

**INTENT TO APPLY FOR NON-COUNTY FUNDS**

**Greenville County Workforce Development Board (GCWDB)** submits this letter of Intent to Apply for Non-county Funds for County Council approval. Grants will be awarded through the Workforce Innovation and Opportunity Act (WIOA) and in accordance with applicable policies, rules, and regulations.

**Process:** All applications for non-county funds which require county government resources of any kind whether financial, physical, personnel or other must first receive prior approval of the County Council before non-county funding is pursued. The County Council's approval will be contingent upon the following criteria which must be addressed by the department, agency, board or commission in a letter of intent to apply for non-county funds:

1) *Proposed program goals and objectives.*

The goals and objectives of the proposed program must be clearly and specifically stated. This should include a statement on whatever financial and operational benefits the county would receive or derive.

**Background:** A State Leadership Team was formed in 2015 comprised of key executives from the SC Department of Education, SC Department of Commerce, SC Department of Employment and Workforce, SC Technical College System, SC Commission for Higher Education, and business and industry representatives. Through data analysis, the State Leadership Team identified five high-demand, high-growth sectors: Construction, Diversified Manufacturing, Business and Information Technology, Healthcare, and Transportation and Logistics. Four WIOA planning regions were created across the state to spur alignment among workforce and economic development activities at the regional-level. GCWDB is located within the Link Upstate Region and has taken lead for regional sector strategies on behalf of the four local workforce development boards (Greenville County Workforce Development Board, Upstate Workforce Board, WorkLink Workforce Development Board, and Upper Savannah Workforce Development Board).

**Goal:** GCWDB is seeking \$25,000 in non-county funds for the purpose of continuing with regional industry-led sector partnerships per South Carolina's Talent Pipeline Initiative. The goal of industry-led sector partnerships is to cultivate the development of a skilled workforce and a responsive workforce system that meets the needs of business and industry leading to sustainable growth, economic prosperity and global competitiveness for South Carolina.

**Financial/Operational Benefits:** Grant funds will be used to help pay for the salaries of the Link Upstate business services representatives who are responsible for facilitating the public and private industry-led sector partnerships across 14 counties in the Link Upstate Region.

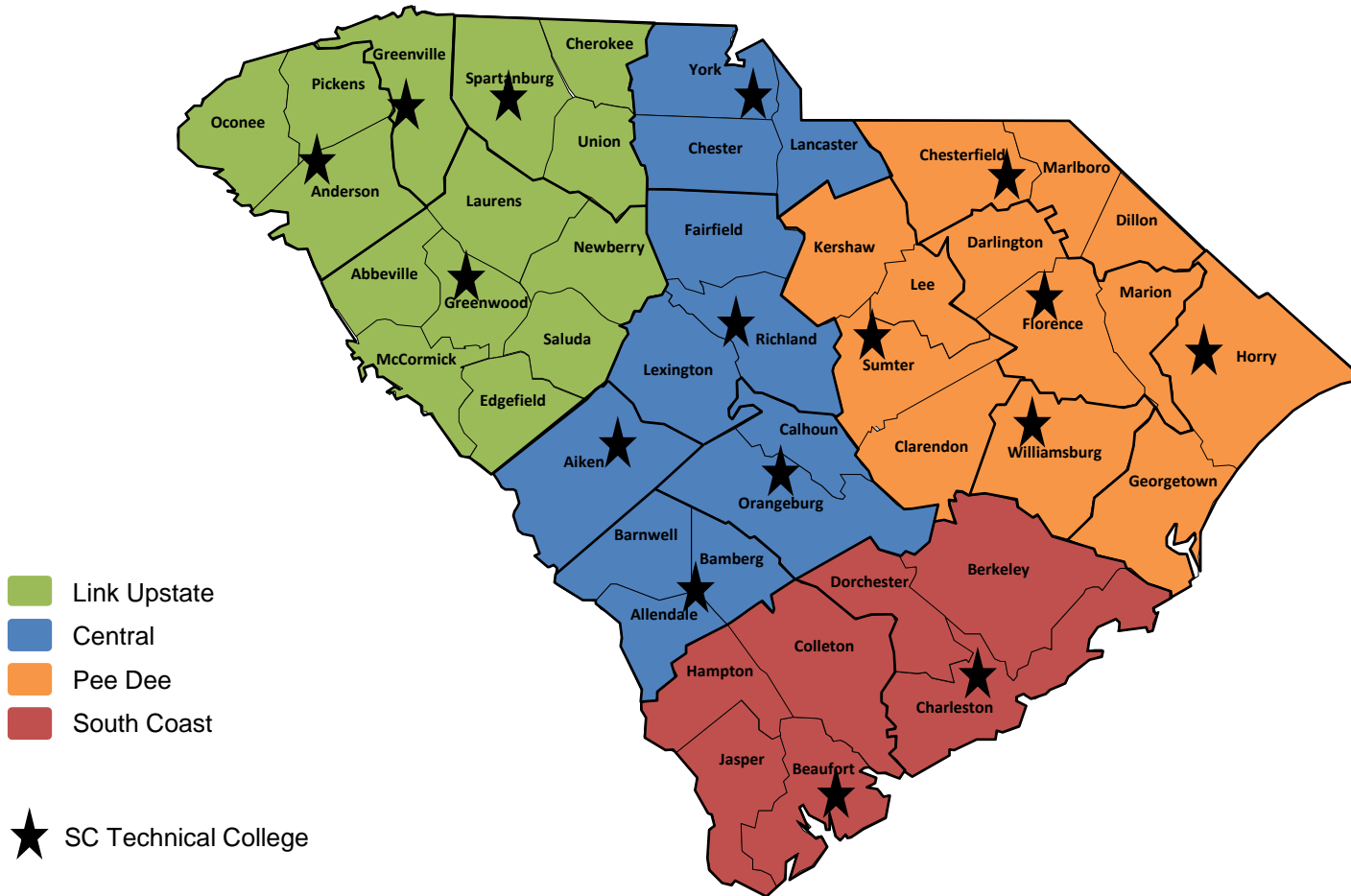
2) Long-range and short-range financial commitment

There is no cash or match requirement for the Sector Partnership grants. Grant funds will be administered via cost-reimbursement agreements over a projected 12 – 18 months. There will be no future county financial or personnel commitments after the grant funds are exhausted.

3) *Effects of discontinuing the grant at any given point*

Effective regional sector strategies must be industry-led. Local workforce development boards will continue to incorporate sector partnerships beyond the life of the grant funds. The impact of discontinuance of grant funds at the option of either the county or the grantor will require us to continue seeking other resources to support sector partnership strategies.

# South Carolina Regional WIOA System



**STATE WORKFORCE DEVELOPMENT BOARD SECTOR PARTNERSHIP GRANT APPLICATION RESPONSE**

**A. Applicant Information:**

Entity: Greenville County Workforce Development	Contact: Dean E. Jones, Executive Director	Mailing Address: 225 S. Pleasantburg Drive, Suite C11, Greenville, SC 29607
Email address: Dejones@greenvillecounty.org	Phone: (864) 467-3605	Website: <a href="http://www.greenvillewib.com">www.greenvillewib.com</a>

**B. Point of contact for application and Program Implementation:**

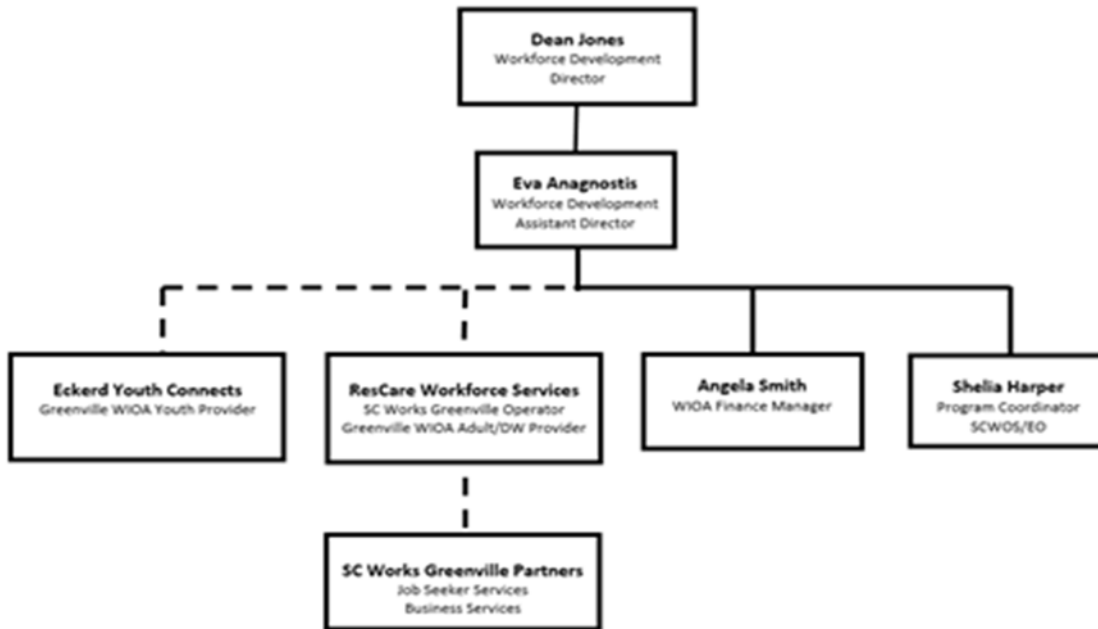
Entity: Rescare Workforce Services, DBA SC Works Greater Upstate	Contact: Johnnie-Lynn Crosby, Regional Director Business Solutions	Mailing Address: 220 E. Kennedy Street, Spartanburg, SC 29302
Email address: Jcrosby@scworksgreaterupstate.com	Phone: (864) 764-1983	Website: <a href="http://www.scworksgreaterupstate.com">www.scworksgreaterupstate.com</a>

**C. Grant Execution Entity:**

Entity: Greenville County Workforce Development	Contact: Dean E. Jones, Executive Director	Mailing Address: 225 S. Pleasantburg Drive, Suite C11, Greenville, SC 29607
Email address: Dejones@greenvillecounty.org	Phone: (864) 467-3605	Website: <a href="http://www.greenvillewib.com">www.greenvillewib.com</a>

**D.** Provide a complete and thorough overview of the entity/organization applying for funding, including organizational structure and demonstrated related experience. Greenville County Workforce Development (GCWD) administers the Workforce Innovation and Opportunity Act (WIOA) programs in Greenville County, SC. GCWD is led by the Greenville County Workforce Development Board (GCWDB) that oversees the local SC Works System (nationally branded as American Job Centers – AJCs). GCWD is established through a Chief Local Elected Official (CLEO) Agreement between the Greenville County Council, County of Greenville, and the Greenville County Workforce Development Board. Greenville County Workforce Development has over 30 years of experience in administering federal and state funded grant programs (i.e., JTPA, WIA, WIOA, ARRA, State Reserve Funds, Rapid Response, other SWDB Grants for initiatives such as GED Attainment, Talent Pipeline, etc.).

## GCWD Organizational Structure



E. Provide the entity's Data Universal Numbering System ("DUNS") Number and a summary of each Federally-funded grant or program the entity has administered, including the entity's fiscal and programmatic performance on the grant.

Greenville County's DUNS number is: 077991206

Since PY2000, Workforce Development has administered over \$61 million dollars in annual ETA allotments (WIA, WIOA). The local area has met annual obligation and expenditure rates of Adult, DW, and Youth allotments since PY2000 with the exception of PY14 (barely missed meeting the DW obligation rate). Workforce Development met or exceeded annual program performance since PY2000 with the exception of a couple of few years in which the local area addressed via corrective action plans. The below charts reflect Greenville County Local Area's annual allotments, grant expenditure summaries, and annual performance for the Program Years 2000 – 2018.

<b>FISCAL ADMINISTRATION SUMMARY – ALL GRANTS (2000 – 2018)</b>	
<b>GRANT</b>	<b>TOTAL ALLOTMENT/AWARD</b>
Adult-DW-Youth-ARRA	\$51,065,628
IWT	\$2,438,093
RR	\$3,485,241
State Reserve	\$256,472
Incentives	\$574,458
GED	\$11,875
RIG	\$25,000
DWT-NEG	\$264,028
TAA	\$2,123,260
WorkKeys®	\$10,980
ARRA	\$1,221,933
<b>TOTAL</b>	<b>\$61,476,968</b>

<b>WIA/WIOA Financial and Program Performance (PY 2000 – 2018)</b>			
<b>Program Year</b>	<b>Total Allotment</b>	<b>Expenditure Rate</b>	<b>Annual Performance</b>
PY2000	\$1,100,298	100%	N/A
PY2001	\$1,176,855	100%	Passed 15 of 17 measures
PY2002	\$1,218,440	100%	Passed 13 of 17 measures
PY2003	\$1,766,549	100%	Passed 11 of 17 measures
PY2004	\$1,778,055	100%	Passed 17 of 17 measures
PY2005	\$2,245,145	100%	Passed 15 of 17 measures
PY2006	\$2,954,092	100%	Passed all 9 measures
PY2007	\$4,058,016	100%	Passed all 9 measures
PY2008	\$4,343,566	100%	Passed 8 or 9 measures
PY2009	\$6,684,966	100%	Met/exceeded all 9 measures
PY2010	\$3,463,465	100%	Met/exceeded all 9 measures
PY2011	\$3,502,194	100%	Met/exceeded all 9 measures
PY2012	\$2,971,731	100%	Met/exceeded all 9 measures
PY2013	\$2,680,097	100%	Met/exceeded all 9 measures
PY2014	\$2,662,912	100%*	Met/exceeded 8 of 9 measures
PY2015	\$2,073,458	100%	Met/exceeded 8 of 9 measures
PY2016	\$2,476,214	100%	N/A
PY2017	\$2,497,375	100%	Passed
PY2018	\$2,520,099	56%**	Passed
<b>Total</b>	<b>\$52,173,527</b>	<b>100%</b>	

\* Failed to meet Dislocated Worker Program obligation rate by the established deadline but did meet the annual expenditure rate. \*\* PY18 expenditures (1 year with carryover)

**Application Questions:**

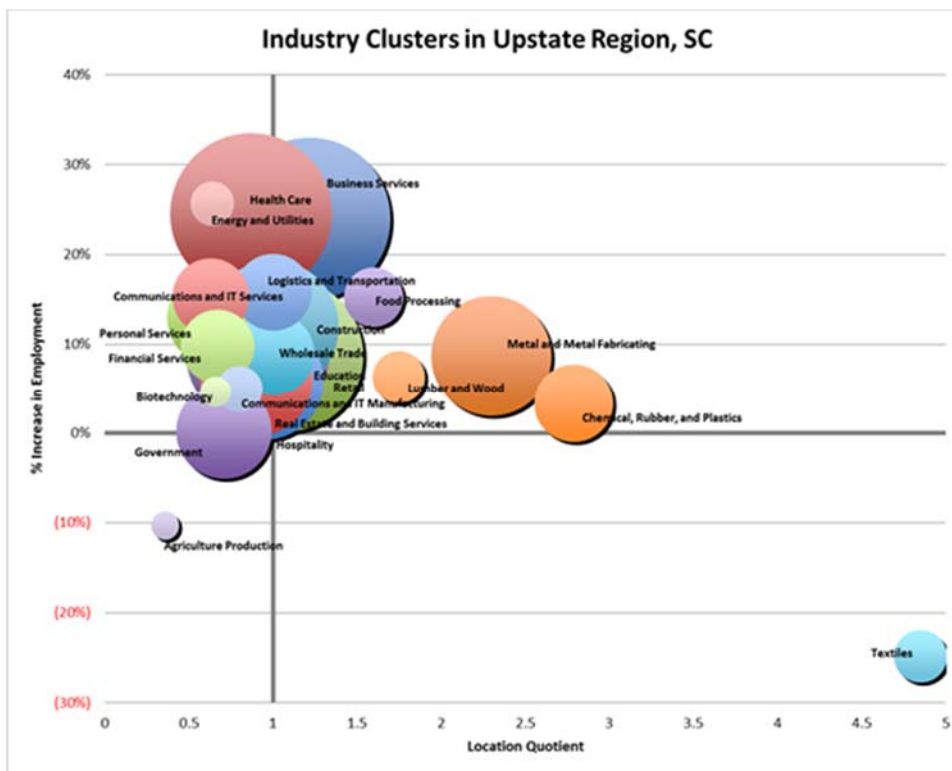
**a. Provide a detailed description of the sector partnership that will be supported, including the name of the partnership, the target sector, and the launch date. Describe how your team identified the target sector, including how labor market data was used and who was part of the decision-making process to identify the target sector and prepare to launch.**

The Link Upstate Region includes a number of manufacturing related sectors and occupations. Of the industries that have both a high location quotient and a high expected growth, all but one can be included in a broader manufacturing sector (Business Services; Food Processing; Metal and Metal Fabricating; Lumber and Wood; and Chemical, Rubber, and Plastics). It is important to note that the Business Services industry sector includes all staffing and temporary workers, many of which work on manufacturing sites. Further, a number of the top twenty occupational openings are within the manufacturing sector, including: Team Assemblers; Maintenance and Repair Workers, General; Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products; Inspectors, Testers, Sorters, Samplers, and Weighers; Machinists; and Industrial Machinery Mechanics.

The Link Upstate Region decided to focus its initial regional sector partnership work on the Diversified Manufacturing cluster. This decision was reached by consensus of the regional planning team after analyzing the regional labor market information report provided by Maher & Maher. At the statewide Regional Planning Institute in March 2016, the team reviewed the data provided and discussed manufacturing competitive advantages most important for them as a group to focus on. The decision to focus on manufacturing reflected the fact that small partnerships are already present in parts of the region and the team's desire to bring those to scale across the region. Having a foundation of successful partnerships to analyze and learn from, the team felt their first regional foray into building successful partnerships at scale should focus on what is currently working.

In addition, the team thoroughly reviewed the data provided and realized there were several common factors among industry clusters listed on the bubble chart. The team made the decision to expand

the manufacturing cluster to include sub-groups of other industry clusters, such as Business Services, Textiles, IT Manufacturing, Metal Fabricating, Rubber & Chemicals, and Food Processing. While other data sources were not utilized during the Institute discussion, the group used its knowledge of the prevalence of the automotive manufacturing industry within the region to connect that industry to several of the other clusters that are part of the manufacturing supply chain. Clusters such as Business Services provide temporary-to-hire staffing, which directly supports the manufacturing workforce. Manufacturing was thus reclassified as “Diversified Manufacturing,” and Maher & Maher provided revised data reports to reflect all clusters that have been added to this broadened industry category.



As mentioned above, for us, competitive advantage (as measured by the location quotient statistic) is the primary metric for determining priority industries, followed by job growth projections and absolute size of employment in the industry (See Reports #1D, #1B, and #1A in the Appendix).

Ranked only by projected location quotient in 2025 (number in parentheses is location quotient), the top industry clusters and drivers included:

- Textiles (4.85)
  - Broadwoven Fabric Mills (13.75)
  - Nonwoven Fabric Mills (26.24)
  - Narrow Fabric and Schiffli Machine Embroidery Manufacturing (18.97)
  - Textile and Fabric Finishing Mills (6.60)
  - Artificial and Synthetic Fibers and Filaments Manufacturing (9.52)
  - Knit Fabric Mills (34.28)
  - Fabric Coating Mills (24.56)
  - Fiber, Yarn, and Thread Mills (6.20)
  - Carpet and Rug Mills (5.86)
  - Apparel Accessories and Other Apparel Manufacturing (7.39)
- Chemicals, Rubber, and Plastics (2.79)
  - Surface Active Agent Manufacturing (43.55)
  - Tire Manufacturing (17.36)
  - Plastics Bag and Pouch Manufacturing (12.88)
  - Plastics Packaging Film and Sheet Manufacturing (11.27)
  - Photographic Film, Paper, Plate, and Chemical Manufacturing (7.91)
  - Synthetic Dye and Pigment Manufacturing (3.65)
  - All Other Miscellaneous Chemical Product Manufacturing (5.02)
  - Carbon and Graphite Product Manufacturing (3.88)
  - Plastics Material and Resin Manufacturing (4.69)
  - Other Pressed and Blown Glass and Glassware (6.58)
- Metal and Metal Fabricating (2.30)
  - Turbine and Turbine Generator Set Units Manufacturing (27.68)
  - Power-Driven Handtool Manufacturing (33.71)
  - Fiber Optic Cable Manufacturing (26.95)
  - Household Refrigerator and Home Freezer Manufacturing (13.03)
  - Ball and Roller Bearing Manufacturing (18.97)
  - Totalizing Fluid Meter and Counting Device Manufacturing (15.06)
  - Storage Battery Manufacturing (16.63)
  - Automobile Manufacturing (13.51)
  - Fluid Power Pump and Motor Manufacturing (11.56)
  - Capacitor, Resistor, Coil, and Transformer Manufacturing (5.83)
  - Motor Vehicle Gasoline Engine and Engine Parts Manufacturing (7.06)

The Link Upstate Region has built a strong foundation for sector partnership initiatives. We have been meeting regularly since March of 2016. Our group has completed a number of important activities



including the following: discussing our region's strengths, weakness, opportunities, and threats; examining regional data on in-demand sectors and occupations; developing an initial sector strategies plan; and dividing into five workgroups (data workgroup, career pathways workgroup, sector training workgroup, best practices workgroup, and business and industry workgroup) in order to create more effective assignments and action items.

On March 14, 2019 a team of manufacturers from across the Link Upstate region came together to develop a shared action agenda for strengthening the region's manufacturing industry. The team developed three priority action areas moving forward, with teams of champions volunteering in each area. This partnership is being modeled after similar Next Gen Sector Partnerships that are active across the country. These partnerships are driven by business leaders and supported by a team of public partners. In the Link Upstate region, this support team includes Johnnie-Lynn Crosby, Regional Director of Business Solutions, SC Works Greater Upstate; Matt Wiggins, Regional Workforce Advisor, SC Department of Commerce; Billy Morgan, Associate Director, Upper Savannah Council of Governments, Meredith Durham, Associate Director, Worklink Workforce Development Board; Dana Wood, Associate Director, Upstate Workforce Board; Ryan Skinner, Regional Business Consultant, South Carolina Vocational Rehabilitation; Kim Williams, Director of Existing Industry, Greenville Area Development Corporation; Dwayne Hatchett, Director of Existing Industry, Spartanburg EFG; Dr. Jermaine Whirl, VP of Learning and Workforce Development, Greenville Technical College; Tony Moore, SC Manufacturers Extension Partnership; and Tommy Goode, College and Career Navigator, Greenwood County Adult Education.

The team started the discussion by focusing on exciting trends that are driving growth in the manufacturing industry in the Link Upstate region. These include:

- **Business climate & strategic geographic location.** The team discussed several reasons why the Link Upstate region is a great place to be in manufacturing: a geographic location close to OEMs, a

business-friendly regulatory environment with relatively lower cost to manufacture goods as well as competitive wages.

- **Improvements in production processes.** Several manufacturers described how automation and innovation is increasing production efficiency, making their products more competitive and improving speed to market.
- **New sources of demand.** Manufacturers reported several new and changing sources of demand that is spurring growth in their companies. This includes demand for specialized products as well as social trends like ride sharing that is spurring new demand for products manufactured in the region.

The team identified three action areas to capitalize on opportunities for growth, summarized by one manufacturer as a “game plan” for the path forward. The team agreed that each of these priorities has potential to positively impact the sector and can only be addressed by collaborating across manufacturing companies.

### **1. Build a Workforce Pipeline into Manufacturing**

The team discussed a need to increase the number of students pursuing careers in manufacturing by educating students and their parents about the potential of careers in manufacturing. This includes bringing education and industry together by creating a more streamlined, systemized process for companies to partner with schools. The team also discussed quantifying the need for skilled workforce by adding up the current and future workforce, subtracting retiring workforce, adding in potential high school graduates entering the industry, plus those who relocate to the region. This would allow the team to accurately assess the size of the gap and prioritize strategies to fill those gaps.

**Champions:** *Jack Pritchard, Blake Fulton, Ben Waldrop, Lee Matthews, Rodger Lea, Per Blohm, Kevin Lanford, Warren Snead,*

## **2. Address gaps in Middle-Skill Technical Jobs**

The team discussed shortages in specific, technical occupations such as maintenance and electrical positions that are holding back their companies' ability to grow. The team outlined a three-step approach:

- Establish baseline skill set for the industry as a whole. While each company has some specialized skill requirements, what are the common skills needed across the industry that education and training providers should focus on? What are the career pathways for high-demand skill sets (i.e. where do those workers come from and where can they advance to)?
- Review existing curriculum and assess where changes need to be made to align with industry needs. Review existing programs training people for middle-skill, technical roles and address gaps.
- Collaborate with educational institutions to improve programs, sending industry experts in to teach or creating other, new models to prepare people with high-demand skill sets.

**Champions:** Robyn Knox, John Ryan, Marcella Groeneveld, Shonna Williams, Gwen Seagraves, Per Blohm, Dave Brower

## **3. Infrastructure & Regulations**

The team also discussed a need for improved infrastructure to enable future growth. This includes housing and transportation as well as improved area planning and traffic infrastructure to avoid choking growth. The team also discussed several regulatory changes that could positively impact the sector, including ways that state policy could support innovation. This included permitting and regulations on new construction as well as incentives for existing businesses to purchase capital equipment and software. The team also discussed how state incentives could better reward investments in growing the workforce rather than rewarding those companies that are hiring employees from existing manufacturers.

At the partnership's second in-person meeting at GE on June 19th, the team reviewed progress in each of the three teams and refined next steps. From here, action teams will continue to work to drive progress in each area.

The Pipeline Team has been at work since the March launch and the partnership has met as a full time in June.

The team analyzed overall manufacturing workforce demand as well as supply in order to identify "leaks" in the pipeline and high-leverage opportunities to increase the quality and quantity of skilled workers entering manufacturing. The team identified multiple target areas.

The Middle Skills Team discussed apprenticeship as a proven way to address workforce gaps. The team agreed to explore developing a shared apprenticeship program, where multiple companies would collaborate in developing a consistent and standardized curriculum for targeted occupations and work with education partners to get the apprenticeship up and running. They agreed to start at a regional level with the goal of scaling to the state level.

The Regulations & Infrastructure Team has committed to create a supportive climate for manufacturing growth by working with state policymakers to address regulatory issues. The team will work to raise awareness of existing programs and incentives to support manufacturers and strengthen the workforce; and to develop a short "wish list" of potential incentives or policies that could expand/strengthen the manufacturing workforce in the Link Upstate region.

The next full team Manufacturing Partnership meeting (Session III) is scheduled to take place on September 25<sup>th</sup>, 2019.

**b. Provide a list of the business leaders who are members of the partnership, including the individual's name, business affiliation, and title, highlighting the partnership chair and champions. Partnership Chair has not yet been identified.**

The following companies have been routinely invited to participate in the face to face partnership sessions. Champions of the three active action teams are highlighted.

<b>Company</b>	<b>Contact</b>	<b>Title</b>
A Berger	Michael Meints	General Manager
ABB	Dan Martin	Plant Manager
ACS	Michael Warrick	Director of Operations
AFL	Ashli Morgan	HR Manager
AFL	Eric Borowicz	Plant Manager
AL Industries, Inc.	Iftach Yafe	Plant Manager
Albis Plastics Corporation	Jens Muecke	Plant Manager
Albis Plastics Corporation	Stefan Fuhlendorf	President and CEO
Alfmeier Friedrichs & Rath, LLC	Mark Rose-Innes	Director, North American Operations
Allegro Industries	Amanda Hamby	HR Manager
Amamco Tool	Jon Salem	President
AMPS	Eric Krichbaum	General Manager
Amsted Rail Company	John Blessing	Director of Operations
Arthrex	Melanie McLane	HR Manager
Ascend	Michael Walters	Site Ops Manager
Auriga Polymers, Inc.	Randy Dunn	Plant Manager
AWL Automation	Marcella Groeneveld	Ops Manager
AWL Automation	Anastasia Weir	HR
<b>AWL Automation</b>	<b>Per Blohm</b>	<b>Managing Director</b>
Bausch & Lomb	Michael Schrader	VP, Operations
Bo Parts	Willie Flowers	HR
BorgWarner	Jeff Patterson	Area Manager
Bosch	Nick Johnson	Senior Development Associate
Bosch Rexroth	Mike McCormick	VP and Technical Plant Manager
Bunty LLC	Manish Aggarwal	Engineer
Burnstein von Seelen	Chris Ramey	Manager
CCL	Julie Bagwell	HR Manager
<b>Century Printing</b>	<b>Ben Waldrop</b>	<b>President</b>
CIRCOR Instrumentation	Chris Sahlman	VP and General Manager
Confluence Holding Corp.	David Merwitz	VP of Operations
Con-Pearl North America Inc.	Ulrike Schmidt	Director of Finance/Administration
Contec, Inc.	Avi Lawrence	President
Contec, Inc.	Bruce Herring	Director of Operations
Cooper Standard	Warren Snead	HR Manager
Dantherm Air Handling	Greg Kaye	Ops Manager

Dantherm Air Handling	Jack Pritchard	Quality Manager
Dantherm Air Handling	Kevin Lanford	Production Manager
DISH Network	David McIver	Director of Manufacturing Operations
Duer Carolina Coil	Rick Eitel	Plant Manager
Eaton	Brent Parris	Plant Manager
EPC	Charles Segraves	Plant Manager
EPC	Shonna Williams	HR Manager
Eurokera North America	William Mountain	President
Fibertex North America	Gwen Seagraves	HR Manager
First Quality	Frederica Jeffries	HR Manager
Flexible Technologies	Daniel Parker	Operations Manager
Freightliner	Bryan Henke	Plant Manager
Fuji	Todd Dalton	Senior HR Manager
Fukoku	Bob Schulmeister	General Manager
GE	Alan Lyskawa	Executive Plant Manager
GE	Blake Fulton	Breakthrough Tech Leader
GeStamp	Monet McClure	HR
Greenville Colorants	Peter Fetzer	Head of Paper Technology
Greenwood Fabricating & Plating	Tim Fender	President
Griffin Gear	Randy Stewart	Plant Manager
Highland Baking Company	Nathan Norris	Plant Manager
Holroyd Precision Rotors	Latrina Kesler	Office Coordinator/PA Coordinator
Hydro Extrusions	Kenyon Harper	Plant Manager
Hyundam	Jonathan Regina	Operations Manager
Ideal Steel	Randy Deweese	Plant Manager
ITW Hartness	Tim Hudson	VP and General Manager
IWG High Performance Conductors	David Conrad	VP of Operations
IWG High Performance Conductors	Christy Cannon	HR Manager
IWG High Performance Conductors	Marc Finch	Ops Director
JTEKT/Koyo	Heather Simpson	Training Coordinator
KOBELCO Construction Machinery	Ralph Wabnitz	Plant Manager
Komatsu	Scott Greene	HR
Komatsu	Chris Milstead	Manufacturing Manager
Lockheed Martin	Leslie Farmer	Communications Representative
Lonza	Debbie Walling	HR Manager
McLaughlin	Randy Frederick	General Manager
Menardi Filters	Kirk Trykowski	General Manager and VP of Finance
Metco CNC	Thomas Morris	President
Michelin	Carlton King	Facility Personnel Manager

Michelin	Karl Wiant	Manager
Michelin	Leesa Owens	Director of State, Local Government and Community Relations
Michelin	Robin Blackburn	Recruiter
Michelin	Richy Brock	Technical Recruiter
Michelin	Luc Debatey	
Michelin	Mark Hourihan	Plant Manager
Michelin	Marty Ownbey	Maintenance
Michelin	Rodger Lea	
Michelin	Steven Royals	Energy Manager
Michelin	William Boyd	HR
Michelin	Royd Lutz	HR Director
Milliken	Kenneth Parker	Director of Workforce Programs
Milliken - Blacksburg	Jeff Crim	Plant Manager
Minileit, Inc.	Matthias Grünwald	Chief Operating Officer
Mogul	Gwen Seagraves	HR Manager
Monti	Nick LaVigne	Plant Manager
MP Husky	Dusty Henry	President
Norbord	John Ryan	HR Manager
NUTRA	Robyn Knox	HR Director
Orian Rugs	Doug Black	HR Director
Patriot Automation	Austin Jones	President
PJF Inc	Tom Oshinski	Plant Manager
Plastic Omnium	Brenda Dutton	HR Manager
Proterra, LLC	Eric McCarthy	VP of Government Relations
Proterra, LLC	Cissy Nix	HR
Proterra, LLC	Michelle Martin	HR Business Partner
Prysmian	Ruth Burdette	HR Manager
Red Seal	Chuck Strawn	General Manager and VP of Finance
Refresco (formerly Cott Beverages)	Will Wise	Plant Manager
Reliable Sprinkler	Susan Mason	HR Manager
Renk Corporation	Mark Gosnell	President
Riegel	Tim Shirley	Director of Manufacturing
Roya Foods	Vonnie Rochester	Avocate/Lawyer
<b>Sage Automotive</b>	<b>Lee Matthews</b>	<b>Plant Manager</b>
Sage Automotive	Scott Coleman	HR Manager
SANDVIK Coromant (Precorp SC)	Mike Hickey	Production Unit Manager
SC Tool	Jody McRoberts	President
Siemens	Victor Moran	Plant Manager
Siemens	Rachel Wood	HR Manager

SPF	Sherri Bishop	HR Manager
Standard Motor Products	Tony Scalzitti	Plant Manager
Standard Textile	Thomas Hobbs	HR
Teijin Carbon Fibers	Lauren Malone	HR Manager
Teknor Apex	Chuck Blocker	QA Manager
Tietex	Wade Wallace	President
Timken	Marty Hallman	Plant Manager
Toray	Robin Boies	HR Director
TransTech of SC/Wabtec	David Brower	Operations Director
Turbine Technologies	John Guyette	VP
United Tool and Mold	Chad LaMance	Chief Operating Officer
Ushers Machine & Tool Co Inc	Chris Urban	Managing Director
Vermeer (formerly McLaughlin)	Dave Van Wyk	General Manager
Woven Electronics Corp.	Brian Hackler	VP and General Manager
Yanfeng	Joe Shubert	HR Manager

**c. Provide the name, affiliation, title, and contact information of the convener and members of the convening team (where applicable). Describe the process used to select the convener and convening team.**

#### **Manufacturing Sector Partnership Core Team**

Lead Coordinator/Facilitator/Convener:

**Johnnie-Lynn Crosby**, SC Works Greater Upstate [jcrosby@scworksgreaterupstate.com](mailto:jcrosby@scworksgreaterupstate.com) 864-764-1983

Coordinator/Facilitator:

**Matt Wiggins**, SC Commerce (K-12) [mwiggins@scommerce.com](mailto:mwiggins@scommerce.com) 803.730.1731

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Subject Matter Experts/Core Members:

**Billy Morgan**, Upper Savannah Council of Governments [bmorgan@uppersavannah.com](mailto:bmorgan@uppersavannah.com) 864-941-8071

**Meredith Durham**, Worklink Workforce Development Board [mdurham@worklinkweb.com](mailto:mdurham@worklinkweb.com) 864-646-1515

**Dana Wood**, Upstate Workforce Board [wood@upstaterworkforceboard.org](mailto:wood@upstaterworkforceboard.org) 864-596-2028

**Ryan Skinner**, South Carolina Vocational Rehabilitation [RSkinner1@SCVRD.NET](mailto:RSkinner1@SCVRD.NET) 864-327-5456

**Kim Williams**, Greenville Area Development Corporation [KiWilliams@greenvillecounty.org](mailto:KiWilliams@greenvillecounty.org) 864-235-2008

**Dwayne Hatchett**, Spartanburg EFG [dhatchett@spartanburgchamber.com](mailto:dhatchett@spartanburgchamber.com) 864-580-1806

**Dr. Jermaine Whirl**, Community/Tech College System [Jermaine.Whirl@gvltec.edu](mailto:Jermaine.Whirl@gvltec.edu) 864-250-8601

**Tommy Goode**, Greenwood County Adult Education [goodet@gwd50.org](mailto:goodet@gwd50.org) 864-941-5462

**Tony Moore**, SCMEP [tmoore@scmep.org](mailto:tmoore@scmep.org) 864-421-3328



The NextGen Sector Partnership Model encourages that all core team members, to include the convener and facilitator are selected by a group of partners and represent passion for innovation and are ready to consider a new approach. On October 16, 2018, Francie Genz with Next Gen Consulting facilitated the first partner session to walk us through the NextGen model. During the meeting, the partners in attendance nominated the Lead Convener, Johnnie-Lynn Crosby, and nominated Matt Wiggins as Co-Convener. The group further determined who would sit on the core group as the representative for the following entities across the 14 county region. (the local workforce boards, Adult Education, K-12 Education, SC Tech system, SCVR, and local economic development) The tech system rep changed, due to turnover at Spartanburg Community College and Dr. Whirl with Greenville Tech stepped to the plate. SCMEP was recently added to the core team, in August 2019.

According to Next Generation, “It’s critical to get on the same page and prepare people for a very different kind of partnership, not just a tweak to existing efforts, before you are ready to engage industry. Those who answer the call for a new approach will become the core of your regional support team, responsible for making initial decisions about what industry sector(s) to target and clarifying roles and responsibilities among support partners, including who should serve as convener or co convener.”

**d. Provide a list of the public partners that have committed to support the sector partnership and describe the roles and responsibilities of these partners.**

As part of the core team the following individuals were directly responsible for launching the partnership and continuing to support the sector partnership.

Lead Coordinator/Facilitator/Convener:

Johnnie-Lynn Crosby, SC Works Greater Upstate [jcrosby@scworksgreaterupstate.com](mailto:jcrosby@scworksgreaterupstate.com)  
864-764-1983

Coordinator/Facilitator:

Matt Wiggins, SC Commerce (K-12) [mwiggins@scommerce.com](mailto:mwiggins@scommerce.com) 803.730.1731

Subject Matter Experts/Core Members:

Billy Morgan, Upper Savannah Council of Governments [bmorgan@uppersavannah.com](mailto:bmorgan@uppersavannah.com)  
864-941-8071

Meredith Durham, Worklink Workforce Development Board [mdurham@worklinkweb.com](mailto:mdurham@worklinkweb.com)  
864-646-1515

Dana Wood, Upstate Workforce Board [wood@upstateworkforceboard.org](mailto:wood@upstateworkforceboard.org) 864-596-2028

Ryan Skinner, South Carolina Vocational Rehabilitation [RSkinner1@SCVRD.NET](mailto:RSkinner1@SCVRD.NET)  
864-327-5456

Kim Williams, Greenville Area Development Corporation [KiWilliams@greenvillecounty.org](mailto:KiWilliams@greenvillecounty.org)  
864-235-2008

Dwayne Hatchett, Spartanburg EFG [dhatchett@spartanburgchamber.com](mailto:dhatchett@spartanburgchamber.com) 864-580-1806

Dr. Jermaine Whirl, Community/Tech College System [Jermaine.Whirl@gvltec.edu](mailto:Jermaine.Whirl@gvltec.edu) 864-250-8601

Tommy Goode, Greenwood County Adult Education [goodet@gwd50.org](mailto:goodet@gwd50.org) 864-941-5462

Tony Moore, SCMEP [tmoore@scmep.org](mailto:tmoore@scmep.org) 864-421-3328

They are the individuals who answer the call for a new approach and who commit to using the Next Gen Sector Partnership methodology to build and sustain an authentically industry-led partnership. The members of this team represent multiple education, workforce development and economic development organizations. This team is responsible for brokering relationships with businesses to bring them to—and keep them at—the table. They are also responsible for identifying partners from the broader network of supporters (other education, workforce development or economic development organizations) that can help implement industry’s priorities. This team will also be responsible for making decisions about which organization (or pair of organizations) is best positioned to serve as convener. Depending on the partnership priorities and needs partners are called to step in and out of “active” involvement. The Convener is seen as a neutral third-party who has credibility both with business leaders and with public partners. The convener helps to keep the partnership on track and focused by: 1) coordinating partnership meetings; 2) communicating with both business leaders and public partners, including keeping action-plans up-to-date; 3) connecting with new business leaders to engage them in the partnership and brokering connections with public partners to help with implementation, and; 4) providing facilitation to help business leaders develop and refine their shared agenda for action.

The broad network of partners representing education (including K-12, Career and Technical Education, community and technical colleges), workforce development (workforce development boards, SC Works Centers, Department of Human Services, Vocational Rehabilitation, Adult Education, Temporary Assistance to Needy Families, etc.), economic development and other community based organizations who have a stake in supporting the diversified industry sector. While not all of these partners will play integral roles in the day-to-day operations of the sector partnership, they were engaged early, and the Convener keeps them updated on action items, specific requests and outcomes related to the partnership via email and face to face meetings.

**e. Describe the regional scope of the sector partnership, identifying how the team defined geographic boundaries to align with the industry selected.**

The South Carolina Department of Employment and Workforce defined the sector partnership regions. The Link Upstate region includes the 14 counties named above. Throughout the development of the partnership, both community partners and business partners considered the value and/or disadvantage of having a partnership that reaches across so many lines. It was determined through discussion that the 14 county wide approach would allow the opportunity to focus on industry specific concerns and/or opportunities, and not be so concerned about the geography. As action items are determined, specific programs or initiatives will be implemented in all 14 counties. The hope of the partnership is to replicate success across the state of South Carolina.

**f. Provide an action plan, including the priorities identified by the business leaders of the partnership, and a timeline for moving from launch to action. Where possible, indicate any progress made to date and commitments from both business leaders and public partners in implementing the action plan.**

The Pipeline Team has been at work since the March launch and the partnership has met as a full time in June.

The team analyzed overall manufacturing workforce demand as well as supply in order to identify “leaks” in the pipeline and high-leverage opportunities to increase the quality and quantity of skilled workers entering manufacturing. The team identified multiple target areas.

The Middle Skills Team discussed apprenticeship as a proven way to address workforce gaps. The team agreed to explore developing a shared apprenticeship program, where multiple companies would collaborate in developing a consistent and standardized curriculum for targeted occupations and work with education partners to get the apprenticeship up and running. They agreed to start at a regional level with the goal of scaling to the state level.

The Regulations & Infrastructure Team has committed to create a supportive climate for manufacturing growth by working with state policymakers to address regulatory issues. The team will work to raise awareness of existing programs and incentives to support manufacturers and strengthen the workforce; and to develop a short “wish list” of potential incentives or policies that could expand/strengthen the manufacturing workforce in the Link Upstate region.

The next full team Manufacturing Partnership meeting (Session III) is scheduled to take place on September 25<sup>th</sup>, 2019.

**g. Submit a letter of commitment or Memorandum of Understanding as a part of the application. The letter must demonstrate a collective commitment to act upon industry identified priorities and be signed by at least three (3) business chairs and champions, the convener or members of the convening team, and members of the core team.**

Letter attached.

**Attachment B**

**Grant Budget Planning Worksheet**

Please submit this summary along with your application for the Sector Partnership Implementation Grant. Additional budget information should be attached to your application, including a thorough explanation for each budget line item as requested in the Application Narrative, Section C, of the Notice of Availability of Funds and a copy of your agency's indirect cost rate agreement.

**PROJECT INFORMATION**

<b>Applicant</b>	Greenville County Workforce Development Board		
<b>Financial Contact Name</b>	Angela Smith	<b>Financial Contact Title</b>	Finance Manager
<b>Financial Contact Email</b>	asmith@greenvillecounty.org	<b>Financial Contact Phone</b>	864-467-3606

**ADMINISTRATION FUNDS - STAFF & OPERATING EXPENSES**

**SALARIES/FRINGE BENEFITS**

	Staff needed for grant administration	Proposed Weekly Hours	Salary (by hour)	Proposed Number of Weeks Working	Fringe Benefits	TOTAL	Contributed Funds*
	Regional Director of Business	16	\$ 33.65	46.4	\$ 6,125.91	\$ 24,981.76	\$ 6,125.91
	Remaining hours not covered	16	\$ 33.65	5.6	\$ 739.33	\$ -	\$ 3,754.37
	<b>SUBTOTAL</b>					<b>\$ 24,981.76</b>	<b>\$ 9,880.28</b>

**OPERATING EXPENSES - Administration**

Equipment		
Supplies		
Other (please describe):		
	<b>SUBTOTAL</b>	<b>\$ - \$ -</b>

**INDIRECT COST - Administration**

Indirect Costs	
	<b>SUBTOTAL</b>
	<b>\$ - \$ -</b>

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

	<b>SUBTOTAL</b>	<b>\$ - \$ -</b>

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

	<b>\$ 24,981.76</b>	<b>\$ 9,880.28</b>
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**PROGRAM FUNDS - STAFF & OPERATING EXPENSES**

**SALARIES/FRINGE BENEFITS**

	Staff needed for program implementation	Proposed Weekly Hours	Salary (by hour)	Proposed Number of Weeks Working	Fringe Benefits	TOTAL	Contributed Funds*
	<b>SUBTOTAL</b>					<b>\$ -</b>	<b>\$ -</b>

**OPERATING EXPENSES - Program**

Equipment		
Supplies		
Other (please describe):		
	<b>SUBTOTAL</b>	<b>\$ - \$ -</b>

**INDIRECT COST - Program**

Indirect Costs	
	<b>SUBTOTAL</b>
	<b>\$ - \$ -</b>

**OTHER EXPENSES - Program Staff & Operating (specify below)**


	<b>SUBTOTAL</b>	\$ -	\$ -
<b>PROGRAM FUNDS – STAFF &amp; OPERATING EXPENSES SUBTOTAL</b>		\$ -	\$ -
<b>OTHER EXPENSES</b>			
<b>Other (please describe):</b>			
	<b>SUBTOTAL</b>	\$ -	\$ -
	<b>TOTAL BUDGET</b>	\$ 24,981.76	\$ 9,880.28

\*If you are receiving a match or contribution from another entity, record the amount from those funds that will be used for each line item here.

## Budget Narrative – Sector Partnership Grant Application

### BUDGET NARRATIVE:

#### Program (Staff and Operating):

- Funding in the amount of \$24,981.76 is requested to defray the cost of salary and fringe of Lead Convener of sector partnerships in the Link Upstate region. May it be noted that approximately \$9,880.20 in salary and fringe are to be provided as contribution for part of the grant period.

#### Additional Information to Note:

- The South Carolina Department of Commerce and South Carolina Vocational Rehabilitation have provided support staff to assist as a Facilitator for the manufacturing sector partnership. Both entities were offered the opportunity to offset salary and fringe via this grant and chose not to participate.

**Attachment D**  
**Standard Assurances and Certifications**

The South Carolina Department of Employment and Workforce (“DEW”), on behalf of the State Workforce Development Board (“SWDB”), will not award a grant where the applicant has failed to accept the assurances and certifications below.

As a duly authorized representative for Link Upstate (“the Applicant”), I certify that:

1. The Applicant has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project costs) to ensure proper planning, management and completion of the project described in this application.
2. The Applicant will give the United States Department of Labor, the Comptroller General of the United States, and the State of South Carolina, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. The Applicant will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest or personal gain.
4. The Applicant will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. The Applicant will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
6. The Applicant will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133 “Audits of States, Local Governments, and Non-Profit Organizations.”
7. The Applicant will comply with all other applicable requirements of Federal and State laws, executive orders, regulations and policies governing this program. The Applicant will also comply with all requirements of the grant, including requirements listed in the Notice of Funding Opportunity, Terms and Conditions, and Statement of Work. The Applicant understands that failure to comply may result in a delay of payment or forfeiture of funding.
8. The Applicant understands that, if working directly with individuals, all participants must be certified eligible for services under the Workforce Innovation and Opportunity Act (“WIOA”) eligibility requirements. The Applicant will comply with all WIOA reporting requirements, including the tracking of eligibility, enrollment and activities in the SC Works Online Services system. The Applicant understands that failure to comply may result in a delay of payment or forfeiture of funding.
9. The Applicant assures that it has the ability to comply with the nondiscrimination and equal opportunity provisions of the following laws and will remain in compliance for the duration of the award of federal financial assistance:
  - (A) Section 188 of the Workforce Innovation and Opportunity Act (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or



- political affiliation or belief, or against beneficiaries on the basis of either citizenship status or participation in any WIOA Title I-financially assisted program or activity;
- (B) Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color, and national origin;
- (C) Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- (D) The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;
- (E) Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs; and
- (F) The South Carolina Pregnancy Accommodations Act, which protects employees and applicants who have medical needs arising from pregnancy, childbirth, or related medical conditions.

10. The Applicant also assures that, as a recipient of WIOA Title I financial assistance, it will comply with 29 CFR part 38 and all other regulations implementing the laws listed above in Section 9. This assurance applies to the Applicant's operation of the WIOA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIOA Title I-financially assisted program or activity. The Applicant understands that the United States has the right to seek judicial enforcement of this assurance.

*I hereby certify that I am an authorized representative of the Applicant named above, with the authority to commit the Applicant to legally binding contracts and agreements. I further certify that the information given as part of and attached to this application is true and accurate. I am aware that any false information or intended omissions may subject me or the entity I represent to civil or criminal penalties for filing of false public records and/or forfeiture of any funds approved through this program.*

*This application does not constitute a contractual agreement. If any portion of the application is approved, a formal agreement between the parties will be executed and this signed document, along with the Notice of Funding Opportunity, Terms and Conditions, Statement of Work, and all other policies implemented by DEW will govern the grant.*

Johnnie-Lynn Crosby  
Signature

09/05/2019  
Date

Johnnie-Lynn Crosby  
Printed Name

864-764-1983  
Phone Number

Regional Director, Business Solutions  
Title

johnnielynnrosby@gmail.com  
Email Address

**Letter of Commitment For  
THE GREENVILLE COUNTY WORKFORCE DEVELOPMENT BOARD -  
STATE WORKFORCE DEVELOPMENT BOARD SECTOR PARTNERSHIP GRANT  
September 5, 2019 – December 31, 2020**

This Agreement is made and entered into pursuant to the State Workforce Development Board Sector Partnership Grant Request, funded through SCDEW and the Workforce Innovation and Opportunity Act (WIOA) by the business champions/chairs, the convener, members of the convening team, and members of the core team. This agreement is effective September 5, 2019 and shall remain in effect through December 31, 2020, unless otherwise modified in writing.

This letter of commitment confirms that the participating parties AWL, Century Printing, and Sage Automotive, are actively engaged in the Link Upstate Manufacturing Sector Partnership and are committed to act upon the industry identified priorities listed below:

**Build a Workforce Pipeline into Manufacturing**

Educate students and their parents about the potential of careers in manufacturing. This includes bringing education and industry together by creating a more streamlined, systemized process for companies to partner with schools.

**Address gaps in Middle-Skill Technical Jobs**

The team outlined a three-step approach to tackle the shortages in specific, technical occupations such as maintenance and electrical positions:

- Establish baseline skill set for the industry. Identify the career pathways for high-demand skill sets.
- Review existing curriculum and assess where changes need to be made to align with industry needs. Review existing programs training people for middle-skill, technical roles and address gaps.
- Collaborate with educational institutions to improve programs, sending industry experts in to teach or creating other, new models to prepare people with high-demand skill sets.

**Strengthen Infrastructure & Regulations**

Create a supportive climate for manufacturing growth by working with state policymakers to address regulatory issues. The team will work to raise awareness of existing programs and incentives to support manufacturers and strengthen the workforce; and to develop a short "wish list" of potential incentives or policies that could expand/strengthen the manufacturing workforce in the Link Upstate region.

Per Blohm

AWL



Lee Matthews

Sage Automotive



Ben Waldrop

Century Printing



Johnnie-Lyna Crosby

SC Works Greater Upstate



Ryan Skinner

SC Vocational Rehabilitation



Matt Wiggins

SC Department of Commerce

