to commute. All one-stop centers adhere to local, State and federal guidelines; however, each has a unique system for providing services to adults, dislocated workers and applicable youth. With twelve Local Workforce Investment Areas, the State's challenge has been to provide a cohesive and coordinated system that all South Carolina residents can access.

In 1996, South Carolina received a One-Stop planning grant that led to the piloting of a One-Stop service delivery system. As a result, 22 resource center locations were established and operated primarily by the SC Employment Security Commission. The Resource Centers provided full service job search assistance, unemployment insurance services and personal computers for customer use and staff assistance as needed. In 1998 the Workforce Investment Act was signed into law. As a result, the Resource Center System was replaced with the new One-Stop System.

By July 1, 2000, the State had completed significant implementation of the Statewide One-Stop delivery system. Each of the 12 Local Workforce Investment Areas currently has at least one functional comprehensive One-Stop center. One-Stop center operators include local Employment Service offices, Technical Colleges, school districts, community action agencies, private non-profit agencies, private-for-profit contractors and others. These operators coordinate the varying levels of services from required and optional partners. The State's system provides employers and job seekers with the resources necessary to fulfill their employment and worker needs at a single location. In some areas, physical locations have been designed and built to accommodate the One-Stop configuration. In most other locations, renovations have been made to assure that the One-Stop centers are more customer-friendly.

A State Level Memorandum Of Understanding (MOU) was entered into by the following required and optional partners:

- ❑ **SC Employment Security Commission**
  - Wagner-Peyser
  - NAFTA
  - TAA
  - Veteran's (DVOP, LVER)
  - Unemployment Insurance
  - Veteran's Workforce Programs
  - Job Corps
- ❑ **SC Indian Development Council**
  - Native American Programs
- ❑ **Telamon Corporation**
  - Migrants and Seasonal Farm Workers (MSFW)
- ❑ **SC Department of Education**
  - Adult Education and Literacy
- ❑ **SC Vocational Rehabilitation Department**
  - Vocational Rehabilitation
- ❑ **SC Commission for the Blind**
  - Vocational Rehabilitation for the Blind
- ❑ **SC Department of Health and Human Services**
  - Title V, Older Americans Act
- ❑ **SC State Board for Technical and Comprehensive Education**
  - Post-Secondary Vocational Education
- ❑ **Office of the Governor · Division of Administration and Economic Services · Office of Economic Opportunity**
  - Community Services Block Grant (CSBG)
- ❑ **SC Department of Social Services**

- Food Stamps, TANF

The development and signing of the State level Memorandum of Understanding has helped facilitate the participation of many of the partners. Local boards along with local area administrators have worked diligently to establish the required partnerships as well as recruiting and bringing in unique partners. Some of these partnerships include colleges/universities, military recruiters, inmate fellowships, Goodwill, regional development corporations, and public transit authorities. Many One-Stop centers have expanded the days and hours of service to accommodate incumbent workers and others that may find it difficult to obtain these services during normal hours of operation. Based on local need, some services are provided that are unique to the system. In South Carolina, these services include G.E.D preparation classes, on-site childcare, the University of South Carolina TRIO program, US Army Recruiting and programs/services for the visually impaired.

The One-Stop System in South Carolina allows for universal access by customers and is the initial point of contact for the provisions of core, intensive and training services. The State has developed a **One-Stop Directory** that includes specific information on the One-Stop centers and the services provided in each of these centers.

Of the 17 comprehensive One-Stop centers, five were nominated for the PY 2000 Outstanding One-Stop Center Award at South Carolina's Workforce Development Partnership Conference. These centers are listed below with a brief description.



*The front of the Trident One-Stop Career Center in Charleston, SC.*

### 1. **Trident One Stop Career Center (TOSCC)** North Charleston, SC

The TOSCC is recognized as a leader in workforce development in the Trident Region. Their business customer list includes some of the largest employers in the region such as Bosch, Bayer, Nucor Steel, AGFA, Lowe's, Wal-Mart, Standard Warehouse and Alcoa. During the past twelve months, the Trident One-Stop Center has served several thousand customers providing core, intensive and training services.

The center provides an array of services including job search assistance, assessment, Keytrain and Work Keys testing, resume writing, employment application assistance, GED preparation and job readiness training. In addition, the Center offers business services including space for career fairs, interviewing, testing and training for new and incumbent workers. TOSCC received the Program Year 2000, Outstanding Statewide One-Stop center Award at the 2001 Statewide Workforce Development Partnership Conference in October 2001.

## 2. **Aiken ESC Job Service Office One-Stop Center** Aiken, SC

The Aiken Employment Security Commission Job Service One-Stop Career Center began transformation well in advance of the WIA. Its mission was to establish and continuously improve an accessible, seamless, and customer focused system for reaching out and helping employers, job seekers, and encumbered workers obtain the workforce development assistance they needed and desire. Continuous improvement is the driving force behind this center's effort in providing quality services to local employers as evidenced by a 96.3% job order fill rate. Staff has also provided more than 109,000 quality services to an excess of 22,000 job seekers during Program Year 2000. The delivery of core and intensive services is fully integrated at this One-Stop Center.



*Governor Jim Hodges officially opens the Midlands One-Stop Center in Columbia.*

## 3. **Columbia Comprehensive Workforce Center** Columbia, SC

The staff of the Columbia Comprehensive One-Stop Center is an effectively integrated organization of 18 diverse partner agencies, all sharing the vision of the Midlands Workforce

Development Board, to build a workforce system in the Midlands, where no customer enters the wrong door. The Midlands One-Stop Operator Consortium and all partners

participated in the development of a business plan. This plan was the blueprint for new directions in delivery of services to meet customers' needs. To accomplish the Act's guiding principle that customers should control their career development, staff researches customers needs and finds ways to help them meet those needs. The One-Stop system has achieved a new level of customer choice through the integration of On-the-Job Training, core and intensive services, as well as opportunities through eligible training providers. These services are accessed with electronic linkages to all One-Stop locations throughout the area. The comprehensive center has extended business hours for customer convenience.



#### **4. Rock Hill Workforce Center** Rock Hill, SC

This center quickly embraced the One-Stop System concept by changing the way they conduct business. All partners and WIA staff are involved in process improvement and customer service. The center utilizes a team concept in offering WIA services to the customers in the area. In the spirit of collaboration, the partners work together, meet together and

plan together. The center performs well in all WIA funded areas – from Youth to OJT certifications. This center is an excellent example of how WIA is a system - not a program. The center strives daily to continue providing the best possible services to its job seekers and employers.

#### **5. Spartanburg Technical College Comprehensive One-Stop Center** Spartanburg, SC



The One-Stop center at Spartanburg Technical College provides comprehensive services to residents in the Upstate Workforce Investment Area. The Center assists employers and job seekers by providing accessible and user-friendly services. Customers are introduced to a system which includes certification of eligibility for services, orientation to services, skills assessment, job search services and career counseling. A unique partnership with

area agencies such as the Employment Security Commission, Vocational Rehabilitation, Job Corps, Piedmont Community Actions, SC Commission for the Blind, Senior Community Service Employment Program, Spartanburg County Adult Education/Literacy, Spartanburg County Department of Social Services, Spartanburg Housing Authority, Spartanburg Technical College, Telamon, and Henkels & McCoy. Working together as one unit has exemplified the unique quality of this Center. Customers can truly make one stop to get the services they need to facilitate their workforce development goals.

South Carolina has attempted to develop and implement a Statewide One-Stop System that provides seamless and integrated services while still having enough flexibility to address unique local needs. The process of development is ongoing and we look forward to continual improvement of workforce development service delivery.

## **PART III: SOUTH CAROLINA'S LOCAL WORKFORCE BOARDS**

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South Carolina's WIA Vision for economic development is as follows:

**“To increase the wealth of South Carolina’s citizens- particularly as measured by per capita income and the number of geographic distribution of well paying jobs- in a manner that supports and enhances a high quality of life.”**

This mission reflects South Carolina's commitment to improving the competitiveness and profitability of its economy while enhancing the lives of its citizens and workers.<sup>1</sup> In order to compete in today's technological and service-oriented economy, local workforce boards are faced with the challenge of connecting the community with businesses, educational institutions, training centers, economic development organizations and other human service entities. South Carolina's local WIBs play a major role in this capacity and are rising to the challenge and becoming the change agents for their communities. They are struggling with the effects of the economy, business closings, the legislation itself, and many other barriers. To help them overcome these barriers, the State's Employment and Training representatives are visiting the local areas and providing them with the technical assistance they need to flourish in the their local areas. The State has also sponsored several training sessions and conferences to address these problems and provide viable solutions. The full implementation of WIA could not have been possible without the hard work of local boards. One such board located in the Pee Dee region exemplifies the true meaning of board leadership. On the following pages, each of the twelve boards and their respective areas will be highlighted.

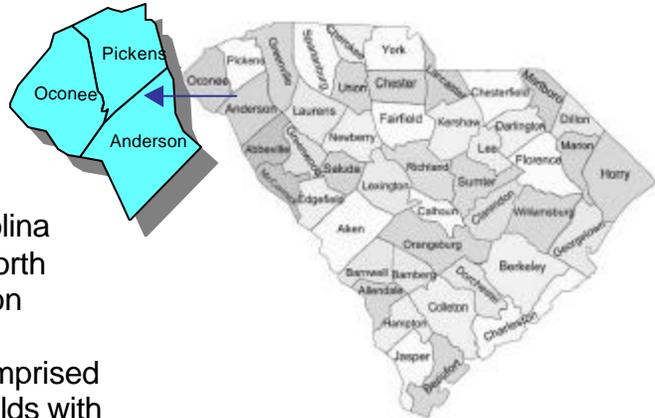


The Pee Dee Workforce Development Board received the PY 00 Joe A. Young Award for Outstanding Workforce Board. This 30-member board along with its 30-member Youth Council, believe strongly in needs assessments and community input.

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<sup>1</sup> Excerpt from South Carolina's Statewide WIA Five-Year Plan, p.4.

## PENDLETON DISTRICT WORKFORCE INVESTMENT BOARD



The Pendleton District is located in the upper northwestern corner of South Carolina and borders the States of Georgia and North Carolina. Pickens, Oconee and Anderson Counties make up the region's workforce investment area. The labor market is comprised of mostly industry and healthcare. Key fields with the highest potential for growth are service jobs, industry, production, construction, professional, paraprofessional, technical, managerial and administrative occupations.

### Pendleton District's Vision

The Tri-County area will have coordinated community infrastructures that will meet the demands of a diverse workforce and support economic development. Our future workforce, including today's youth, will be prepared to enter the workforce as the result of successful participation in the overall continuum of education and support.

It's 20-member youth council has representatives from law enforcement, vocational rehabilitation, the local YMCA and a Chamber of Commerce President. These members augment the required council membership by allowing different angles for youth development.

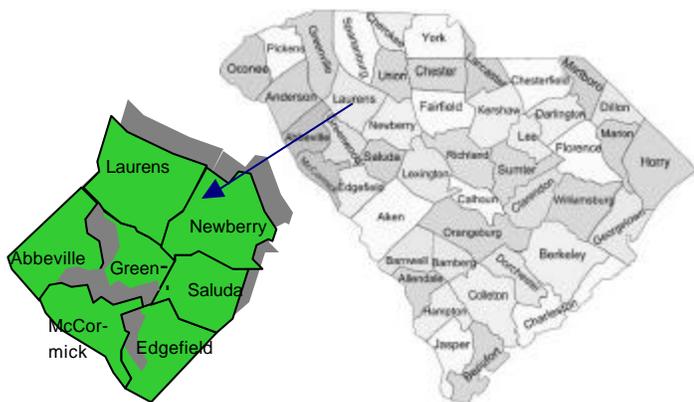
Pendleton District's administrative entity is the South Carolina Appalachian Council of Governments located in Anderson, SC. There are four One-Stop Centers in the

Pendleton District: One comprehensive center located in Anderson and three satellite offices located in Anderson, Oconee, and Pickens Counties.

The Pendleton District's Board has worked diligently through the transition phase of WIA and is proud of its many accomplishments in the local area concerning economic development and services to dislocated workers. The Board is undergoing a "State of the Workforce" Assessment of its local area's labor market and is identifying potential barriers to serving employers and job seekers. This effort is considered one of the Board's best practices and establishes it as a change agent for its community. In addition to the needs assessment study, the Board has also adopted the Malcolm Baldrige standards for its one-stop system. These two efforts will help the board achieve its mission by tapping into and improving upon the community's infrastructure.

Debbie Dunson, of the Pendleton District, received the PY 00 Outstanding WIA Alumnus Award from the State Workforce Investment Board for her training and subsequent job placement as a Medical Laboratory Technician. Debbie's success is testimony to the Board's dedication to its local customers.

Debbie's story is presented in the Customer Spotlight section of this report.



## UPPER SAVANNAH WORKFORCE INVESTMENT BOARD

The Upper Savannah Workforce Development Board is comprised of a seven-county area, which includes Abbeville, Edgefield, Greenwood, Laurens, McCormick, Newberry and Saluda Counties.

Over 80% of those employed in the Upper Savannah region work in manufacturing (40%), wholesale and retail trade (18%), or the service sector (23%). In 2001, the region has experienced a large number of plant closings and mass layoffs. The unemployment rate in the region has doubled in one year.

The Upper Savannah Council of Governments, located in Greenwood, South Carolina, is the administrative entity for the Upper Savannah Workforce Development Board.

### Upper Savannah's Vision

The Upper Savannah Workforce Development Board and its partners will establish a customer-driven development system that maximizes return on investment and focuses on customer satisfaction.

The members of the Upper Savannah Workforce Development Board, in addition to their involvement with the Board, many are involved and are members of personnel associations, local civic groups and chambers of commerce.

The Upper Savannah Workforce Development Youth Council Members have an extensive experience with and knowledge of youth programs in their communities. The Upper Savannah

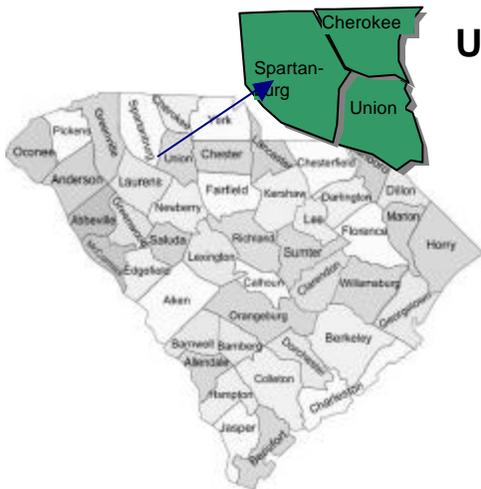
Youth council and the Workforce Development board will develop a region-wide youth system. The foundation of this system will be a network of partners that will share information and work together to obtain a common goal.

To date, the Upper Savannah Workforce Development One-Stop System includes, one comprehensive center located in Greenwood, South Carolina. And four satellite One-stop centers located in Abbeville, Clinton, Greenwood, and Newberry, South Carolina.

Individual employment and training programs in the area are successful. In fact, local agencies have won state and national awards for their performance. Area residents are becoming familiar with technology and are more willing to use technology to get information. The area, its Board and Youth Council, partner agencies, and individuals within the system are committed to continuously improving performance.

Upper Savannah took a lead in promoting One-Stop Workforce Centers by implementing a local marketing plan. One-Stop partners set up and manned display

booths at local events. At least 5,000 bookmarks advertising One-Stop Workforce Centers and relevant websites were distributed at events and through other agencies such as libraries. Key stakeholders were identified and were mailed information and a copy of the Upper Savannah Human Services Directory, which lists programs and services available in Abbeville, Edgefield, Greenwood, Laurens, McCormick, Newberry and Saluda Counties. Announcements regarding free workshops provided by employers were placed in local newspapers and sent to other media. The Upper Savannah Workforce Investment Area inserted employer services flyers in newsletters published by chambers of commerce. The area received the most publicity for an event it planned for employees of a textile plant in Clinton which closed in 2001. Nearly all of the 600 employees attended a job fair which featured 37 employers and training organizations. The job fair received attention in local and regional news media.



## UPSTATE WORKFORCE INVESTMENT BOARD

The Upstate Workforce Investment Board's geographic area includes Cherokee, Spartanburg, and Union Counties located in the foothills of the northwest region of South Carolina and is within a boundary which encompasses an area of 1,739 square miles.

The Upstate Area has a very diverse population and is comprised of retail trade, textiles and manufacturing as the leading industries.

The Upstate Workforce Investment Board is comprised of members who make-up 56% from the private sector, representing minority-owned, small and large businesses in the area. Five of the board members are also One-Stop Partners. This is one of six boards in South Carolina that was grandfathered into WIA. It's administrative entity is the South Carolina Employment Security Commission.

**The Upstate WIA is especially proud of its Youth Council. Meeting attendance is approximately 90% and members engage in lively discussions surrounding policy-making decisions. This Council connects all youth programs in the Upstate Area since there seems to be little connectivity between schools and other youth programs.** The Youth Council has knowledge of the services pertaining to foster care, education, welfare, and special needs and barriers. This knowledge is a valuable resource that will be used in the development of youth activities/services in the region and is considered one of the Upstate's best practices.

The Upstate Workforce Investment Area has three One-Stops: One comprehensive Center located in Spartanburg, South Carolina; and three satellite centers located in Spartanburg, Gaffney and Union, South Carolina.

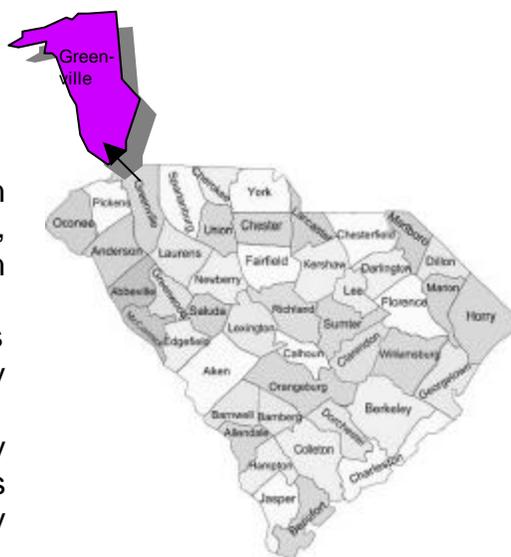
Jeffery Lee Tallent, an Upstate youth participant, received the WIA Youth Achievement Award for PY 00 at the 2001 Statewide Workforce Development and Partnership Conference in October, 2001. Jeffery's success is further evidence of the Upstate's Youth Council progress.

### *Upstate's Vision*

*To create and oversee a continuously improving workforce investment system for Cherokee, Spartanburg, and Union Counties that through a one-stop setting encompasses all necessary resources for the citizens of our three-county workforce investment area to obtain employment at a livable wage; and ensures employers have a work ready pool of applicants and a point of contact to obtain other employer related services; and promotes youth development through education, training, and employment through a Youth Council.*

## GREENVILLE COUNTY WORKFORCE INVESTMENT BOARD

Greenville County is located in the Piedmont section of the eastern slope of the Southern Appalachian Mountains. The County is bordered by Pickens, Anderson, Laurens, and Spartanburg Counties in South Carolina and by Transylvania, Henderson and Polk Counties in North Carolina. Greenville County is positioned along the I-85 corridor and is midway between Charlotte, NC and Atlanta, GA. Greenville County is South Carolina's most populated county and is the central location of a market that serves more than one million people. Greenville's economy is supported mainly by three sectors: retail, service and manufacturing. The local economy is primarily manufacturing with major employers such as BMW Manufacturing Corporation, General Electric, and Michelin North America Headquarters. The Greenville Workforce Investment Board is the only Board in South Carolina that serves a single county. The administrative entity is Greenville County Human Resources and WIA Services, located in Greenville, South Carolina.



Board members have optimum policy making authority and represent diverse occupations and company sizes. With gubernatorial leadership, comprehensive state workforce investment board leadership, and strong business participation, the local board is well equipped to achieve its vision and shape Greenville's emerging workforce.

### *Greenville's Vision*

Greenville's vision is to develop a workforce investment system that best meets the needs of employers and job seekers through partnerships, accountability and coordination.

The Greenville WIB, working with the Youth Council, is responsible for conducting oversight of local youth programs to ensure fiscal and programmatic accountability. The Greenville Youth Council developed a program design for youth services that establishes an integrated and effective system. The system addresses special youth populations and places particular emphasis on creating linkages between academic and occupational learning.

The Greenville WIB has one comprehensive one-stop center located in Greenville, South Carolina and two satellite one-stop centers located in Greenville and Simpsonville, South Carolina. As a best practice, Greenville's comprehensive Job Link Center provides local access to an array of job training, education and employment services. Located at County Square, the Job Link Center is one of more than 50 federal, state, and local government agencies housed in the same building. Customers have easy access to free and spacious parking areas, state of the art equipment, access to all required partners, and a customer- friendly staff.

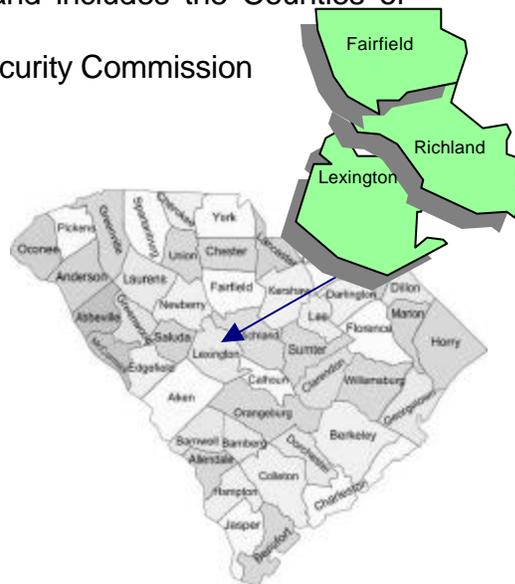
## MIDLANDS WORKFORCE DEVELOPMENT BOARD

The Midlands area is located in the center of the State and includes the Counties of Fairfield, Lexington and Richland. The administrative entity for this workforce area is the South Carolina Employment Security Commission located in Columbia, South Carolina.

### *Midland's Vision*

**A workforce system that provides employment opportunities, improves the quality of the workforce and facilitates economic development.**

Richland County is the government and educational capitol of the State and home of the largest University in South Carolina. Richland and Lexington Counties have a strong service occupation base while



Fairfield County is still largely rural with pockets of manufacturing companies. Growth occupations in the area consist of correctional officers, legal secretaries, residential counselors, messengers, food service workers, and lodging managers to name a few. This trend of growing service jobs will continue into the next decade.

The 42-member Board is comprised of 59% private sector representation and includes a diverse cross section of leadership. Its Youth Council has 21 members that represent education, community based organizations, public housing, Job Corps, and other required and optional entities.

Midlands has three one-stop centers: One comprehensive center in Richland County and two satellite centers in Fairfield and Lexington Counties. All the one-stops are called the Midlands Workforce Center in order to provide a consistent identity in the area.

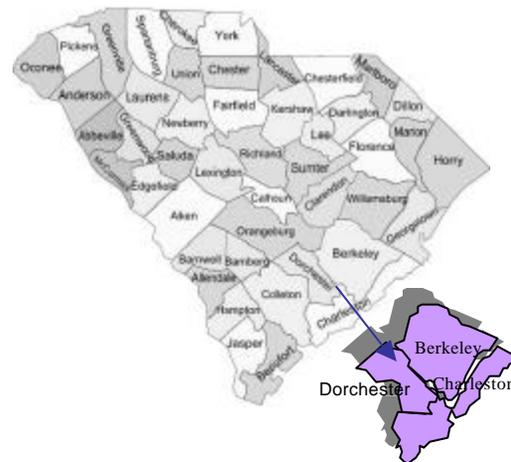
The Midlands Board has strengthened its bond with several partners by leveraging resources and building customer relationships. The City of Columbia, the Empowerment Zone, the Family Service Center, the Employment Security Commission and the Board have enjoyed many successes throughout PY 00. It is this spirit of collaboration that brings the Act itself to life. In addition to these partners being an intergral part of the one-stop center system, they are also involved in providing innovative and customer focused services to youth. By tying in the youth programs to the one-stop center system, the Board is ensuring that the youth of today have the information they need to succeed in tomorrow's workforce.



*A Midlands Employer Representative speaks to employers concerning the WIA services offered to them through the one-stop system.*

## TRIDENT WORKFORCE INVESTMENT BOARD

The Trident Workforce Investment Board's tri-county area includes Berkeley, Charleston and Dorchester Counties located in the southeastern area of South Carolina. These counties are contiguous to each other and it is the norm for a person to live in one county and work in another. The administrative entity for the Board is Charleston County.



At the beginning of 1990, local, state and federal government employed one in four people in the tri-county area. By the end of the decade, a major shift occurred in the region as a result of the closing of the Charleston Naval Shipyard and Complex. There was continued growth in industries such as tourism, healthcare and the Port of Charleston. Today, the services sector – which includes healthcare, hotels and accommodations as well as other professional business services, employs 28% of the region's workforce. However, the largest job gains were among those industry sectors paying the lowest wages. Manufacturing, whereby workers earnings are among the highest in the region, added only a few hundred jobs to its payrolls during the period. One of the goals of the Charleston Regional Development Alliance is to attract new jobs to the region that pay at least 10% above the average South Carolina wage.

Members of the Trident Workforce Investment Board (TWIB) have contributed to the development of the vision, mission and goals which guide the Trident Area's Workforce Investment System. The TWIB operates under the Consortium Agreement of the Tri-County Chief Local Elected Officials. Each member has been instrumental in the development of economic development strategies and workforce development policies in their resident counties. The TWIB has supported the provision of joint staff training, which has resulted in the recruitment and retention of a highly trained, professional staff dedicated to providing high quality services to employers, incumbent workers, and unemployed citizens.

### Trident's Vision

**“To develop a workforce investment system which provides timely and effective assistance to employers, incumbent workers, and unemployed citizens in Berkeley, Charleston and Dorchester Counties.”**

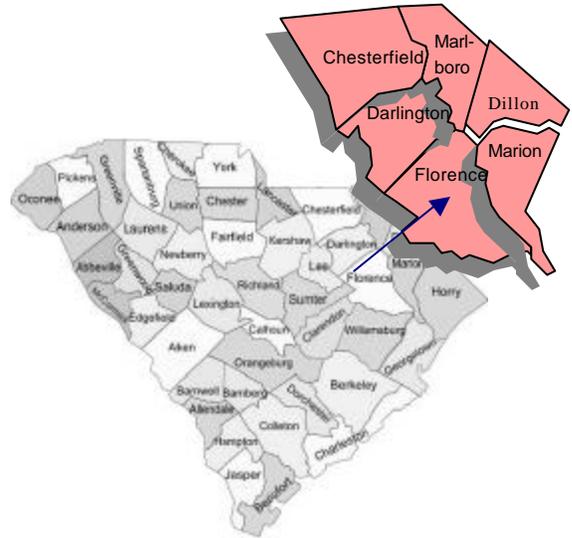
The Youth Council has been instrumental in the development of youth programs in their resident communities and is committed to developing an integrated system to assure that all youth have access to educational and occupational resources in the area.

The Trident Workforce Investment Board has one comprehensive center located in North Charleston, South Carolina. The Trident Board also has two satellite One-Stop Centers located in Summerville and Moncks Corner, South Carolina.

In August of 2000, Nucor Steel, a major manufacturing entity within the Charleston, South Carolina area, established a need to expand its steel-producing workforce. Basically, the supply of skilled workers was diminishing as the labor market tightened and Nucor's market share increased. Nucor was struggling to grow its workforce to keep up with product demand. Representatives from Nucor Steel, Trident Technical College and the Trident One Stop Career Center met to create what is now viewed as a national working model for occupational skills development and training programs. Considered as one of Rutgers University Heldrich Center for Workforce Development Promising Practices, this innovative approach resulted in the selection of qualified candidates for entry into the Manufacturing Certificate Training Program and ultimately into entry-level employment for selected candidates. This program helped to establish and deliver high quality customer service to business customers and equally high quality service to job seekers.

## PEE DEE WORKFORCE INVESTMENT BOARD

The Pee Dee region dominates the northeastern corner of South Carolina with Counties (Chesterfield, Dillon and Marlboro) bordering North Carolina. The six counties of Chesterfield, Darlington, Dillon, Florence, Marion, and Marlboro Counties comprise the Pee Dee region. The region is bisected by the Pee Dee River, with three counties to either side of it. It is also bisected by Interstate I95, which serves as a regional “Main Street” for the area.



The region is centrally located to a number of major urban centers and/or destination areas in South Carolina:

- Charlotte metroplex, 45 miles Northwest of the Pee Dee Region
- Columbia, 45 miles West
- Charleston and the Port of Charleston, 70 miles South
- The South Carolina Grand Strand, 45 miles East

Manufacturing employment dominates the economy in the Pee Dee Region. Retail and service businesses are also significant to the economy.

The administrative entity for the Pee Dee Workforce Investment Board is the Pee Dee Council of Governments, located in Florence, South Carolina.

The thirty-member board with input from the Youth Council, partners, and focus groups, provide the partnerships necessary to assure that employers and job seekers are provided services that will meet their needs in the 21<sup>st</sup> century.

The Pee Dee Youth Council has 30 members and mirrors the number of county representatives on the WIB. The Youth Council membership constitutes a diverse representation of youth agencies from the Pee Dee Workforce Development System. Most of the agencies/organizations represented on the Council work with at-risk youth in the region and have experience dealing with youth issues.

The Pee Dee One-Stop System has the most One-

### *Pee Dee's Vision*

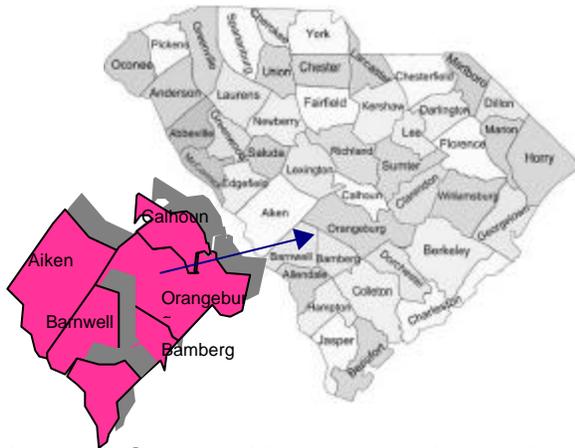
The Pee Dee Workforce Investment Board is building a workforce development system for the 21<sup>st</sup> century, fostering community partnerships in the Pee Dee Region. We are providing training and support that encourage and motivate existing and potential members of the Pee Dee Area Workforce to attain self-sufficiency and self-actualization while meeting the needs of existing and future employers.

Stop centers in South Carolina. Two comprehensive centers are located in Florence and Cheraw, South Carolina. Satellite centers are located in Hartsville, Marion, Bennettsville, Dillon, and Lake City, South Carolina.

The Pee Dee Workforce Investment Board received the Joe A. Young Award at the recently held South Carolina 2001 Statewide Workforce Development Conference in North Charleston, SC, October 28-31, 2001. The award recognizes outstanding Workforce Investment Boards involved in serving their local residents' job training needs and exceeding performance measures established by the US Department of Labor.

The Board takes great pride in the preliminary assessment of its local area's needs as well as the needs of the individual customer. Two examples of these efforts are the incorporation of the WorkKeys component at the local One-Stop Centers that assists clients in determining which occupational field is best for them. The board proactively sought a local Needs Assessment for the local area that detailed the number of jobs that would be available in the coming years, and the skill gaps that were being felt across the region. The needs assessment for this area was the first one conducted in South Carolina and serves as a best practice across the State. Results of the project are currently being used to develop customized training projects in order to steer WIA participants into more diverse careers.

## LOWER SAVANNAH WORKFORCE INVESTMENT BOARD



The Lower Savannah area is comprised of Aiken, Calhoun, Barnwell, Bamberg, Orangeburg, and Allendale Counties in the southwestern part of the State. The administrative entity to the Lower Savannah Workforce Development Board is the Lower Savannah Council of Governments located in Aiken, South Carolina.

Lower Savannah's economic make-up is comprised mainly of manufacturing, construction, retail and service industry jobs. Growth is expected in manufacturing, utilities, retail and the wholesale distribution industries.

Lower Savannah's Board is comprised of 30 members with a designated One-Stop committee that helps to direct the one-stop system design. Its Youth Council is comprised of members from varying backgrounds such as the Department of Juvenile Justice, law enforcement, tech prep, and customers such as former participants and parents.

The Lower Savannah regions boasts seven one-stop centers. Two comprehensive centers are located in Aiken and Orangeburg Counties; the other five satellite centers are located in Aiken, Allendale, Bamberg, Barnwell, and Orangeburg Counties.

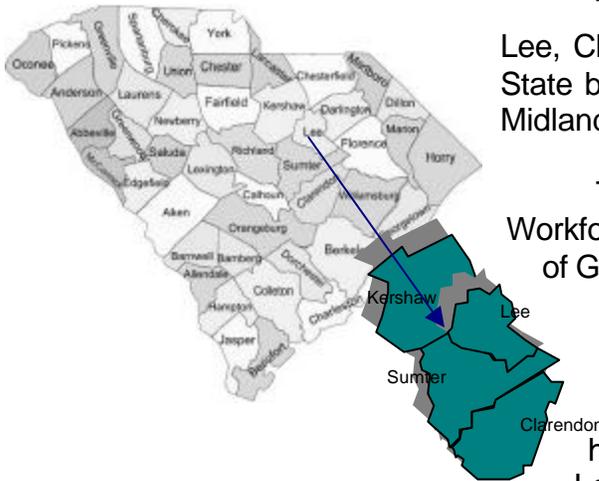
One of Lower Savannah's best practices is its commitment to providing excellent customer service through its One-Stop System. It was recently nominated for a Statewide One-Stop Award for its Aiken Comprehensive One-Stop Center located at the Employment Security Commission office in Aiken County. This Center opened its doors and began a transformation well in advance of the enactment of WIA. Its mission was to establish and continuously improve an accessible, seamless, and customer focused system for reaching out and helping employers, job seekers, and incumbent workers. Continuous improvement is the driving force behind this Center's effort to provide quality services to local employers as evidenced by a 96.3% job order fill rate. It also provided more than 109,000 quality services to an excess of 22,000 job seekers during PY 00 while integrating both intensive and training services into the system. This is one of the area's best practices.

### Lower Savannah's Vision

To establish a comprehensive customer driven workforce development system that maximizes return on investment, focuses on customer satisfaction, and enhances the economic well being of our communities by providing a better prepared, more prosperous and stable workforce, and a thriving economy.



## SANTEE-LYNCHES WORKFORCE INVESTMENT BOARD



The Santee-Lynches region is comprised of Sumter, Lee, Clarendon, and Kershaw Counties near the center of the State bordering the two very different economic regions of the Midlands and Waccamaw areas.

The Administrative Entity for the Santee-Lynches Workforce Investment Board is the Santee-Lynches Council of Governments located in Sumter, SC.

The Santee-Lynches Workforce Investment Area is 70% rural and has been historically referenced as the “Crop Belt.” Sumter and Kershaw Counties have a large manufacturing and industrial base while Lee and Clarendon Counties have some pockets of business activity, but still remain mostly rural. In addition, Shaw Airforce Base is located in Sumter County bringing in a spending power of more than 18,000 military family members. This region will see some slight changes in its economy with the onset of service jobs coming into the area. It will, however, continue to support a manufacturing based economy in the immediate future.

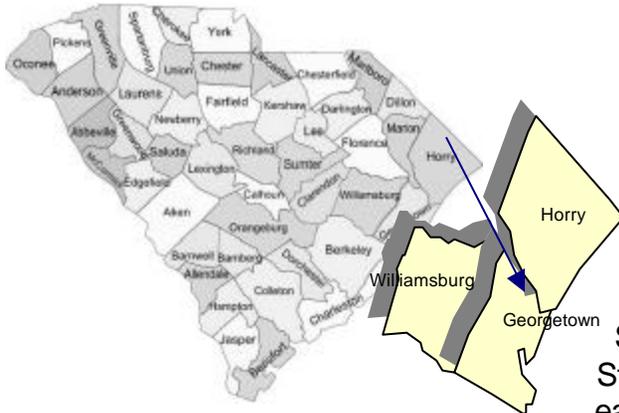
The Santee-Lynches Workforce Investment Board supports a comprehensive One-Stop Center in Sumter County. It is in the process of developing satellite centers in its remaining counties.

The Santee-Lynches Board has made several changes to its structure and mission in order to accommodate WIA. Not only has it changed internally, but it is making great progress in its partnership building efforts. It's greatest challenge is in PY 02 will be to place additional satellite one-stop centers throughout its area. Undoubtedly, the board will continue to call upon its partners for assistance and develop new contacts for future projects.

### Santee-Lynches' Vision

Improving the quality of life for all citizens by investing in a Qualified Workforce supporting economic development within the Santee-Lynches region.

## WACCAMAW WORKFORCE INVESTMENT BOARD



The Waccamaw Region is a three-county area encompassing Georgetown, Horry and Williamsburg Counties. This region is located in the northeastern coastal area of South Carolina, bounded by the North Carolina State line to the north, the Atlantic Ocean to the east, the Santee River to the south and Marion, Florence and Clarendon Counties to the west.

The Waccamaw Workforce Investment Area offers a varied economy, complete with major manufacturing industries, an agricultural presence and an ever-expanding tourism industry. A growing State port is also located in the area opening the Region to international trade. While the beach is still the top tourist attraction in the Region, the area is also well known as a golf-vacation destination. Despite these advances along the Atlantic Coast, however, the area is largely rural.

The Waccamaw Regional Planning and Development Council is the administrative entity for the Waccamaw Workforce Investment Board. The Board's membership includes a diverse group of leaders from the business sector. Its Youth Council is especially active in oversight of the area's youth services. Many key players in the community participate in the design of the area's youth programs from the Department of Juvenile Justice, Horry-Georgetown Technical College, School-to-Work Consortium and other youth-related agencies.

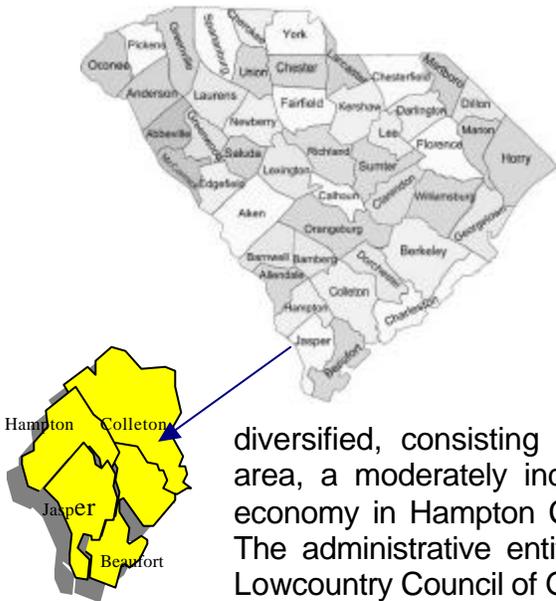
A best practice was implemented in PY 00 by Williamsburg County School District's WIA-funded youth program. They encouraged the younger youth population to achieve academic excellence by offering a summer camp that involved twenty hours of job shadowing activities for two weeks. These activities were followed by thirty-four Academic Enhancement/Career Exploration classes for five hours on Saturdays. The effectiveness of the latter activity was enhanced by the collaboration with institutions of higher learning such as South Carolina State University, Limestone College and Williamsburg Technical College. For instance, two Deans from the School of Engineering Technology and Sciences of South Carolina State University taught five classes. Students participated in such projects as making an electric circuit and designing a solar energy automobile.

### Waccamaw's Vision

The Waccamaw Workforce Investment Board will be the leading liaison between private and public sectors on workforce development issues in the Waccamaw region.

The Waccamaw region has three one-stop centers: two comprehensive centers located in Georgetown and Horry Counties and a satellite center in Williamsburg County.

## LOWCOUNTRY WORKFORCE INVESTMENT BOARD



The Lowcountry Workforce Investment Area is comprised of Beaufort, Colleton, Hampton and Jasper Counties covering more than fifty miles from the north and northwest areas (Colleton and Hampton Counties) to the southern areas (Beaufort and Jasper Counties). Beaufort County is comprised of more than 60 islands, with some island residents having limited access in and out of the county. Many residents must drive miles inland to reach a primary north/south route to go to work, school or to recreational sites. The economy is

diversified, consisting of a strong service economy in the Hilton Head Island area, a moderately industrial economy in Colleton County, agriculturally based economy in Hampton County and a retail/retirement economy in Jasper County. The administrative entity for the Lowcountry Workforce Investment Board is the Lowcountry Council of Governments, located in Yemassee, South Carolina.

The Lowcountry Workforce Investment Area received its area designation in July of 1999. The four counties of Beaufort, Colleton, Hampton and Jasper, in conjunction with Lowcountry Council of Governments, joined to form the Lowcountry Workforce Investment Area. Previously, these four counties, as well as Fairfield County, were governed by the Balance-of-State Private Industry Council. Fairfield County has since been incorporated into the Midlands Workforce Investment Board. The Lowcountry

Workforce Investment Board is committed to creating a future for this region that will ensure a skilled and qualified workforce well into the next century.

### Lowcountry's Vision

**“A collaborative system that provides knowledge, skills and services for a qualified and diversified regional workforce.”**

The Youth Council members have unique ideas, experiences, expertise and resources to share. To ensure that all key players could be a part of the council, the membership of twenty members is larger than what is required by the Act. Most importantly, the Council has a passion for the educational and economic success of the youth in the local area and understands the

future rests upon their shoulders.

The Lowcountry Workforce Investment Board has three comprehensive one-stop Centers located in Walterboro, Hampton and Beaufort, South Carolina and one satellite center located in Beaufort, South Carolina. The Lowcountry One-Stop System developed a strategy to recruit and fulfill the projected employment needs of a future medical facility that is being mirrored across the state. This strategy definitively establishes the one-stop system as a vital and crucial player in economic development and is one of Lowcountry's best practices.

## PART IV: CUSTOMER SPOTLIGHT

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*Jeffery Tallent receives a Statewide WIA Youth of the Year Award from the State Workforce Investment Board in October, 2001.*

Every day throughout South Carolina, thousands of customers enter the doors of our one-stop centers to tell their stories. Most customers want someone to listen to them and to offer helpful advice. Others want and need more. For those of our customers that have overcome great barriers and have emerged with a new sense of hope and mission, their stories have and will inspire others. South Carolina is proud of the men and women that have successfully completed services under the Workforce Investment Act and have reached their goals of financial self-sufficiency. Youth

customers have also benefited from the new array of services and programs offered through WIA. There are hundreds, if not thousands, of successful WIA customers throughout South Carolina: Here are a few that have surpassed their own expectations and have gone on to do great things for themselves and their families.

**Debbie Dunson**, from the Pendleton District's Workforce Investment Area, was honored throughout the State of South Carolina for her determination in becoming a Certified Medical Laboratory Technician (MLT). The educational goal seemed simple enough, but Debbie suffered debilitating physical setbacks due to her battle with diabetes. One of Debbie's lower legs was amputated during a semester at school forcing her to drop all classes. Having to undergo intense physical therapy while treating her diabetes, Debbie re-entered school and continued with her MLT training. Because she suffered financially as well, the Pendleton District's Workforce Investment Board awarded her the funding necessary to complete her training.



*Debbie Dunson receives the PY 2000 WIA Alumnus Award at the Statewide Workforce Development and Partnership Conference in Charleston.*

Debbie is currently working for Cannon Memorial Hospital in Pickens, South Carolina for a wage of \$12.08/hour. Not once during her fight for financial self-sufficiency did she give up.

**Earline Adams** from the Greenville Workforce Investment Area has also achieved success. Earline, 53, of Greenville, South Carolina, lost her husband, lost her job and found herself alone for the first time in more than 33 years. Having no real marketable skills, Earline was afraid to pursue training. After an assessment and completion of the entrance exam at Greenville Technical College, Earline performed better than she had expected and set her goals to enter the medical field. In college for only a short time, Earline underwent surgery and was unsure if she would be able to pursue her medical training. Upon meeting with her case manager, they decided that several of Earline's credits could be transferred to the Medical Transcription Program, significantly cutting her training time. Earline completed her certificate and became employed with Bon Secours St. Francis Hospital System as an Internal Medical Auditor. She is another fine example of someone with determination and the resourcefulness accessing WIA services and training opportunities.



**Abigail Saxon** of the Upper Savannah Workforce Investment Area is another example of hard work and perseverance. Abigail enrolled in Electronic Engineering Technology at Piedmont Technical College under the former Job Training Partnership Act in 1997. She had just left an abusive relationship and was raising a son by herself. She was receiving Food Stamps, a housing subsidy, and Pell Grant assistance. She continued to work at Pizza Hut to make ends meet. Luckily, in the fall of 1998, Abigail got a new job at Bernstein Von Seelen as a CNC machine operator where she could work the 36-hour weekend shift and still take her classes during the week.

In 1999, Abigail had major surgery and withdrew from summer classes, but re-enrolled in the fall when she had recovered. In the fall of 2000, her father was killed during a robbery: this did not deter her. In December of 2000, Abigail earned a degree in Electronic Engineering Technology and began working at Union Switch and Signal in April of 2001.

Abigail has replaced her car, bought a house and loves going to work every day. More importantly, she has become an inspiration and role model in her community.



**Alysia Curbeam** was a single mother of two living in public housing and trying to hold down a fast food job. Alysia planned to leave the fast food business to pursue a career in office technology. She completed the required components of the WIA program and was accepted into an Individual Training Account Program where she received financial assistance to help her complete a degree in Office System Technology. After she graduated in May of 2001, Alysia began working at Extended

Stay America Corporation as a temporary receptionist. After showing the manager her work ethic and willingness to learn, she was hired permanently and offered a 25% salary increase. Alysia is now an Accounting Specialist and loves her job. She has left public housing and is raising her family to value hard work and education.

**Jeffery Lee Tallent** is a 16 year-old youth from the Upstate Workforce Investment Area in Spartanburg, South Carolina. When he entered the WIA youth program, he was disabled and a high school dropout with an uncertain future. He had no clear goals and lacked the information and support needed to overcome his barriers. Jeffery was placed in the Cherokee County Alternative School to help him adjust to every day life. A friend told him about the ACHIEVE youth program that helped young adults find ways to set goals and focus on their futures.

The ACHIEVE Program is offered through the University of South Carolina-Spartanburg. Components of the program include a Ropes Course to build self-esteem and team building skills; a tour of Discovery Place to better understand science and technology; and a walk through of the Job Quest 2001 Job Fair to learn about demand occupations in his area. Jeffery also studied for his GED during this time.

In just a few short months, Jeffery earned his GED and entered the South Carolina National Guard. In addition to these accomplishments, Jeffery has set a clear goal for himself. He wants to study Computer Technology at Spartanburg Technical College. Jeffery's experience with WIA helped him to define his life long goals.

**Chrisetta Evonne Nesmith**, a youth from Kingstree, South Carolina also made her dreams a reality when she entered the Army in May of 2001. Chrisetta was undergoing basic skills training and a work readiness program in the Waccamaw Workforce Investment Area. She graduated from Fort Lee in September and plans to continue her studies in the military.

All are shining examples of individuals overcoming barriers and their own self-doubt. Their lives have been permanently changed by the opportunities from the Workforce Investment Act and by the hundreds of front-line staff throughout the State who work tirelessly to motivate and assist them. The customers truly are the inspiration behind the legislation.

**NUCOR** The major role of employers in the new workforce system is also shaping South Carolina. Hundreds of employers throughout the State are taking advantage of WIA services, and according to customer satisfaction levels, they are benefiting from these services. One such employer is NUCOR STEEL. This company has worked in conjunction with the Trident Workforce Board on projects for new hires. The project involves a recruiting and testing program that ensures its workforce is capable of performing the skills necessary to the job. NUCOR STEEL is taking advantage of the new workforce system making this a WIN-WIN scenario for all involved.

## **PART V: NARRATIVE SECTION**

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### **PART A**

#### **PERFORMANCE MEASUREMENT**

##### **COST ANALYSIS**

The first year of WIA performance is generally based on outcomes achieved by participants who terminated in the last three quarters of the Job Training Partnership Act (JTPA) and by participants who exited in the first quarter of WIA. In other words, the bulk of “WIA performance” that is being reported for this year is based on results achieved by **JTPA registered participants** benefited by **JTPA services**.

The Department of Labor guidance with regard to calculating and reporting performance outcomes disconnected the services provided to individuals in a program year from the outcomes reported in that year. WIA funds expended between July 1, 2000 and June 30, 2001 had little if any impact on reported outcomes achieved by individuals exiting programs between October 1, 1999 and September 30, 2000.

##### **REPORTING**

On July 1, 2000, the State transitioned the data of active JTPA participants into a temporary data collection system referred to as the Workforce Investment Act Standardized Record Data (WIASRD). Individuals completing WIA registrations continue to be added to this system. WIA reporting requirements have expanded with the advent of WIA. Additional time was required to supplement the records of transitioning participants.

Documenting WIA outcomes for participants who terminated from JTPA programs in the three quarters prior to July 1, 2000 (October 1, 1999 to June 30, 2000) was more challenging. Since WIA outcomes were unanticipated by the earlier act, reporting of such information was not required and most often not tracked. Where documentation of WIA outcomes was available, it was necessary for staff to gather and attach this information to records in a database that remains incompatible with the WIASRD system. The outcomes for these individuals must be manually combined with the WIASRD data to produce the numerators and denominators used in calculating each of the WIA performance measures for the Department of Labor (DOL). These numbers do not represent the effect of WIA services and do little to assist in the management of future WIA programs.

## **INCENTIVE AWARDS**

The State Workforce Investment Board determined that if the State were to succeed in fully implementing a statewide One-Stop delivery system, an emphasis must be placed on establishing strong and integrated systems at the local level. Sixty percent of the year's incentive funds were set aside to reward areas that achieved a "full implementation" status. An "Implementation Checklist" was designed to determine whether Local Areas had operational systems, policies and procedures in place to fully implement WIA. Eleven of twelve Local Areas achieved this status, based on the checklist. One Local Area had to replace its One-Stop operator midway through the year. With the State's assistance this Local Area has now become a valued contributor to South Carolina's fully functioning system.

Forty percent of incentive funds were set aside to reward areas meeting or exceeding negotiated goals on the seventeen DOL mandated performance measures. Compared with JTPA, the number of registrations and exits occurring in the first year of WIA implementation was relatively low. A combination of challenges contributed to this apparent decline in activity. While the State expected some decline, the specific challenges and interactive impacts were not fully anticipated.

- The State implemented a transitional data collection system to serve a few months while a comprehensive system was being procured and tested. This process has taken considerably longer than expected. The South Carolina Virtual One-Stop system is expected to go into full operation in 2002.
- Local Areas lacked confidence in their ability to manage programs to meet the new and complex WIA performance standards. They were also reluctant to accept the "negotiated" goals.
- Local Area staff required considerable training in order to take on new responsibilities. Case managers have a critical role in the WIA environment and a thorough knowledge of the performance measures is crucial.
- As recounted in previous paragraphs, much labor intensive effort and attention was necessary to make the data transition from WIA to JTPA.
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In effect, the mandated performance measures deterred implementation of the Workforce Investment Act.

## **PROGRAM YEAR 2000 PERFORMANCE SUMMARY**

The State was very reluctant to accept the DOL negotiated goals. Once evidence became available to confirm some of the State's misgivings, a request for reconsideration was forwarded to the Secretary of Labor. The State requested reconsideration of the three credential goals and the younger youth diploma or equivalent attainment rate. At this writing, the State has received no definitive response regarding its request.

Of the seventeen mandated performance goals negotiated with the DOL, the State achieved:

- 100% of the goal or higher on each of seven measures;
- 80% of the goal or higher on five other measures; and
- Less than 80% of the goal on the five remaining measures.

### South Carolina WIA PY 2000 Performance Summary

WIA Mandated Measures		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Participants	68.0	79.5
	Employers	65.0	82.1
Entered Employment Rate	Adults	72.0%	75.3%
	Dislocated Workers	73.0%	71.8%
	Older Youth	65.0%	73.5%
Retention Rate	Adults	84.0%	84.5%
	Dislocated Workers	87.0%	85.3%
	Older Youth	80.0%	77.5%
	Younger Youth	48.0%	19.6%
Earnings Change/ Earnings Replacement Rate	Adults	\$2,833	\$2,928
	Dislocated Workers	97.0%	83.1%
	Older Youth	\$2,910	\$2,639
Credential & Employment/ Diploma Rate	Adults	57.0%	25.3%
	Dislocated Workers	58.0%	32.0%
	Older Youth	45.0%	24.6%
	Younger Youth	49.0%	25.3%
Skill Attainment Rate	Younger Youth	62.0%	81.5%
Performance Goal Attainment	Greater Than or Equal To 100%	Between 80% & 100%	Less Than 80%
	7	5	5

As previously mentioned, the State requested reconsideration on four of the five measures it failed. Regarding the fifth measure, it appears that the State failed the younger youth retention measure because documentation was not available to support that younger youth were still in school when they terminated from a JTPA program. In some cases, JTPA coding placed younger youth attending alternative schools “out-of-school”. Under WIA, they would be coded “in-school” and excluded from the measure. In other cases, JTPA contractors ended “in-school” programs in June, exiting all participants “out-of-school”. While many of these youth may have continued “in-school”

in the fall, contracts made no provision for follow-up documentation. Year-round programs did not yet exist. JTPA terminees constituted 95% of all younger youth exiters for this measure. Under WIA, the minimal incentives to serve “in-school” youth facing significant barriers is totally outweighed by the risks. Disregarding transitional anomalies, the State will continue to have difficulty weighing WIA younger youth performance goals against the real needs of its disadvantaged youth.

The State was pleased that both participant and employer customers were quite satisfied with the services provided throughout the State’s One-Stop system. Younger youth achieved skill goals at an extraordinary rate. Some Local Areas were exceptionally successful on specific measures. The State will be exploring the data and approaches of Local Areas to build on particularly effective practices. The WIA “credential” is a novel concept and the creation of new certifications is expected to flourish under WIA. The State’s “credential” performance is expected to improve significantly in future years. The State Workforce Investment Board has instituted a State Youth Council to focus on the unfulfilled needs of South Carolina’s youth and better complement the services provided by the State’s educational system.

## **PART B**

### **STATE EVALUATIONS OF WORKFORCE INVESTMENT ACTIVITIES**

#### **CUSTOMER SATISFACTION SURVEYS**

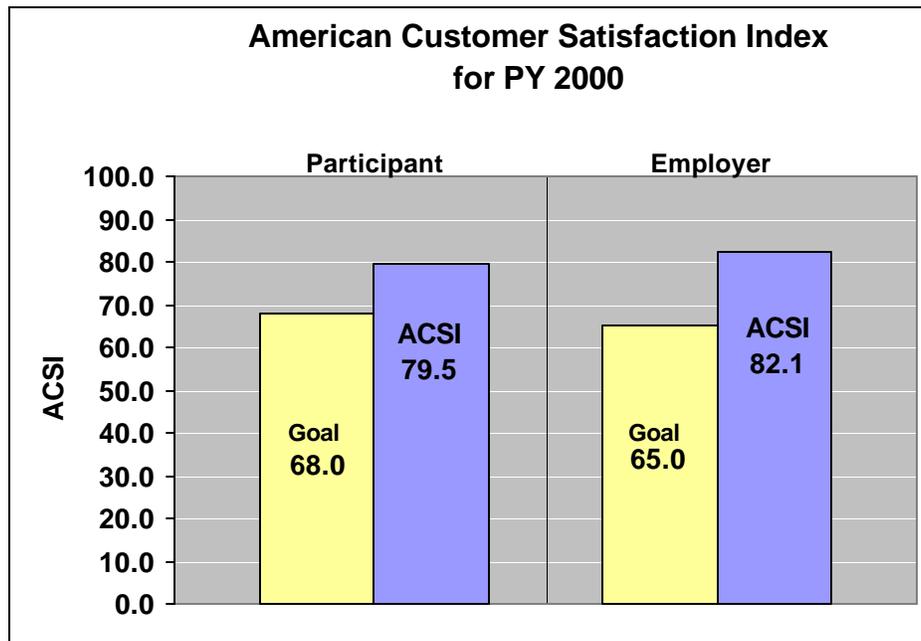
Seventeen Comprehensive One-Stops and twenty-nine Satellites were established to provide workforce development employment and training services. The “One-Stop” concept provides a wide array of job training, education, and employment services to job seekers and employers at a single point of contact. Services include comprehensive and specialized skills assessment, individual career counseling and planning, job referrals, and support services provided under the Workforce Investment Act. The primary focus of our One-Stop System is meeting the needs of businesses for skilled workers and the training, education and employment needs of all individuals. All of these services are offered with the primary goal and focus on providing exceptional customer service to both job seekers and employers.

In an ongoing effort to provide continual improvement of services to our clients, two major groups of customers are being surveyed on a monthly basis. The surveys are conducted via telephone and administered by trained interviewers who are skilled in delivering customer satisfaction surveys. The survey focuses on both Workforce Investment Act (WIA) participants and employers who use services offered by our One-Stop system.

The results and feedback from the surveys are summarized on a monthly, quarterly and annual basis for the state and the twelve Workforce Investment Areas in South Carolina. The statewide survey applies the methodology of the American Customer Satisfaction Index (ACSI). The ACSI is a commonly applied and widely accepted index

that allows our agency to compare its customer satisfaction to other governmental agencies as well as private organizations. Meeting the expectations of our customers and effectively delivering job seekers and employer services is the primary focus of the Workforce Investment Act in South Carolina. Outstanding customer satisfaction and service is one of the major goals of the South Carolina's Workforce Development System.

During the first year of system implementation, South Carolina administered the required methodology for the customer satisfaction survey as specified by the Department of Labor. The customer satisfaction surveys for PY 2000 measured the level of satisfaction with services with three mandatory questions for employers and program participants. The three questions measured the overall satisfaction, overall expectations and the customer's ideal of a program. The surveys yielded an American Customer Satisfaction Index score of 79.5 for service to participants and 82.1 for employers. Both the participant and employer goals were exceeded for PY 2000.



Before long we recognized need to expand the customer satisfaction survey to encompass more specific questions which would supply comprehensive, thorough, and detailed customer feedback. Local Workforce Investment Areas were consulted and recommended additional questions. A combination of closed and open-ended questions was developed with local input to evaluate the customer's experiences in the Workforce Development process. Then upon approval of the State Workforce Investment Board, these additional questions were added for PY 2001. The additional questions will collect specific information which will be used to improve and expand those services which are most beneficial to our customers, while at the same time offer us the

opportunity to correct and adjust those services that may not be providing the best results for all of our customers. Surveying our customers also affords us the advantage of continually improving our workforce development services.

In the spirit of continual improvement, South Carolina's key strategy is to continue to enhance the customer satisfaction survey and to improve customer satisfaction reports to better measure and refine the services provided to WIA program participants and employers in our state.

### **“SECRET SHOPPER” PROGRAM**

For PY 2000, one local area piloted an innovative customer evaluation method utilizing the “Secret Shopper” concept. The “Secret Shopper” provides an objective, detailed review of the services a program participant or employer receives during a visit to a One Stop location or during any workforce development activities. The focus is on the facility, the employees, and their work while serving clients of workforce investment activities. The goal of the “Secret Shopper” program is to make workforce development operations more effective and successful. The “Secret Shopper” concept was well received by the Local Workforce Investment Board and a proposal was made to the state board to implement a statewide “Secret Shopper” program. The State Workforce Investment Board is soliciting a proposal for a statewide secret shopper provider for PY 2001. Results of this project will be used to further evaluate the Workforce Development system.

### **STATEWIDE DATA TRACKING SYSTEM**

During PY 2000 South Carolina tracked participants utilizing a temporary WIA Standardized Report Data Tracking System (WIASRD). The WIASRD collects the necessary data for the Workforce Investment Program; however, it does not provide data for program evaluation and management. The State has contracted out the development of a comprehensive, real-time, Internet-based, participant tracking system called the South Carolina Virtual One Stop (SCVOS).

Components of the Virtual One Stop system include participant tracking, financial component for Individual Training Accounts (ITA's), case management tools to assist the case manager in evaluating the progress of program participants, and a reporting component that covers all required state and federal reports. With Virtual One Stop there will be the capacity to quickly generate all standard state and federal reports, plus the ability to create and develop additional ad hoc and custom designed reports in the future.

When completely operational, this system will create all required Federal quarterly performance reports and required tables for the annual report. In addition, this system will allow supplemental reports to be gathered at the state, local, and one stop level to evaluate the system's performance in a more detailed fashion. The Virtual One Stop

system will include many edit checks to further insure the accuracy and validity of the data.

With the full implementation of Virtual One Stop we will be able to evaluate and report the progress of all Workforce Development activities.

**PART VI:  
 TABLE SECTION**

**Table A - Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level ACSI	Number of Completed Surveys	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	68	79.5	659	1711	858	76.8%
Employers	65	82.1	831	5134	999	83.2%



## Adult Program

**Table B - Adult Program Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	72.0%	75.3%	887
			1178
Employment Retention Rate	84.0%	84.5%	1137
			1346
Earnings Change in Six Months	\$2,833	\$2,928	\$3,622,386
			1237
Employment and Credential Rate	57.0%	25.3%	435
			1722

**Table C - Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Int. or Trng. Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	77.0%	171	71.7%	43	71.3%	67	64.3%	9
		222		60		94		14
Employment Retention Rate	78.7%	163	78.2%	43	81.3%	74	81.8%	9
		207		55		91		11
Earnings Change in Six Months	\$3,217	\$601,612	\$4,459	\$209,583	\$2,963	\$225,225	\$2,172	\$21,723
		187		47		76		10
Employment and Credential Rate	23.2%	61	19.2%	15	17.7%	22	21.1%	4
		263		78		124		19

**Table D - Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	75.6%	879	53.3%	8
		1163		15
Employment Retention Rate	84.3%	1123	100.0%	14
		1332		14
Earnings Change in Six Months	\$2,947	\$3,606,518	\$1,221	\$15,868
		1224		13
Employment and Credential Rate	25.3%	435	NA	
		1722		

## Dislocated Worker Program

**Table E - Dislocated Worker Program Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	
		Rate	Count
<b>Entered Employment Rate</b>	73.0%	71.8%	4424
			6161
<b>Employment Retention Rate</b>	87.0%	85.3%	3775
			4424
<b>Earnings Replacement Rate</b>	97.0%	83.1%	\$35,090,152
			\$42,221,904
<b>Employment and Credential Rate</b>	58.0%	32.0%	557
			1742

**Table F - Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
	Rate	Count	Rate	Count	Rate	Count	Rate	Count
<b>Entered Employment Rate</b>	64.9%	261	43.0%	37	54.2%	361	100.0%	1
		402		86		666		1
<b>Employment Retention Rate</b>	86.2%	225	86.5%	32	80.6%	291	100.0%	1
		261		37		361		1
<b>Earnings Replacement Rate</b>	82.8%	\$2,558,081	82.1%	\$298,575	63.6%	\$2,916,734	0%	\$90
		\$3,090,460		\$363,818		\$4,586,875		\$0
<b>Employment and Credential Rate</b>	39.8%	43	66.7%	14	29.3%	29	100.0%	1
		108		21		99		1

**Table G - Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Rate	Count	Rate	Count
<b>Entered Employment Rate</b>	96.1%	1394	64.3%	3030
		1451		4710
<b>Employment Retention Rate</b>	89.0%	1241	83.6%	2534
		1394		3030
<b>Earnings Replacement Rate</b>	90.1%	\$10,969,727	80.3%	\$24,120,434
		\$12,170,115		\$30,051,790
<b>Employment and Credential Rate</b>	32.0%	557	NA	
		1742		

## Older Youth Program

**Table H - Older Youth Program Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	
<b>Entered Employment Rate</b>	65.0%	73.5%	189
			257
<b>Employment Retention Rate</b>	80.0%	77.5%	217
			280
<b>Earnings Change in Six Months</b>	\$2,910	\$2,639	\$712,586
			270
<b>Credential Rate</b>	45.0%	24.6%	94
			382

**Table I - Outcomes for Older Youth Special Populations**

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
<b>Entered Employment Rate</b>	43.8%	35	0.0%	0	54.2%	13	71.7%	177
		80		1		24		247
<b>Employment Retention Rate</b>	71.4%	30	0.0%	0	62.5%	10	76.6%	203
		42		0		16		265
<b>Earnings Change in Six Months</b>	\$2,438	\$92,625	\$0	\$0	\$4,208	\$54,702	\$2,654	\$679,536
		38		0		13		256
<b>Credential Rate</b>	12.5%	8	0.0%	0	20.0%	4	19.9%	66
		64		1		20		332

## Younger Youth Program

**Table J - Younger Youth Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	
		Percentage	Count
<b>Skill Attainment Rate</b>	62.0%	81.5%	1014
			1244
<b>Diploma or Equivalent Attainment Rate</b>	49.0%	25.3%	61
			241
<b>Retention Rate</b>	48.0%	19.6%	67
			342

**Table K - Outcomes for Younger Youth Special Populations**

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
	Percentage	Count	Percentage	Count	Percentage	Count
<b>Skill Attainment Rate</b>	88.5%	139	80.3%	187	83.8%	192
		157		233		229
<b>Diploma or Equivalent Attainment Rate</b>	8.0%	2	48.8%	21	33.3%	27
		25		43		81
<b>Retention Rate</b>	0.0%	0	37.5%	6	42.1%	8
		2		16		19

**Table L - Other Reported Information**

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages at Entry into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
<b>Adults</b>					2.1%	33	\$2,944	\$2,496,752	42.8%	577
						1605		848		1348
<b>Dislocated Workers</b>					0.6%	30	\$4,082	\$17,709,054	38.8%	552
						4674		4338		1422
<b>Older Youth</b>					1.2%	4	\$2,249	\$404,810	31.1%	88
						323		180		283

**Table M - Participation Levels**

	Total Participants Served	Total Exiters
<b>Adults</b>	1885	615
<b>Dislocated Workers</b>	1853	646
<b>Older Youth</b>	451	103
<b>Younger Youth</b>	1646	347

**Table N - Cost of Program Activities**

Program Activity		Total Federal Spending
<b>Local Adults</b>		<b>\$6,240,007</b>
<b>Local Dislocated Workers</b>		<b>\$4,461,598</b>
<b>Local Youth</b>		<b>\$7,057,295</b>
<b>Rapid Response</b> (up to 25%) 134 (a) (2) (A)		<b>\$1,088,655</b>
<b>Statewide Required Activities</b> (up to 25%) 134 (a) (2) (A)		<b>\$2,079,505</b>
<b>Statewide Allowable Activities</b> 134 (a) (3)	<b>Get Ready</b> -A demonstration project designed to provide basic workforce readiness to prepare adults to qualify for customized training programs to meet the needs of new and expanding industries in the state.	<b>\$44,589</b>
	<b>Lowcountry Workforce Investment Area*</b>	<b>\$30,000</b>
	<b>Midlands Workforce Investment Area*</b>	<b>\$45,772</b>
	<b>Pee Dee Workforce Investment Area*</b>	<b>\$31,936</b>
	* Grants to local Workforce Investment Areas to provide services for special target groups (disabled, youthful offenders, pregnant/parenting youth) and establishment and/or enhancement of One-Stop Centers.	
	<b>Miscellaneous</b>	<b>\$156,658</b>
<b>Total of All Federal Spending Listed Above</b>		<b>\$21,236,015</b>

**Table O - Local Performance**

<b>Local Area Name</b> <b>Pendleton District</b>	<b>Total Participants Served</b>	Adults	47
		Dislocated workers	101
		Older Youth	14
		Younger Youth	84
<b>ETA Assigned #</b> <b>45010</b>	<b>Total Exitters</b>	Adults	7
		Dislocated workers	26
		Older Youth	6
		Younger Youth	6
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	68.0	88.6
	<b>Employers</b>	65.0	76.6
<b>Entered Employment Rate</b>	Adults	78.6%	75.0%
	Dislocated Workers	78.0%	82.0%
	Older Youth	78.4%	80.0%
<b>Retention Rate</b>	Adults	83.5%	80.0%
	Dislocated Workers	88.9%	90.8%
	Older Youth	90.5%	85.7%
	Younger Youth	60.0%	16.1%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$2,705	\$2,928
	Dislocated Workers	97.7%	90.3%
	Older Youth	\$3,638	\$2,824
<b>Credential/Diploma Rate</b>	Adults	62.9%	34.3%
	Dislocated Workers	62.4%	36.0%
	Older Youth	54.9%	20.0%
	Younger Youth	49.0%	33.3%
<b>Skill Attainment Rate</b>	Younger Youth	63.0%	100.0%
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	6	4	7

**Exceeded** Actual Performance Level is 100% or greater than the Negotiated Performance Level.

**Met** Actual Performance Level is greater than or equal to 80% and less than 100% of the Negotiated Performance Level.

**Not Met** Actual Performance Level is less than 80% of the Negotiated Performance Level.

**Table O - Local Performance**

<b>Local Area Name</b> <b>Upper Savannah</b>	<b>Total Participants Served</b>	Adults	173
		Dislocated workers	272
		Older Youth	59
		Younger Youth	134
<b>ETA Assigned #</b> 45025	<b>Total Exitters</b>	Adults	65
		Dislocated workers	100
		Older Youth	4
		Younger Youth	0
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	68.0	78.0
	<b>Employers</b>	65.0	72.9
<b>Entered Employment Rate</b>	<b>Adults</b>	70.9%	84.8%
	<b>Dislocated Workers</b>	80.7%	87.5%
	<b>Older Youth</b>	60.8%	80.0%
<b>Retention Rate</b>	<b>Adults</b>	81.1%	81.3%
	<b>Dislocated Workers</b>	91.0%	88.1%
	<b>Older Youth</b>	72.6%	87.0%
	<b>Younger Youth</b>	60.0%	100.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,655	\$3,596
	<b>Dislocated Workers</b>	102.6%	86.9%
	<b>Older Youth</b>	\$2,722	\$3,119
<b>Credential/Diploma Rate</b>	<b>Adults</b>	56.7%	42.9%
	<b>Dislocated Workers</b>	64.6%	39.2%
	<b>Older Youth</b>	42.6%	35.7%
	<b>Younger Youth*</b>	49.0%	0.0%
<b>Skill Attainment Rate</b>	<b>Younger Youth*</b>	60.8%	0.0%
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	<b>2</b>	<b>3</b>	<b>10</b>

**Exceeded** Actual Performance Level is 100% or greater than the Negotiated Performance Level.

**Met** Actual Performance Level is greater than or equal to 80% and less than 100% of the Negotiated Performance Level.

**Not Met** Actual Performance Level is less than 80% of the Negotiated Performance Level.

**\*Note:** There are no participants in the denominator for this measure during this reporting period. Therefore, the measure is not applicable in this area. The 2 measures with an \* next to them are Not Applicable since they do not have denominators in their calculations.

**Table O - Local Performance**

<b>Local Area Name</b> <b>Upstate</b>	<b>Total Participants Served</b>	<b>Adults</b>	<b>91</b>
		<b>Dislocated workers</b>	<b>170</b>
		<b>Older Youth</b>	<b>3</b>
		<b>Younger Youth</b>	<b>116</b>
<b>ETA Assigned #</b> <b>45020</b>	<b>Total Exiters</b>	<b>Adults</b>	<b>42</b>
		<b>Dislocated workers</b>	<b>39</b>
		<b>Older Youth</b>	<b>3</b>
		<b>Younger Youth</b>	<b>83</b>
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	<b>68.0</b>	<b>84.4</b>
	<b>Employers</b>	<b>65.0</b>	<b>73.1</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	<b>76.8%</b>	<b>79.0%</b>
	<b>Dislocated Workers</b>	<b>81.7%</b>	<b>82.8%</b>
	<b>Older Youth</b>	<b>63.9%</b>	<b>77.8%</b>
<b>Retention Rate</b>	<b>Adults</b>	<b>82.6%</b>	<b>83.3%</b>
	<b>Dislocated Workers</b>	<b>91.5%</b>	<b>90.2%</b>
	<b>Older Youth</b>	<b>89.8%</b>	<b>76.9%</b>
	<b>Younger Youth</b>	<b>60.0%</b>	<b>30.4%</b>
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	<b>\$3,541</b>	<b>\$2,695</b>
	<b>Dislocated Workers</b>	<b>98.6%</b>	<b>98.3%</b>
	<b>Older Youth</b>	<b>\$3,638</b>	<b>\$1,200</b>
<b>Credential/Diploma Rate</b>	<b>Adults</b>	<b>61.5%</b>	<b>14.4%</b>
	<b>Dislocated Workers</b>	<b>65.3%</b>	<b>0.0%</b>
	<b>Older Youth</b>	<b>44.7%</b>	<b>6.7%</b>
	<b>Younger Youth</b>	<b>49.0%</b>	<b>48.8%</b>
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	<b>77.5%</b>	<b>91.1%</b>
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	<b>6</b>	<b>4</b>	<b>7</b>

**Exceeded** Actual Performance Level is 100% or greater than the Negotiated Performance Level.

**Met** Actual Performance Level is greater than or equal to 80% and less than 100% of the Negotiated Performance Level.

**Not Met** Actual Performance Level is less than 80% of the Negotiated Performance Level.

**Table O - Local Performance**

<b>Local Area Name</b> <b>Greenville</b>	<b>Total Participants Served</b>	<b>Adults</b>	<b>51</b>
		<b>Dislocated workers</b>	<b>77</b>
		<b>Older Youth</b>	<b>13</b>
		<b>Younger Youth</b>	<b>37</b>
<b>ETA Assigned #</b> <b>45015</b>	<b>Total Exiters</b>	<b>Adults</b>	<b>12</b>
		<b>Dislocated workers</b>	<b>36</b>
		<b>Older Youth</b>	<b>7</b>
		<b>Younger Youth</b>	<b>35</b>
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	<b>68.0</b>	<b>75.8</b>
	<b>Employers</b>	<b>65.0</b>	<b>67.9</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	<b>71.7%</b>	<b>82.1%</b>
	<b>Dislocated Workers</b>	<b>79.4%</b>	<b>75.6%</b>
	<b>Older Youth</b>	<b>73.5%</b>	<b>85.7%</b>
<b>Retention Rate</b>	<b>Adults</b>	<b>89.2%</b>	<b>82.9%</b>
	<b>Dislocated Workers</b>	<b>91.6%</b>	<b>91.2%</b>
	<b>Older Youth</b>	<b>85.8%</b>	<b>69.2%</b>
	<b>Younger Youth</b>	<b>60.0%</b>	<b>20.0%</b>
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	<b>\$3,002</b>	<b>\$2,777</b>
	<b>Dislocated Workers</b>	<b>107.4%</b>	<b>92.7%</b>
	<b>Older Youth</b>	<b>\$2,407</b>	<b>\$409</b>
<b>Credential/Diploma Rate</b>	<b>Adults</b>	<b>57.3%</b>	<b>4.8%</b>
	<b>Dislocated Workers</b>	<b>63.5%</b>	<b>7.3%</b>
	<b>Older Youth</b>	<b>51.5%</b>	<b>11.1%</b>
	<b>Younger Youth</b>	<b>49.0%</b>	<b>33.3%</b>
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	<b>77.5%</b>	<b>98.5%</b>
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	<b>6</b>	<b>6</b>	<b>5</b>

**Exceeded** Actual Performance Level is 100% or greater than the Negotiated Performance Level.

**Met** Actual Performance Level is greater than or equal to 80% and less than 100% of the Negotiated Performance Level.

**Not Met** Actual Performance Level is less than 80% of the Negotiated Performance Level.

**Table O - Local Performance**

<b>Local Area Name</b> <b>Midlands</b>	<b>Total Participants Served</b>	<b>Adults</b>	<b>79</b>
		<b>Dislocated workers</b>	<b>131</b>
		<b>Older Youth</b>	<b>38</b>
		<b>Younger Youth</b>	<b>145</b>
<b>ETA Assigned #</b> 45105	<b>Total Exiters</b>	<b>Adults</b>	<b>11</b>
		<b>Dislocated workers</b>	<b>44</b>
		<b>Older Youth</b>	<b>0</b>
		<b>Younger Youth</b>	<b>18</b>
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	<b>68.0</b>	<b>86.3</b>
	<b>Employers</b>	<b>65.0</b>	<b>71.4</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	<b>75.6%</b>	<b>77.5%</b>
	<b>Dislocated Workers</b>	<b>83.9%</b>	<b>89.3%</b>
	<b>Older Youth</b>	<b>53.5%</b>	<b>100.0%</b>
<b>Retention Rate</b>	<b>Adults</b>	<b>83.4%</b>	<b>86.8%</b>
	<b>Dislocated Workers</b>	<b>89.2%</b>	<b>94.0%</b>
	<b>Older Youth</b>	<b>85.8%</b>	<b>80.0%</b>
	<b>Younger Youth</b>	<b>51.4%</b>	<b>7.4%</b>
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	<b>\$3,338</b>	<b>\$6,959</b>
	<b>Dislocated Workers</b>	<b>99.0%</b>	<b>80.6%</b>
	<b>Older Youth</b>	<b>\$3,141</b>	<b>\$9,039</b>
<b>Credential/Diploma Rate</b>	<b>Adults</b>	<b>60.4%</b>	<b>51.4%</b>
	<b>Dislocated Workers</b>	<b>67.1%</b>	<b>82.9%</b>
	<b>Older Youth</b>	<b>37.4%</b>	<b>60.0%</b>
	<b>Younger Youth</b>	<b>49.0%</b>	<b>33.3%</b>
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	<b>77.5%</b>	<b>90.2%</b>
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	<b>2</b>	<b>3</b>	<b>12</b>

**Exceeded** Actual Performance Level is 100% or greater than the Negotiated Performance Level.

**Met** Actual Performance Level is greater than or equal to 80% and less than 100% of the Negotiated Performance Level.

**Not Met** Actual Performance Level is less than 80% of the Negotiated Performance Level.

**Table O - Local Performance**

<b>Local Area Name</b> <b>Trident</b>	<b>Total Participants Served</b>	<b>Adults</b>	<b>222</b>
		<b>Dislocated workers</b>	<b>101</b>
		<b>Older Youth</b>	<b>51</b>
		<b>Younger Youth</b>	<b>31</b>
<b>ETA Assigned #</b> 45095	<b>Total Exitters</b>	<b>Adults</b>	<b>94</b>
		<b>Dislocated workers</b>	<b>42</b>
		<b>Older Youth</b>	<b>16</b>
		<b>Younger Youth</b>	<b>14</b>
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	<b>68.0</b>	<b>78.2</b>
	<b>Employers</b>	<b>65.0</b>	<b>69.7</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	<b>75.6%</b>	<b>90.1%</b>
	<b>Dislocated Workers</b>	<b>85.8%</b>	<b>91.4%</b>
	<b>Older Youth</b>	<b>81.3%</b>	<b>90.2%</b>
<b>Retention Rate</b>	<b>Adults</b>	<b>82.3%</b>	<b>82.8%</b>
	<b>Dislocated Workers</b>	<b>88.7%</b>	<b>96.9%</b>
	<b>Older Youth</b>	<b>73.5%</b>	<b>71.7%</b>
	<b>Younger Youth</b>	<b>59.7%</b>	<b>13.0%</b>
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	<b>\$2,324</b>	<b>\$2,107</b>
	<b>Dislocated Workers</b>	<b>121.3%</b>	<b>72.1%</b>
	<b>Older Youth</b>	<b>\$2,259</b>	<b>\$1,853</b>
<b>Credential/Diploma Rate</b>	<b>Adults</b>	<b>60.5%</b>	<b>59.8%</b>
	<b>Dislocated Workers</b>	<b>68.6%</b>	<b>71.9%</b>
	<b>Older Youth</b>	<b>56.3%</b>	<b>69.8%</b>
	<b>Younger Youth</b>	<b>49.0%</b>	<b>0.0%</b>
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	<b>63.9%</b>	<b>51.9%</b>
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		<b>3</b>	<b>5</b>
			<b>Exceeded</b>
			<b>9</b>

**Exceeded** Actual Performance Level is 100% or greater than the Negotiated Performance Level.

**Met** Actual Performance Level is greater than or equal to 80% and less than 100% of the Negotiated Performance Level.

**Not Met** Actual Performance Level is less than 80% of the Negotiated Performance Level.

**Table O - Local Performance**

Local Area Name <b>Pee Dee</b>	Total Participants Served	Adults	517
		Dislocated workers	398
		Older Youth	114
		Younger Youth	407
ETA Assigned # 45045	Total Exiters	Adults	174
		Dislocated workers	133
		Older Youth	33
		Younger Youth	38
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	68.0	80.4
	Employers	65.0	75.9
Entered Employment Rate	Adults	68.8%	72.3%
	Dislocated Workers	66.6%	73.7%
	Older Youth	59.5%	65.3%
Retention Rate	Adults	83.9%	85.2%
	Dislocated Workers	90.8%	89.4%
	Older Youth	76.6%	74.5%
	Younger Youth	60.0%	12.5%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,467	\$3,138
	Dislocated Workers	121.3%	93.3%
	Older Youth	\$3,006	\$2,761
Credential/Diploma Rate	Adults	55.1%	27.9%
	Dislocated Workers	53.3%	20.6%
	Older Youth	41.7%	17.5%
	Younger Youth	49.0%	3.7%
Skill Attainment Rate	Younger Youth	35.6%	97.1%
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
	6	3	8

**Exceeded** Actual Performance Level is 100% or greater than the Negotiated Performance Level.

**Met** Actual Performance Level is greater than or equal to 80% and less than 100% of the Negotiated Performance Level.

**Not Met** Actual Performance Level is less than 80% of the Negotiated Performance Level.

**Table O - Local Performance**

<b>Local Area Name</b> <b>Lower Savannah</b>	<b>Total Participants Served</b>	<b>Adults</b>	<b>235</b>
		<b>Dislocated workers</b>	<b>146</b>
		<b>Older Youth</b>	<b>44</b>
		<b>Younger Youth</b>	<b>123</b>
<b>ETA Assigned #</b> <b>45050</b>	<b>Total Exitors</b>	<b>Adults</b>	<b>45</b>
		<b>Dislocated workers</b>	<b>44</b>
		<b>Older Youth</b>	<b>15</b>
		<b>Younger Youth</b>	<b>27</b>
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	<b>68.0</b>	<b>79.9</b>
	<b>Employers</b>	<b>65.0</b>	<b>76.6</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	<b>62.6%</b>	<b>57.7%</b>
	<b>Dislocated Workers</b>	<b>62.5%</b>	<b>73.9%</b>
	<b>Older Youth</b>	<b>52.8%</b>	<b>65.1%</b>
<b>Retention Rate</b>	<b>Adults</b>	<b>85.0%</b>	<b>82.4%</b>
	<b>Dislocated Workers</b>	<b>83.9%</b>	<b>88.2%</b>
	<b>Older Youth</b>	<b>84.6%</b>	<b>80.0%</b>
	<b>Younger Youth</b>	<b>16.6%</b>	<b>31.0%</b>
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	<b>\$3,326</b>	<b>\$2,426</b>
	<b>Dislocated Workers</b>	<b>107.8%</b>	<b>92.6%</b>
	<b>Older Youth</b>	<b>\$3,638</b>	<b>\$3,434</b>
<b>Credential/Diploma Rate</b>	<b>Adults</b>	<b>50.1%</b>	<b>28.6%</b>
	<b>Dislocated Workers</b>	<b>50.0%</b>	<b>42.6%</b>
	<b>Older Youth</b>	<b>36.9%</b>	<b>28.6%</b>
	<b>Younger Youth</b>	<b>49.0%</b>	<b>53.6%</b>
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	<b>35.4%</b>	<b>28.8%</b>
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		<b>4</b>	<b>7</b>
			<b>Exceeded</b>
			<b>6</b>

**Exceeded** Actual Performance Level is 100% or greater than the Negotiated Performance Level.

**Met** Actual Performance Level is greater than or equal to 80% and less than 100% of the Negotiated Performance Level.

**Not Met** Actual Performance Level is less than 80% of the Negotiated Performance Level.

**Table O - Local Performance**

<b>Local Area Name</b> <b>Catawba</b>	<b>Total Participants Served</b>	<b>Adults</b>	137
		<b>Dislocated workers</b>	192
		<b>Older Youth</b>	7
		<b>Younger Youth</b>	178
<b>ETA Assigned #</b> 45060	<b>Total Exiters</b>	<b>Adults</b>	56
		<b>Dislocated workers</b>	77
		<b>Older Youth</b>	3
		<b>Younger Youth</b>	41
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	68.0	85.8
	<b>Employers</b>	65.0	76.4
<b>Entered Employment Rate</b>	<b>Adults</b>	79.5%	82.1%
	<b>Dislocated Workers</b>	72.6%	71.4%
	<b>Older Youth</b>	65.3%	90.9%
<b>Retention Rate</b>	<b>Adults</b>	81.5%	71.3%
	<b>Dislocated Workers</b>	88.0%	71.7%
	<b>Older Youth</b>	73.5%	71.4%
	<b>Younger Youth</b>	52.5%	35.7%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,903	\$3,916
	<b>Dislocated Workers</b>	117.6%	78.7%
	<b>Older Youth</b>	\$3,638	\$4,956
<b>Credential/Diploma Rate</b>	<b>Adults</b>	63.6%	17.6%
	<b>Dislocated Workers</b>	58.1%	22.6%
	<b>Older Youth</b>	45.7%	0.0%
	<b>Younger Youth</b>	49.0%	53.6%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	57.4%	62.8%
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		5	4
			<b>Exceeded</b>
			8

**Exceeded** Actual Performance Level is 100% or greater than the Negotiated Performance Level.

**Met** Actual Performance Level is greater than or equal to 80% and less than 100% of the Negotiated Performance Level.

**Not Met** Actual Performance Level is less than 80% of the Negotiated Performance Level.

**Table O - Local Performance**

Local Area Name <b>Santee-Lynches</b>	Total Participants Served	Adults	65
		Dislocated workers	65
		Older Youth	56
		Younger Youth	174
ETA Assigned #      45065	Total Exiters	Adults	31
		Dislocated workers	30
		Older Youth	8
		Younger Youth	58
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	68.0	84.0
	Employers	65.0	67.4
Entered Employment Rate	Adults	63.2%	63.2%
	Dislocated Workers	85.8%	87.0%
	Older Youth	58.8%	41.2%
Retention Rate	Adults	92.7%	84.0%
	Dislocated Workers	87.5%	86.7%
	Older Youth	82.5%	78.6%
	Younger Youth	59.9%	11.5%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,684	\$2,820
	Dislocated Workers	111.5%	101.8%
	Older Youth	\$2,274	\$3,417
Credential/Diploma Rate	Adults	50.5%	2.7%
	Dislocated Workers	68.6%	0.0%
	Older Youth	41.2%	6.7%
	Younger Youth	49.0%	3.7%
Skill Attainment Rate	Younger Youth	77.5%	36.8%
Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
	7	5	5

**Exceeded** Actual Performance Level is 100% or greater than the Negotiated Performance Level.

**Met** Actual Performance Level is greater than or equal to 80% and less than 100% of the Negotiated Performance Level.

**Not Met** Actual Performance Level is less than 80% of the Negotiated Performance Level.

**Table O - Local Performance**

<b>Local Area Name</b> <b>Waccamaw</b>	<b>Total Participants Served</b>	<b>Adults</b>	<b>185</b>
		<b>Dislocated workers</b>	<b>135</b>
		<b>Older Youth</b>	<b>47</b>
		<b>Younger Youth</b>	<b>180</b>
<b>ETA Assigned #</b> <b>45085</b>	<b>Total Exiters</b>	<b>Adults</b>	<b>65</b>
		<b>Dislocated workers</b>	<b>37</b>
		<b>Older Youth</b>	<b>7</b>
		<b>Younger Youth</b>	<b>21</b>
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	<b>68.0</b>	<b>80.6</b>
	<b>Employers</b>	<b>65.0</b>	<b>75.2</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	<b>75.8%</b>	<b>81.5%</b>
	<b>Dislocated Workers</b>	<b>75.1%</b>	<b>83.2%</b>
	<b>Older Youth</b>	<b>66.2%</b>	<b>71.1%</b>
<b>Retention Rate</b>	<b>Adults</b>	<b>83.1%</b>	<b>99.4%</b>
	<b>Dislocated Workers</b>	<b>92.0%</b>	<b>100.0%</b>
	<b>Older Youth</b>	<b>74.2%</b>	<b>80.0%</b>
	<b>Younger Youth</b>	<b>53.5%</b>	<b>15.9%</b>
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	<b>\$2,115</b>	<b>\$2,019</b>
	<b>Dislocated Workers</b>	<b>114.8%</b>	<b>99.9%</b>
	<b>Older Youth</b>	<b>\$1,220</b>	<b>\$1,489</b>
<b>Credential/Diploma Rate</b>	<b>Adults</b>	<b>60.6%</b>	<b>16.0%</b>
	<b>Dislocated Workers</b>	<b>60.1%</b>	<b>51.4%</b>
	<b>Older Youth</b>	<b>46.4%</b>	<b>4.3%</b>
	<b>Younger Youth</b>	<b>49.0%</b>	<b>88.2%</b>
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	<b>36.5%</b>	<b>91.4%</b>
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		<b>3</b>	<b>11</b>

**Exceeded** Actual Performance Level is 100% or greater than the Negotiated Performance Level.

**Met** Actual Performance Level is greater than or equal to 80% and less than 100% of the Negotiated Performance Level.

**Not Met** Actual Performance Level is less than 80% of the Negotiated Performance Level.

**Table O - Local Performance**

<b>Local Area Name</b> <b>Lowcountry</b>	<b>Total Participants Served</b>	Adults	21
		Dislocated workers	65
		Older Youth	5
		Younger Youth	37
<b>ETA Assigned #</b> 45110	<b>Total Exiters</b>	Adults	3
		Dislocated workers	38
		Older Youth	1
		Younger Youth	6
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	68.0	72.7
	<b>Employers</b>	65.0	76.4
<b>Entered Employment Rate</b>	Adults	67.2%	80.4%
	Dislocated Workers	79.9%	80.9%
	Older Youth*	81.3%	0.0%
<b>Retention Rate</b>	Adults	85.3%	80.3%
	Dislocated Workers	82.2%	89.5%
	Older Youth*	73.5%	0.0%
	Younger Youth*	32.0%	0.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	Adults	\$2,752	\$1,726
	Dislocated Workers	121.3%	63.2%
	Older Youth*	\$1,910	\$0
<b>Credential/Diploma Rate</b>	Adults	53.8%	9.0%
	Dislocated Workers	64.0%	19.6%
	Older Youth*	56.3%	0.0%
	Younger Youth	49.0%	0.0%
<b>Skill Attainment Rate</b>	Younger Youth	68.2%	0.0%
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	6	1	5

**Exceeded** Actual Performance Level is 100% or greater than the Negotiated Performance Level.

**Met** Actual Performance Level is greater than or equal to 80% and less than 100% of the Negotiated Performance Level.

**Not Met** Actual Performance Level is less than 80% of the Negotiated Performance Level.

**\*Note:** There are no participants in the denominator for this measure during this reporting period. Therefore, the measure is not applicable in this area. The 5 measures in Tan with an \* after them are Not Applicable since they do not have denominators in their calculations