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Columbia, SC 29202
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Henry McMaster
Governor

William H. Floyd, III
Executive Director

STATE INSTRUCTION NUMBER 24-03

To: Local Workforce Area Signatory Officials
Local Workforce Area Board Chairs
Local Workforce Area Administrators

Subject: **Regional and Local Planning Guidance**

Issuance Date: September 26, 2024

Effective Date: Immediately

Purpose: To provide guidance regarding the development and submission of regional and local plans in compliance with the requirements of the Workforce Innovation and Opportunity Act (WIOA). **This policy replaces State Instructions 15-16, Change 1 and Change 2.**

Revisions: This revision provides updated guidance for the submission of the regional and local plan for Program Years 2024 – 2027. The local plan requirements have been updated to align with the strategic vision and goals of the WIOA State Plan and the South Carolina Nondiscrimination Plan. Additionally, Local Workforce Development Areas (LWDAs) must include their Combined Center Operations and Business Engagement Plans (COBE Plan) as an attachment to their local plan.

References:

- Workforce Innovation and Opportunity Act, Public Law 113-128, §§ 106(c), 108(a)
- 20 CFR §§ 679.500-679.580
- Training and Employment Guidance Letter (TEGL) 4-23
- State Instructions 15-08 and 20-01, Change 2
- Regionalism Memorandum

Background: WIOA requires the Governor to designate LWDAs and identify planning regions consisting of one or more local workforce development areas. Each local workforce development board (LWDB) is responsible for developing a local plan in partnership with the chief elected official(s) (CEO) every four years. Additionally, LWDBs and CEOs are required to engage in a regional planning process that results in the development of a regional plan that incorporates the local plans within the region.

Policy: The regional and local plans serve as a four-year action plan to develop, align, and integrate service delivery strategies and to support South Carolina’s vision and strategic and operational goals. LWDBs and CEOs within an identified planning region must prepare, submit, and obtain approval of a single regional plan that incorporates local plans for each of the LWDA within the planning region. The plans must identify and describe the policies, procedures, and workforce activities carried out in the region and LWDA, as outlined in Attachments A and B of this State Instruction. The LWDBs and signatory officials of the LWDA grant recipients within the planning region must approve the regional and local plans prior to submission of the plans to the state for approval. Documentation that indicates regional and local plans were presented to the applicable county councils (e.g., council meeting minutes) must also be submitted with the plans. To provide adequate opportunity for public comment prior to submitting a plan or modifications for approval, each LWDB must complete the following:

- Make copies of the proposed plans available to the public through electronic and other means, such as public hearings and local news media.
- Provide, at a minimum, 10 business days for comment by members of the public, including representatives of business, labor organizations, and education.
- Include all comments received regarding the proposed plans when submitting the plans to the State.

During the four-year lifecycle of the regional and local plans, local areas may be required to submit annual modifications to the plans as changes in regional and local conditions occur and as the state determines necessary. At a minimum, LWDA must submit modifications for both regional and local plans at the end of the first two-year period of plans.

Further, LWDBs and the appropriate CEOs must submit modifications of the regional and local plans to reflect substantive changes. Substantive changes include the following:

- Shifts in labor market information about the LWDA or planning region, including significant demographic shifts or changes to key industries
- Adjustments in strategies and goals
- Changes in the financing available to support WIOA Title I and partner-provided WIOA services
- Changes to the LWDB structure
- Changes to service providers

Regional and local plans submitted to the state, including modifications to such plans, will be considered approved 90 days after submission unless the state makes a written determination of any of the following within the 90-day period:

- There are deficiencies in workforce investment activities that have been identified through audits and a LWDA has not made acceptable progress in implementing plans to address deficiencies.
- The plan does not comply with applicable provisions of WIOA and/or the WIOA regulations including the required consultations and public comment provision, and the nondiscrimination requirements.
- The plan does not align with the WIOA State Plan, including with regard to the alignment of the core programs to support the strategy identified in the WIOA State Plan and required by WIOA.

Action: All regional and local plans must be submitted electronically to the Department of Employment and Workforce (DEW) via the Globalscape Web Transfer Client no later than January 15, 2025. Submissions must include the following:

- All attachments
- All comments received during the public comment period
- Documentation that indicates regional and local plans were presented to the applicable county councils

Once all files have been uploaded using the drop box, notification must be emailed to WorkforceSupport@dew.sc.gov. For planning regions, only one submission of the regional plan is necessary. Each regional plan incorporates all local plans within the planning region.

Inquiries: Questions may be directed to WorkforcePolicy@dew.sc.gov.

Nina Stagers

Nina Stagers, Assistant Executive Director
Workforce Development Division

Attachment A	Regional Plan Requirements
Attachment A-1	Regional Plan Comments
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Attachment B-1	WIOA LWDB Membership
Attachment B-2	Local Administrative Entity Roster of Workforce Staff
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Attachment B-4	Additional SC Works Access Points
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Attachment B-6	LWDA Service Providers
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**Workforce Innovation and Opportunity Act
Regional Plan
July 1, 2024 – June 30, 2028**

Planning Region Name:

Local Workforce Development Areas within the Planning Region:

Local Workforce Development Area Administrators and Contact Information:

Attachment A: Regional Plan Requirements

The regional plan serves as an action plan to develop, align, and integrate service delivery strategies and resources among multiple local workforce development areas (LWDAs) within a region. Local Workforce Development Boards (LWDBs) and chief elected officials (CEOs) in each planning region are required to engage in a regional planning process that results in the preparation and submission of a single regional plan. Regional plans must incorporate the local plans for each LWDA within the planning region. The following guiding principles must be considered priorities and included in responses throughout the document:

- Partnership and collaboration,
- Increased access to resources and services through the use of technology, and
- Innovation and cost efficiencies.

The regional plan must include the following:

1. A description of how each LWDA within the region was afforded the opportunity to participate in the regional planning process, along with a description of the planning process undertaken to produce the regional plan. The description must include how the CEOs and LWDBs were involved in the development of the plan.
2. An analysis of regional labor market data and economic conditions, to include existing and emerging in-demand industry sectors and occupations, and the employment needs of employers in those existing and emerging in-demand industry sectors and occupations. The analysis must include the following:
 - The knowledge and skills necessary to meet the employment needs of the employers in the region, including those in in-demand industry sectors and occupations;
 - An analysis of the current workforce in the region, including employment and unemployment data, labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment; and
 - An analysis of workforce development activities in the region, including available education and training opportunities. This analysis must indicate the strengths and weaknesses of workforce development activities necessary to address the education and skill needs of job seekers, including individuals with barriers to employment, and the employment needs of employers in the region.
3. A description of plans for the development and implementation or expansion of sector initiatives for in-demand industry sectors or occupations for the region. Regions should consider the following:
 - Current in-demand industry sectors and occupations within the region;
 - The status of regional collaboration in support of the sector initiatives;
 - Current sector-based partnerships within the region;

- Data-driven sector priorities within the region;
 - The extent of business involvement in current initiatives; and
 - Potential public-private partnerships in the region to support sector strategies.
4. A description of regional service strategies that may be established as a result of the regionally coordinated delivery of services, including the use of cooperative service delivery agreements, when appropriate. Regions should address the following:
 - Existing service delivery strategies that will be expanded, streamlined, or eliminated;
 - New service strategies necessary to address regional education and training needs;
 - Strategies to address geographic advantages;
 - Approaches to improve services to individuals with disabilities, veterans, youth in or aged out of the foster care system, offenders, or other hard-to-serve populations;
 - Strategies to connect the unemployed with work-based learning opportunities; and
 - Strategies to integrate existing regional planning efforts among core partners.
 5. A description of any administrative cost arrangements that currently exist or that will be established within the region, including the pooling of funds for administrative costs, as appropriate. Regions should address the following:
 - Current or proposed resource leveraging agreements and
 - The establishment of a process to evaluate cost sharing arrangements.
 6. A description of how transportation, access to childcare, or other supportive services are coordinated within the region, as appropriate. Regions should address the following:
 - How the provision of transportation or other supportive services could be enhanced regionally;
 - What organizations currently provide or could provide supportive services; and
 - Establishing a process to promote coordination of the delivery of supportive services.
 7. A description of how workforce development services are coordinated with economic development services and providers within the region. Regions should address the following:
 - Current economic development organizations engaged in regional planning and
 - Education and training providers involved with economic development.
 8. A description of the region's plan regarding coordination of local performance negotiations. Each LWDA will continue to negotiate performance goals with the state and will remain ultimately responsible for ensuring performance meets or exceeds the agreed upon goals.

Local Workforce Development Boards:

_____ Workforce Development Board
_____, Chair

_____ Workforce Development Board
_____, Chair

Signature Date

Signature Date

_____ Workforce Development Board
_____, Chair

_____ Workforce Development Board
_____, Chair

Signature Date

Signature Date

Local Grant Recipient Signatory Officials:

_____ Workforce Development Area
_____, _____
Name Title

_____ Workforce Development Area
_____, _____
Name Title

Signature Date

Signature Date

_____ Workforce Development Area
_____, _____
Name Title

_____ Workforce Development Area
_____, _____
Name Title

Signature Date

Signature Date

Regional Plan Comments:

Comment 1	
Originating Entity:	
Comment:	
Comment 2	
Originating Entity:	
Comment:	
Comment 3	
Originating Entity:	
Comment:	
Comment 4	
Originating Entity:	
Comment:	

**Workforce Innovation and Opportunity Act
Local Plan
July 1, 2024 – June 30, 2028**

Local Workforce Development Area:

Counties within the Local Workforce Development Area:

Local Workforce Development Area Administrator and Contact Information:

Attachment B: Local Plan Requirements

The local plan serves as a four-year action plan to develop, align, and integrate local workforce development area (LWDA) service delivery strategies with those that support the state’s strategic and operational goals. In partnership with the chief elected officials (CEOs), each local workforce development board (LWDB) must develop and submit a local plan to identify and describe the policies, procedures, and activities that are carried out in the LWDA, consistent with the strategic vision and goals outlined in the WIOA State Plan and the respective regional plan.

In alignment with South Carolina’s Unified State Plan (resulting from South Carolina’s Act 67 of 2023), the Program Years (PYs) 2024 – 2027 WIOA State Plan vision is to achieve and sustain South Carolina’s workforce potential. The plan focuses on the following priorities:

1. Develop and create an effective customer-driven workforce system through the alignment of programs and policies, the use of leading-edge technology, and high-quality staff.
2. Prepare jobseekers for priority occupations through relevant training and skills acquisition, and match jobseekers to open employer positions.
3. Improve the education and workforce infrastructure network to decrease obstacles to work in order to improve recruitment and retention of workers, which is necessary to maintain economic development competitiveness.
4. Create alignment between the workforce development system and the South Carolina agencies and organizations directing implementation of the Infrastructure Investments and Jobs Act of 2021 (IIJA), Inflation Reduction Act of 2022 (IRA), and CHIPS and Science Act of 2022 funding.

The following guiding principles must be considered priorities and included in responses throughout the LWDA’s PYs 2024 – 2027 Local Plan:

- Partnership and collaboration,
- Increased access to resources and services through the use of technology, and
- Innovation and cost efficiencies.

The local plan must include:

Section I:	Workforce and Economic Analysis
Section II:	Strategic Vision and Goals
Section III:	LWDA Partnerships and Investment Strategies
Section IV:	Program Design and Evaluation
Section V:	Operations and Compliance

Section I: Workforce and Economic Analysis

An analysis of regional labor market data and economic conditions, to include existing and emerging in-demand industry sectors and occupations, and the employment needs of employers in those existing and emerging in-demand industry sectors and occupations. The analysis must include the following:

- The knowledge and skills necessary to meet the employment needs of the employers in the region, including those in in-demand industry sectors and occupations;
- An analysis of the current workforce in the region, including employment and unemployment data, labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment; and
- An analysis of workforce development activities in the region, including available education and training opportunities. This analysis must indicate the strengths and weaknesses of workforce development activities necessary to address the education and skill needs of job seekers, including individuals with barriers to employment, and the employment needs of employers in the region.

Section II: Strategic Vision and Goals

A description of the LWDB's strategic vision to support regional economic growth and self-sufficiency, including:

- Goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment;
- A description of how the LWDB will work with core and required partners to align local resources to achieve the strategic vision and goals referenced above; and
- A description of how the LWDB will utilize technology to increase access to resources and services for job seekers and employers.

Section III: LWDA Partnerships and Investment Strategies

1. A description of the planning process undertaken to produce the local plan. The description must include how the CEOs, LWDB, and core and required partners were involved in the development of the plan.
2. A description of the workforce development system in the LWDA, including the following:
 - Identification of the programs that are included in the system; and
 - How the LWDB will support strategies for service alignment among the entities carrying out workforce development programs in the LWDA.

3. A description of the strategies and services that will be used in the LWDA to achieve the following:
 - Expand access to employment, training, education, and supportive services for eligible individuals, including individuals with barriers to employment;
 - Improve access to activities leading to a recognized post-secondary credential, including an industry-recognized certificate or certification that is portable and stackable;
 - Facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations;
 - Support a local workforce development system that meets the needs of businesses in the LWDA;
 - Improve coordination between workforce development programs and economic development; and
 - Strengthen linkages between the SC Works delivery system and unemployment insurance programs.

4. A description of how the strategies discussed in Question 3 above will be aligned with the priorities outlined in the WIOA State Plan, specifically, address the following:
 - Developing and implementing cross-partner staff training to enhance service delivery to job seekers and business;
 - Increasing the percentage of participants that obtain high-value credentials;
 - Increasing access to education and training necessary for individuals to use Broadband to advance their personal goals and increase South Carolina's technology workforce competitiveness;
 - Improving strategic outreach and service delivery to employers to effectively match job seekers with employers;
 - Increasing awareness of resources to mitigate obstacles to employment;
 - Implementing a multifaceted outreach strategy to rural and underserved communities to ensure that individuals living in these rural areas of South Carolina have access to employment and training resources;
 - Identifying resources and funding opportunities to provide services to jobseekers;
 - Communicating opportunities to the workforce system; and
 - Identifying and strategically targeting training providers in the state that are offering programs in the infrastructure, energy, and advanced manufacturing sectors.

5. A description of how the LWDB will work with core, required, and other partners, including economic development, to implement the strategies and services discussed in Question 3.

6. A description of the Adult, DW, and Youth assessment processes of soft-skills and subsequent provision of soft-skills training, including descriptions of formal tools or resources utilized.
7. A description of the strategies and services for employers that may include the implementation of initiatives such as Incumbent Worker Training (IWT) programs, On-the-Job Training (OJT) programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers and support the LWDB's strategic vision and goals.
8. A description of how the LWDB will coordinate local workforce investment activities with regional and economic development activities that are carried out in the LWDA, including how the LWDB will promote entrepreneurial skills training and microenterprise services.

Section IV: Program Design and Evaluation

1. A description of the SC Works delivery system in the LWDA, including the following:
 - How the LWDB will ensure the continuous improvement of eligible providers of services through the system and that the providers will meet the employment needs of local employers, workers, and jobseekers;
 - How the LWDB will target rural communities, including how the LWDB will use technology and other means to facilitate increased access to services provided through the SC Works delivery system;
 - How entities within the SC Works delivery system, including center operators and partners, will comply with the nondiscrimination provisions of WIOA and applicable provisions of the South Carolina Nondiscrimination Plan, the Americans with Disabilities Act of 1990 (ADA), and the ADA Amendments Act of 2008 (ADAAA) in regards to the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and
 - Identification of the roles and resource contributions of the SC Works partners.
2. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the LWDA.
3. A description of how the LWDB will coordinate workforce development activities carried out in the LWDA with statewide rapid response activities.

4. A description and assessment of the type and availability of youth workforce investment activities in the LWDA, including activities for youth with disabilities, which must include an identification of successful models of such activities.
5. A description of how the fourteen youth program elements are integrated in program design, including a description of partnerships which identifies the entities involved and the function(s) they are providing, and a description of formalized agreements in place for the provision of program elements not provided by the local program.
6. If using the basic skills deficient definition contained in WIOA § 3(5)(B), describe the LWDA's policy that further defines how to determine if a youth is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society. (If the LWDA continues to use TABE for determining youth basic skills deficiency, a local policy is not required.)
7. A description of how the LWDB will coordinate relevant secondary and post-secondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.
8. A description of how the LWDB will coordinate the WIOA Title I workforce investment activities with the provision of transportation, childcare, and other appropriate supportive services in the LWDA.
9. A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the SC Works delivery system.
10. A description of how the LWDB will coordinate the WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, including how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA requirements.
11. A description of how the LWDB will coordinate with partner programs to conduct affirmative outreach to include members of groups protected by the Equal Opportunity provisions of WIOA § 188, including individuals of various religions, racial and ethnic backgrounds, individuals of limited English proficiency, individuals with disabilities, and individuals of different age groups and sexes.

Section V: Operations and Compliance

1. Copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local SC Works system. This includes agreements between the LWDB or other local entities with respect to efforts that will enhance the provision of services to individuals with disabilities, such as the cross-training of staff, technical assistance, the use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.
2. A description of the entity responsible for the disbursement of grant funds as determined by the CEO(s).
3. A description of the competitive process that will be used to award the sub grants and contracts for WIOA Title I activities.
4. A description of agreed upon local performance goals.
5. A description of actions the LWDB will take toward becoming or remaining a high-performing workforce area, including the following:
 - The effectiveness and continuous improvement criteria the LWDB will implement to assess their one-stop centers;
 - A description of fiscal and program performance goals beyond the federal measures and how progress will be tracked and made publicly available;
 - A description of the methodology used by the LWDB to allocate SC Works center infrastructure funds; and
 - A description of the roles and contributions of SC Works partners, including cost allocation.
6. A description of how adult and dislocated worker training services will be provided through the use of individual training accounts (ITAs), including the following:
 - If contracts for training services will be used;
 - How the use of training service contracts will be coordinated with the use of ITAs; and
 - How the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.
7. A description of the process used by the LWDB to provide a minimum 10 business day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of LWDA businesses, labor organizations, and institutions of education.

8. A description of how the LWDA SC Works centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by SC Works partners.
9. A description of how the LWDB ensures compliance with the adult priority of service requirements under WIOA Title I.
10. A description of how the LWDB is serving priority populations, including those with barriers to employment, as required by WIOA.
11. A description of the LWDA's fiscal, programmatic, and equal opportunity/nondiscrimination monitoring process.
12. Copies of current LWDB policies and definitions, including the following:
 - Supportive Services policy;
 - OJT reimbursement policy;
 - IWT policy, when using local funds;
 - Youth incentives policy;
 - Local training cap policy;
 - Youth BSD policy (if applicable);
 - Local definition for youth who "require additional assistance"; and
 - Adult and dislocated worker self-sufficiency definition(s) for training.
13. Copies of current local workforce area documents, including the following:
 - Memorandum(a) of Understanding, including signature sheets;
 - Resources Sharing Agreements, including signature sheets;
 - All service provider grants, including statements of work and budgets;
 - Statements of work for in-house operational staff (where applicable);
 - Current or most recent Grant Application Request(s)/Request(s) for Proposals;
 - LWDB By-Laws;
 - LWDB and Committee meeting schedules;
 - LWDB budgets; and
 - Local monitoring schedules.

Local Workforce Development Board Chair:

Signature

Date

Local Grant Recipient Signatory Official:

Print Name

Title

Signature

Date

WIOA Local Workforce Development Board Membership

Total Seats: _____

Seats Occupied: _____

Seats Vacant: _____

Business (per Section 107(b)(2)(A))				
No.	Name	Affiliation and Title	Contact Phone and Email	Address
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

Not Less Than 20% (per Section 107(b)(2)(B))

No.	Name	Affiliation and Title	Contact Phone and Email	Address
1				
2				
3				
4				
5				
6				
7				
8				

Education & Training (per Section 107(b)(2)(C))

No.	Name	Affiliation and Title	Contact Phone and Email	Address
1				
2				
3				
4				
5				

Governmental, Economic, and Community Development (per Section 107(b)(2)(D))

No.	Name	Affiliation and Title	Contact Phone and Email	Address
1				
2				
3				
4				
5				
6				

Others as Chief Elected Officials Determine Appropriate (per Section 107(b)(2)(E))

No.	Name	Affiliation and Title	Contact Phone and Email	Address
1				
2				
3				

Denote multiple representation with an asterisk (*).

Total Number of Seats Filled:	
Number of Seats Filled Representing Business:	
Percentage of Seats Filled Representing Business:	
Number of Seats Filled Representing Not Less than 20%:	
Percentage of Seats Filled Representing Not Less than 20%:	
Number of Seats Filled Representing Education & Training:	
Number of Seats Filled Representing Gov't, Economic & Comm. Dev.:	
Number of Seats Filled Representing Others by Chief Elected Officials:	

**Local Administrative Entity
Roster of Workforce Staff**
(Non-operational Staff)

Name:	Workforce Job Duties/Responsibilities:
Job Title:	
Name:	Workforce Job Duties/Responsibilities:
Job Title:	
Name:	Workforce Job Duties/Responsibilities:
Job Title:	
Name:	Workforce Job Duties/Responsibilities:
Job Title:	
Name:	Workforce Job Duties/Responsibilities:
Job Title:	

Comprehensive/Affiliate/Specialized SC Works Center

(Use one form for each Center)

Name:	
Address:	
Phone Number:	
Fax Number:	
Website:	
Hours of Operation:	
List of All Co-located Partners and Available Center Services:	

Local Plan Comments:

Comment 1	
Originating Entity:	
Comment:	
Comment 2	
Originating Entity:	
Comment:	
Comment 3	
Originating Entity:	
Comment:	
Comment 4	
Originating Entity:	
Comment:	

**Local Workforce Development Area
Service Providers**

Entity Name	Contract Period	Program/Function

Combined Center Operations and Business Engagement Plan

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

COBE Plan Content Guidance

Management & Organizational Structure

1. Provide a list of comprehensive and affiliate centers and the location of each center.
2. Provide an organizational chart for the LWDA to include LWDB administrative staff, the operator, front-line staff, partners, and programs.
3. Provide an organizational chart or roster of the LWDA IBST.
4. Describe the LWDA's SC Works logo and branding usage.
5. Describe the LWDA's planning and decision-making process, the scope of which includes, but is not limited to, the following:
 - How standard operating procedures (SOPs) are developed/revised
 - Planning and implementation processes for SC Works center events, as well as business services events, including:
 - Process for selecting a point person for events and their responsibilities
 - How events are staffed, including planning and scheduling processes
 - How the LWDA's SC Works logo and branding is used to identify SC Works hosted events
 - LWDB's process for appointing and reviewing the appointment of an IBST Lead

6. Describe the LWDA's communication plan, the scope of which includes, but is not limited to, the following:
 - How front-line issues are communicated and resolved
 - How State guidance is disseminated
 - How new/updated SOPs are communicated to front-line staff
 - How information is shared with partner leadership and front-line staff
 7. Describe staff development and training activities in the LWDA, including information regarding IBST cross-training to promote referrals.
 8. Describe the roles and responsibilities of the LWDA's IBST, including the IBST meeting schedule, employer engagement planning and scheduling, and how IBST documentation is shared between partners.
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Service Strategy

1. Provide the menu of required and expanded services for both comprehensive and affiliate centers in the area. A services flowchart may be included.
 2. Describe how referrals are completed in the area, including any efforts made to streamline the referral process.
 3. Provide the menu of IBST services in the area, including any associated costs and how these costs are determined.
 4. Provide the process for providing business services, including how service delivery that supports visit and service planning is documented between core and extended partners.
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Target Sectors and Outreach

1. List specific industries which are targeted within the LWDA for both jobseekers and employers, including in-demand occupations and industries, and the strategies implemented to target them.
 2. Describe the LWDA's outreach strategy.
 3. Describe the LWDA's process for assessing and reviewing employer needs, including resources used to conduct the assessments and reviews.
-

Customer Feedback

1. Describe the methodologies used in the LWDA to gauge employer and jobseeker satisfaction.
 2. Describe how the LWDA turns responses into actionable improvements of the system.
-

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

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