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Southeast Ohio

Workforce Development Region

Four Year Regional Plan - 2017-2021

With Local Area Plan Addendum
for Ohio Workforce Areas 14, 15 &
Prepared by:



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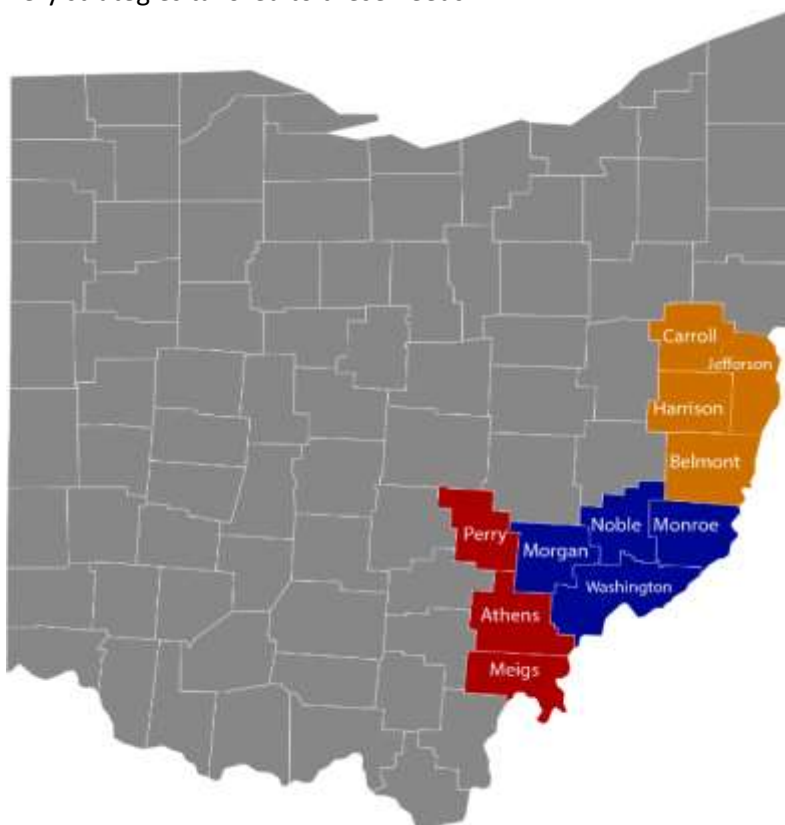
Introduction

The Workforce Innovation and Opportunity Act (WIOA) envisions a workforce development system that is customer-focused on both the job seeker and business, and can anticipate and respond to the needs of regional economics. It requires local workforce development boards and chief elected officials to design and govern the system regionally, to align workforce policies and services with regional economies, and to support service delivery strategies tailored to these needs.

The State of Ohio has designated Local Workforce Areas 14, 15 and 16 as the Southeast Ohio planning region encompassing 11 counties. Included in the planning region are Athens, Meigs and Perry Counties in Area 14 (identified in red); Monroe, Morgan, Noble and Washington Counties in Area 15 (blue); and Belmont, Carroll, Harrison, and Jefferson Counties in Area 16 (orange).

The planning region has collaborated with WIOA core partners and other providers included in Ohio's Combined State Plan, with other partners including OhioMeansJobs Centers, economic development, education, and private sector partners, to develop a regional plan. The Regional plan outlines the workforce development needs of the region, how regional services can be designed to meet those needs, and agreement on key strategies that will help see the vision of successful workforce system delivery for all 11 of the Southeast Ohio Region's counties. As part of the regional plan, each local area has created a local plan to coordinate and provide a description of the local workforce development system, and an explanation of the OhioMeansJobs delivery system within each local area.

The Southeast Ohio Region believes that WIOA is an opportunity to transform the way the local and regional workforce systems operate and do business. The following regional plan, with local area addendum, provide the infrastructure for successful implementation of WIOA across the region.



The Regional and Local Planning Process

The planning process to complete the Southeast Ohio Region Workforce Innovation and Opportunity Act (WIOA) Regional and Local planning included multiple steps over the course of several months. The plans follow the state-approved template released within the “Workforce Innovation and Opportunity Act Policy Letter No. 16-03.” The templates served as the outline for each plan.

First, the regional leadership engaged in discussion on understanding the regional and local priorities for the collaborative project. Next, four focus groups were convened – one for regional economic development and education stakeholders, then one in each of the four local workforce areas for OhioMeansJobs partners and staff. Through this process local stakeholders, OhioMeansJobs partners and staff, and workforce area leadership began to identify regional opportunities that could be considered for the regional plan. Facilitated discussion addressed questions such as:

- **What does the current landscape for workforce development look like in the region? What is working well? What goals have been most difficult to accomplish?**
- **What is working well within the local workforce development system? For business? For job seekers? For youth?**
- **What opportunities exist to align workforce development and economic development strategies in the region?**
- **What ideas do you have for making the workforce development system more effective and efficient in the future?**

Focus group conversations, coupled with the review of existing materials such as reports, policies, plans, and quantitative data, served as the basis for a regional planning session. During the regional planning session, regional and local leadership, workforce development board representatives, and core partners convened to review findings from the focus groups. During this day-long session, leadership was presented key strengths and opportunities for the region and a SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis was conducted to begin to outline key strategies for the regional plan.

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Regional leadership outlined and prioritized common themes for building shared regional strategies. These themes, and corresponding regional strategies, are outlined in the following table:

THEMES	REGIONAL GOALS
Collaboration	Utilize the OhioMeansJobs Centers as a catalyst to increase and strengthen collaboration with regional workforce system partners in order to align resources, initiatives, and opportunities.
Communication	Provide consistent, accurate, and timely internal and external communication, using a unified and common language.
Data-Informed	Create a data-informed and customer-centric workforce system that provides meaningful services.
Staff Development	Create a proficient team of workforce professionals through staff development, training, and communication.
Business Services	Anticipate and meet the demands of employers across the Southeast Ohio Region through a proactive business services team.

The five regional strategies are outlined in the Regional Plan portion of this report. Information on the regional labor market, descriptions of alignment with the State of Ohio's Combined Plan, and three addenda, with Local Plans for Workforce Areas 14, 15 and 16, also follow. Finally, an attachment with an Implementation Guide for the local workforce areas to use in accomplishing the strategies is included (Attachment E).

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Descriptions of Regional Labor Market Information and Other Analysis

A REGIONAL ANALYSIS OF ECONOMIC CONDITIONS, EXISTING AND EMERGING IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS; AND EMPLOYMENT NEEDS OF EMPLOYERS IN THESE SECTORS AND OCCUPATIONS. AN ANALYSIS OF THE REGIONAL WORKFORCE, INCLUDING CURRENT LABOR FORCE EMPLOYMENT AND UNEMPLOYMENT DATA, INFORMATION ON LABOR MARKET TRENDS, AND EDUCATIONAL AND SKILL LEVELS OF WORKFORCE, INCLUDING INDIVIDUALS WITH BARRIERS TO EMPLOYMENT.

Economic Conditions

Employment, income, and poverty data were utilized to analyze the economic conditions of the region, as well as the three local areas and the 11 counties comprising the region. To begin, figures 1 and 2 identify unemployment data and trends for the region.



Figure 1

Source: U.S. Bureau of Labor Statistics, 2006-2015. <http://www.bls.gov/data>

EMSI Analyst 2016

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The average annual unemployment rate for each of the three local areas that comprise the region continually follows a similar trend as the state of Ohio; however, the average regional rate is consistently higher than the state average each year. Area 16 had the lowest rate of unemployment in the region during 2008 but saw the largest increase in unemployment between 2008 and 2010. After 2010, Area 16's rate proceeded to decline quicker than the other areas within the region. Each of the three areas currently have a smaller spread in their respective unemployment rates as compared to 2006, but maintain a higher rate than the state average.

During this timeframe (2006-2015) only the counties of Athens (once), Belmont (twice), and Washington (three times) had an unemployment rate lower than the state in any given year. The average unemployment rate during this timeframe for Areas 14, 15, and 16 was 9.5%, 9.6%, and 8.5% respectively. The region's average rate was 9.2% as compared to Ohio's statewide average of 7.3%.

Unemployment Rate by County

Area	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Athens	5.9%	6.1%	6.7%	8.8%	10.6%	9.9%	8.5%	9.0%	6.8%	6.2%
Belmont	5.8%	5.6%	6.1%	9.2%	11.3%	9.5%	8.2%	8.2%	6.7%	6.3%
Carroll	6.1%	6.2%	7.6%	13.7%	13.0%	10.2%	7.9%	7.9%	6.1%	5.9%
Harrison	6.0%	6.2%	7.2%	11.7%	12.5%	10.7%	8.5%	7.9%	6.0%	6.3%
Jefferson	6.9%	6.4%	7.0%	12.3%	14.5%	12.0%	10.9%	10.9%	8.1%	7.4%
Meigs	8.4%	8.9%	10.0%	14.9%	14.6%	13.1%	11.6%	11.9%	9.0%	8.3%
Monroe	11.2%	8.2%	8.5%	12.7%	12.2%	9.9%	8.4%	10.0%	11.0%	10.0%
Morgan	9.1%	9.3%	10.2%	14.6%	13.3%	11.4%	9.9%	10.1%	7.8%	7.3%
Noble	7.2%	7.4%	8.6%	14.5%	16.0%	13.3%	11.0%	9.6%	7.6%	7.4%
Perry	7.4%	7.3%	8.5%	13.5%	13.4%	11.6%	9.8%	9.6%	7.4%	6.5%
Washington	5.3%	5.2%	5.5%	9.6%	11.4%	10.0%	8.6%	8.6%	6.4%	6.0%
Area 14	7.2%	7.4%	8.4%	12.4%	12.9%	11.5%	10.0%	10.2%	7.7%	7.0%
Area 15	8.2%	7.5%	8.2%	12.9%	13.2%	11.2%	9.5%	9.6%	8.2%	7.7%
Area 16	6.2%	6.1%	7.0%	11.7%	12.8%	10.6%	8.9%	8.7%	6.7%	6.5%
Region	7.2%	7.0%	7.8%	12.3%	13.0%	11.1%	9.4%	9.4%	7.5%	7.1%
Ohio	5.4%	5.6%	6.4%	10.3%	10.3%	8.8%	7.4%	7.5%	5.7%	5.1%

Figure 2

Source: U.S. Bureau of Labor Statistics, 2006-2015. <http://www.bls.gov/data>

EMSI Analyst 2016

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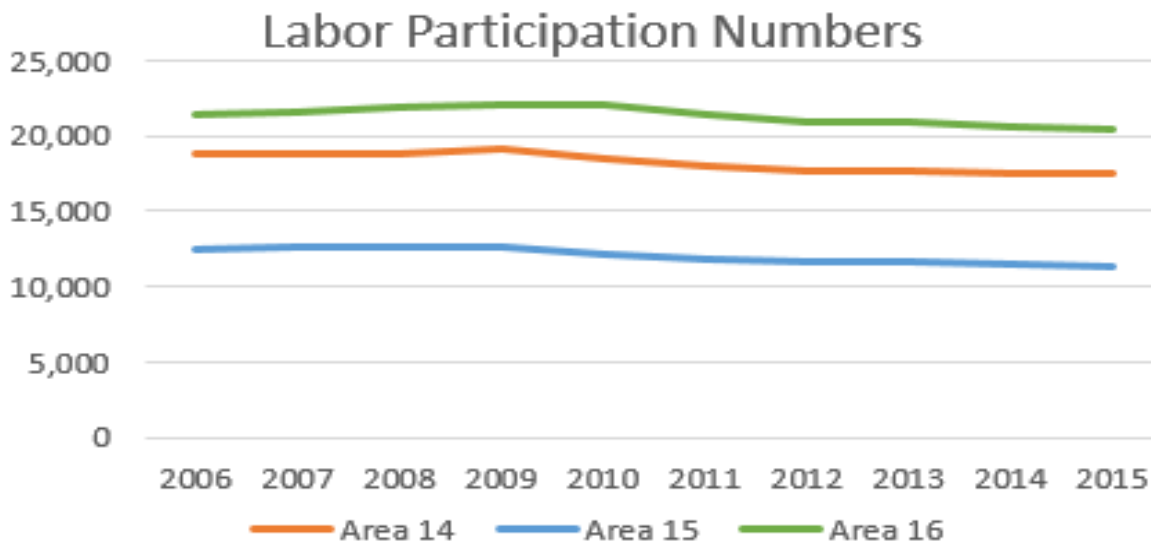


Figure 3

Source: U.S. Bureau of Labor Statistics, 2006-2015. <http://www.bls.gov/data>

EMSI Analyst 2016

In addition to the consistently higher-than-state-average unemployment rate, another economic concern is the number of employed persons in the region. All three local areas have less persons employed in 2015 than they did in 2006. This slight but steady decline in the number of employed persons may indicate that workers, and potentially jobs, are leaving the region; however, it is important to note that the national labor force participation rate has continually decreased since 2000. The national decline is expected to continue into the next decade, due largely in part to the aging of the baby-boomer generation. In 2000, baby-boomers were a large portion of the workforce, falling into the high participation rate group of 36-to-54 years old. As the baby-boomer generation begins to retire, the overall participation rate is expected to decline, as seen in the region over the past ten years. This could result in new markets, and job creation, for goods and services focused on the elderly.

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Median Household Income and Poverty Rate

U.S. Census data show the median household annual income in the region ranged from \$33,773 (Athens County) to just over \$45,600 (Carroll County). All 11 counties fell below the state and national median household income levels, approximately \$8,500 lower than the state and \$13,000 lower than the national median. The region's poverty rate¹ was approximately 3% higher than that of the state and national averages.

The region has lower household income and higher rates of unemployment and poverty as compared to both the state and the nation. This data, coupled with the downtrend in the labor force, indicates that the region must focus on bringing new jobs into the region and expanding the current regional employment opportunities. To achieve this, it is vital to understand the current and emerging industries and occupations within the region as they are likely to offer the most employment opportunities in the coming years.

Household Income and Poverty Rate			
Area	County	Median Household Income	Poverty Rate
Area 14	Perry	\$41,892	18.8%
	Athens	\$33,773	31.6%
	Meigs	\$35,970	23.0%
Area 15	Monroe	\$41,394	18.8%
	Morgan	\$38,696	19.5%
	Noble	\$37,126	13.7%
	Washington	\$43,512	16.6%
Area 16	Belmont	\$43,045	14.5%
	Carroll	\$45,660	15.9%
	Harrison	\$41,819	17.9%
	Jefferson	\$40,816	17.5%
Region		\$40,337	18.9%
Ohio		\$48,849	15.9%
U.S.		\$53,482	15.6%

Figure 4

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates

¹ In determining the poverty rate, the Census Bureau uses a set of money income (before tax) thresholds that vary by family size and composition to determine who is in poverty. The official poverty definition is derived from the cost of a minimum food diet multiplied by three, but does not include capital gains or noncash benefits, such as public housing, Medicaid and food stamps. If a family's total income is less than the family's threshold, then that family and every individual in it is considered in poverty. <http://www.census.gov/topics/income-poverty/poverty/guidance/poverty-measures.html>

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Existing Industries and Occupations

Figure 5 identifies the top ten industries in the region, based on 2016 employment numbers, identified to the fifth digit of the North American Industry Classification System (NAICS) code. The largest existing industry across the region belongs to “Restaurants and Other Eating Places” (10,112 jobs). Of the top ten industries, education-related industries play the largest role, and include the second, fourth, and ninth largest industries on the list. Government and healthcare industries also factor in, each appearing twice on the top ten list.

In terms of earnings, six of the top ten existing industries in the region have a median salary between \$44,000 and \$110,000 annually (approximately \$21 to \$53 per hour based on a standard 2,080-hour work year). “Restaurants and Other Eating Places”, “Supermarkets and Other Grocery (except Convenience) Stores”, “Nursing Care Facilities”, and “Colleges, Universities, and Professional Schools” each have median salaries less than \$31,000 annually (or \$15 per hour).

Existing Industries

NAICS	Description	2016 Jobs	2006 - 2016 Change	2006 - 2016 % Change	2016 - 2021 Change	2016 - 2021 % Change	2016 Median Salary
72251	Restaurants and Other Eating Places	10,112	696	7%	136	1%	\$15,118
90361	Education (Local Government)	9,415	(2,305)	(20%)	145	2%	\$53,424
90399	Local Government, Excluding Education and Hospitals	7,853	(123)	(2%)	133	2%	\$44,483
90261	Education (State Government)	5,542	478	9%	(41)	(1%)	\$52,093
62211	General Medical and Surgical Hospitals	5,133	36	1%	(89)	(2%)	\$58,114
62311	Nursing Care Facilities (Skilled Nursing Facilities)	3,625	(603)	(14%)	(65)	(2%)	\$30,235
44511	Supermarkets and Other Grocery (except Convenience) Stores	3,137	16	1%	54	2%	\$26,142
62111	Offices of Physicians	2,365	456	24%	309	13%	\$110,419
61131	Colleges, Universities, and Professional Schools	2,293	294	15%	231	10%	\$28,244
90299	State Government, Excluding Education and Hospitals	1,772	(180)	(9%)	22	1%	\$75,648

Figure 5

Source: EMSI Analyst 2016

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Even though “Education (Local Government)” is the second largest industry in the region, it saw a 20% decline in the number of jobs between 2006 and 2016; however, the industry is expected to reverse the trend and grow by 2% over the next five years. Of the top ten existing industries, the largest expected growth over the next five years comes in “Offices of Physicians” at 13%, followed by “Colleges, Universities and Professional Schools” with 10%. Three of the top ten are expected to decline in the coming years but by only 1% or 2%.

Looking at the most prominent industries offers some insight into the regional job market, but to gain a deeper understanding of the types of jobs that exist within the region, it is important to also analyze occupational data. Figure 6 lists the top ten existing occupations in the region, identified down to the sixth digit (Standard Occupational Classification) SOC code.

Regional occupations falling under the SOC major group codes 41 (sales), 43 (office and administrative support), and 53 (transportation and material moving) each appear twice in the top ten existing occupations; however, the largest occupation in terms of raw job numbers for the region is “Fast Food and Counter Workers”. Of the top ten current occupations: none are expected to grow by more than 6% between 2016 and 2021, only one (cashiers) is expected to grow faster over the next five years than it did over the past ten years, and only two pay more than a \$15 per hour median wage (while two pay less than \$9 per hour).

Existing Occupations

SOC	Description	2016 Jobs	2006 - 2016 Change	2006 - 2016 % Change	2016 - 2021 Change	2016 - 2021 % Change	Median Hourly Earnings
35-3020	Fast Food and Counter Workers	4,934	299	6%	112	2%	\$8.89
43-6010	Secretaries and Administrative Assistants	4,308	126	3%	93	2%	\$14.41
31-1010	Nursing, Psychiatric, and Home Health Aides	4,300	351	9%	236	5%	\$10.45
53-3030	Driver/Sales Workers and Truck Drivers	4,043	238	6%	216	5%	\$15.84
41-2030	Retail Salespersons	3,948	(644)	(14%)	(5)	(0%)	\$10.12
41-2010	Cashiers	3,928	(123)	(3%)	29	1%	\$8.99
37-2010	Building Cleaning Workers	3,902	359	10%	191	5%	\$10.02
53-7060	Laborers and Material Movers, Hand	3,420	467	16%	220	6%	\$12.49
43-9060	Office Clerks, General	3,092	70	2%	70	2%	\$12.32
29-1140	Registered Nurses	2,982	219	8%	135	5%	\$27.23

Figure 6

Source: EMSI Analyst 2016

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When comparing existing occupations (Figure 6) to emerging industries and occupations (Figures 7 and 8) there appears to be a pathway to assisting workers in lower-wage, entry-level positions, like Driver/Sales Workers and Truck Drivers (SOC 53-3030) and Home Health Aides (SOC 31-1010) into occupations in emerging industries like Support Activities for Mining, Offices of Physicians, and Home Health Care Services. Career pathways, targeted efforts for training and workforce development, and strategic use of training dollars can help to move workers up the career ladder to more self-sufficient positions and careers. See below for continued analysis of emerging industries and occupations.

Emerging Industries and Occupations

Emerging industries are those which are expected to offer the most growth (net jobs) over the next five years. Figure 7 offers a look at the top ten industries in terms of expected growth between 2016 and 2021 at a broader 2-digit NAICS level. Combined, these industries are expected to add just over 4,500 positions to the region during this timeframe. The largest net growth in jobs will come in the “Health Care and Social Assistance” industry, anticipated to add 1,232 jobs over the next five years, followed by Mining, Quarrying and Oil and Gas Extraction, with 751 new jobs.

Emerging Industries (two-digit level)

NAICS	Description	2016 Jobs	2021 Jobs	2016 - 2021 # Change
62	Health Care and Social Assistance	19,255	20,487	1,232
21	Mining, Quarrying, and Oil and Gas Extraction	3,141	3,892	751
56	Administrative and Support and Waste Management and Remediation Services	4,622	5,142	520
48	Transportation and Warehousing	4,738	5,220	482
42	Wholesale Trade	3,403	3,782	379
72	Accommodation and Food Services	11,820	12,113	293
54	Professional, Scientific, and Technical Services	3,220	3,488	268
61	Educational Services	3,094	3,329	235
90	Government	25,966	26,195	229
52	Finance and Insurance	3,198	3,336	138
Total		82,455	86,982	4,527

Figure 7

Source: EMSI Analyst 2016

Based on emerging industry data, regional education and training efforts would benefit to focus on the specific skills required for health care, oil and gas extraction, and administrative and support and waste management. These three areas are expected to produce approximately 2,500 jobs within the region by the year 2021.

Zooming in further to more specific five-digit NAICS levels, and detailed in Figure 8, the four largest industries in 2016 include “Support Activities for Mining”, “Offices of Physicians”, “Plumbing, Heating, and Air-Conditioning Contractors”, and “Oil and Gas Pipeline and Related Structures Contractors”. Each of these industries can be considered high-wage and pay median salaries ranging from \$60,562 to

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\$110,419, (or \$29 to \$53 per hour)². However, five of the remaining six emerging industries have a median salary of less than \$30,000 annually, or less than \$14.50 per hour.

Emerging Industries (five-digit level)

NAICS	Description	2016 Jobs	2021 Jobs	2016 – 2021 # Change	2016 Median Salary
21311	Support Activities for Mining	1,421	1,876	455	\$93,598
62111	Offices of Physicians	2,365	2,674	309	\$110,419
23822	Plumbing, Heating, and Air-Conditioning Contractors	1,478	1,759	281	\$60,562
23712	Oil and Gas Pipeline and Related Structures Construction	496	771	275	\$104,153
61131	Colleges, Universities, and Professional Schools	2,293	2,524	231	\$28,244
62412	Services for the Elderly and Persons with Disabilities	762	991	229	\$20,863
49311	General Warehousing and Storage	921	1,150	229	\$46,470
56132	Temporary Help Services	765	974	209	\$23,646
72111	Hotels (except Casino Hotels) and Motels	1,112	1,318	206	\$20,245
62161	Home Health Care Services	1,566	1,772	206	\$29,439

Figure 8

Source: EMSI Analyst 2016

Emerging Occupations (with minimum 5% expected growth between 2016-2021)

SOC	Description	2016 Jobs	2021 Jobs	2016 - 2021 Change	Median Hourly Earnings
31-1010	Nursing, Psychiatric, and Home Health Aides	4,300	4,536	236	\$10.45
53-7060	Laborers and Material Movers, Hand	3,420	3,640	220	\$12.49
53-3030	Driver/Sales Workers and Truck Drivers	4,043	4,259	216	\$15.84
37-2010	Building Cleaning Workers	3,902	4,093	191	\$10.02
39-9020	Personal Care Aides	638	818	180	\$9.21
25-1090	Postsecondary Teachers	2,867	3,012	145	\$29.14
29-1140	Registered Nurses	2,982	3,117	135	\$27.23
43-4050	Customer Service Representatives	1,202	1,317	115	\$11.92
47-2150	Pipe layers, Plumbers, Pipefitters, and Steamfitters	662	776	114	\$21.41
11-1020	General and Operations Managers	1,349	1,458	109	\$35.19

Figure 9

Source: EMSI Analyst 2016

² Although median annual salaries include wages, salaries, and proprietor earnings, hourly wages are approximated based on a 2,080-hour work year

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The largest expected growth by percentage is with “Personal Care Aides” at 28% (or 180 new jobs over five years). However, this occupation is also the lowest paying on the emerging list with median hourly earnings of just over \$9 per hour. The highest earnings come from “General and Operations Managers” and “Postsecondary Teachers”, with \$35.19 per hour and \$29.14 per hour, respectively.

Regional Job Postings

Looking at current and emerging industries and occupations is critical to understanding the current and future job market within the region. However, another important aspect of the regional job market can be gathered by looking at which jobs and which companies are posting the most job openings. Figure 10 and Figure 11 identify the top 15 job postings by occupation and the top 15 job posting companies, respectively.

Top 15 - Job Postings by Occupation

Job Title	Oct. 2016 Unique Postings	Oct. 2015 Unique Postings	2015-2016 Change
Transportation			
Truck Driver (Transportation and Material Moving)	2,483	3,040	(557)
Commercial Driver's License (CDL) Driver (Transportation and Material Moving)	931	674	257
Flatbed Driver (Transportation and Material Moving)	627	289	338
Regional Truck Driver (Transportation and Material Moving)	450	147	303
Over the Road (OTR) Driver (Transportation and Material Moving)	129	182	(53)
Delivery Driver (Transportation and Material Moving)	126	79	47
Owner Operator (Transportation and Material Moving)	108	254	(146)
Retail, Sales, and Customer Service			
Customer Service Representative (Office and Administrative Support)	287	153	134
Retail Sales Associate (Sales and Related)	213	285	(72)
Sales Manager (Sales and Related)	129	44	85
Restaurant Crew Team Member (Food Preparation and Serving Related)	88	25	63
Restaurant Manager (Food Preparation and Serving Related)	82	44	38
Sales Manager (Management)	82	24	58
Insurance Sales Agent (Sales and Related)	77	28	49
Healthcare			
Registered Nurse (Healthcare Practitioners and Technical)	105	194	(89)

Figure 10

Source: Ohio Department of Job and Family Services, Labor Market Information Division

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Top 15 Regional Job Posting Companies (Oct. 2016)

Company	Oct 2016 Unique Postings	Oct 2015 Unique Postings	2015-2016 Difference
Hogan Transports	839	319	520
C.R. England, Inc.	323	110	213
Smiley's Trucking Inc.	295	0	295
Celadon Group, Inc.	219	10	209
CRST Dedicated Services, Inc.	155	217	-62
Melton Truck Lines, Inc.	150	1	149
American Central Technologies	132	63	69
Fluent Inc.	128	0	128
USA Truck, Inc.	123	154	-31
Dollar General Corporation	120	142	-22
CRST Van Expedited, Inc.	110	113	-3
Westside Transport	95	4	91
Advance Auto Parts, Inc.	90	48	42
Kreilkamp Trucking	88	1	87
Heartland Express, Inc.	88	0	88

Figure 11

Source: Ohio Department of Job and Family Services, Labor Market Information Division

A key takeaway is that transportation and logistics dominate both figures on job postings. Non-transportation occupations topping the list include customer service and retail. This coincides with the top job posting companies, which include Dollar General and Advanced Auto Parts, both requiring customer service skills. Other occupations in current demand include registered nurses, restaurant workers, and sales workers.

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Education and Skill Level of the Workforce

The regional data on educational attainment show that, in the year 2016, 57% of individuals within the region have a high school diploma or less, as compared to 47% statewide and 43% nationwide. In terms of higher education, 24% of the region holds an Associate's Degree or higher, as compared to 33% statewide and 37% nationwide. Based on this, it is evident that the region falls behind the state, and falls even further behind the nation, in educational attainment of its workforce.

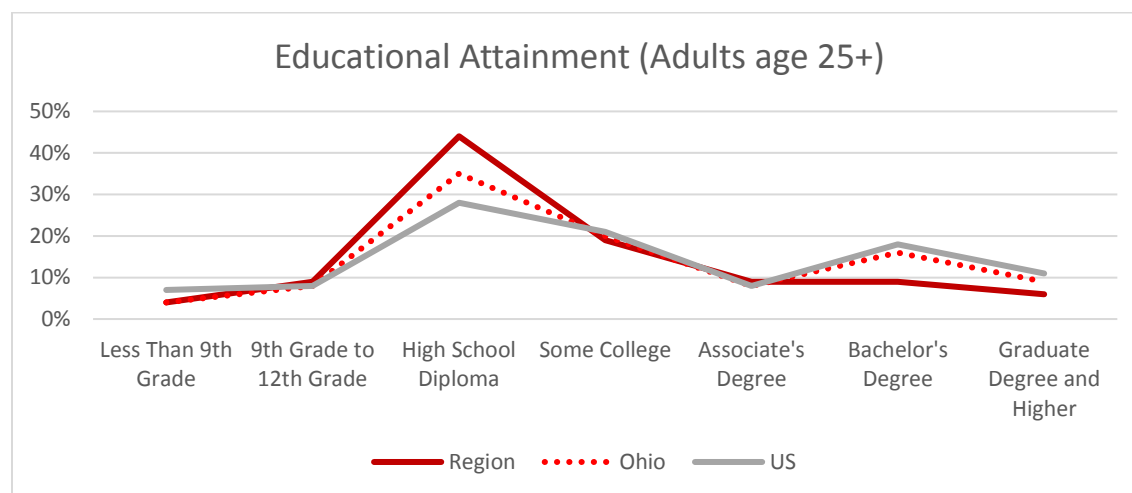


Figure 12

Source: EMSI Analyst 2016

As for the demographic breakdown of educational attainment (Figure 13), the highest percentage of individuals without a high school diploma are either multiracial or Black non-Hispanic; whereas, Asian non-Hispanic and White non-Hispanic have the lowest percentages. The highest percentage of individuals with a college degree are Asian non-Hispanic, while the lowest percentages are Black non-Hispanic. A noticeable takeaway from Figure 10 is that Black non-Hispanic has the highest percentage of individuals without a high school diploma and without a college degree.

2015 Educational Attainment for Individual Age 25 and older, by Race/Ethnicity

Race/Ethnicity	2016 Pop.	% Less Than High School	% With High School Diploma	% With College Degree
White, Non-Hispanic	266,148	13.1%	63.4%	23.4%
Black, Non-Hispanic	6,683	21.3%	59.7%	19.0%
American Indian or Alaskan Native, Non-Hispanic	670	19.4%	57.0%	23.7%
Asian, Non-Hispanic	1,715	7.3%	22.4%	70.3%
White, Hispanic	1,946	17.6%	48.1%	34.3%
Black, Hispanic	84	16.9%	48.1%	35.0%
American Indian or Alaskan Native, Hispanic	104	18.6%	45.5%	35.9%
Two or More Races	2,869	14.8%	60.0%	25.2%

Figure 13

Source: EMSI Analyst 2016

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Figure 14 below identifies the educational attainment levels for individuals with disabilities. Unfortunately, data for all but four of the region's counties was unavailable from the US Census Bureau. Of the four counties with available data, all have larger-than-state-average percentage of the population (age 25+) with a disability. On average, the region has more individuals with a disability graduating college than the state, but less earning a Bachelor's degree. Within the region, Athens County has the lowest percentage earning a high school diploma but the highest percentage earning a Bachelor's degree.

2015 Educational Attainment for Individuals Age 25 and older, with Disabilities

County	Pop. # (%) with a Disability	Less than High School	High School Graduate	Assoc. Degree or Some College	Bachelor's Degree or Higher
Athens	7,929 (22.8%)	22.7%	38.6%	27.4%	11.3%
Belmont	10,151 (21.3%)	19.6%	48.1%	24.3%	8.0%
Jefferson	10,507 (22.2%)	20.4%	46.3%	25.5%	7.8%
Washington	10,560 (24.7%)	20.1%	45.8%	24.7%	9.4%
Ohio	1,349,595 (17.6%)	22.4%	41.1%	24.8%	11.7%

Figure 14

Source: US Census Bureau, American Community Survey, Table S1811, 2011-2015 5-Year Estimates

Note: Carroll, Harrison, Meigs, Monroe, Morgan, Noble and Perry Counties did not have sufficient data provided through the U.S. Census Bureau

In terms of the typical entry level education required for top occupations across the region, most require up to a high school diploma or its equivalent. Entry level educational data were not available for the region's top occupations identified in Figure 6 above so the data listed in Figure 15 identifies the top ten regional occupations requiring a high school diploma or higher, as well as the typical on-the-job training (OJT) opportunities for each occupation.

Of the ten occupations, only three require more than a high school diploma or its equivalent. "Registered Nurses" requires a Bachelor's degree, while "Heavy and Tractor-Trailer Truck Drivers" and "Nursing Assistants" both require postsecondary credentials. For occupations requiring postsecondary education on one level or another, the healthcare sector dominates the region.

Eight of the ten occupations also offer some form of on-the-job training (OJT). Six offer short-term OJT while "Medical Secretaries" and "Legal Secretaries" each offer moderate-term OJT opportunities. OJT can play a large role in creating and expanding career pathways, so understanding which occupations offer OJT is important to developing pathways to address regional employer needs.

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Occupational Education Requirements and On-the-Job Training Options

SOC	Description	2016 Jobs	Typical Entry Level Education	Typical On-The-Job Training
43-9061	Office Clerks, General	3,092	High school diploma or equivalent	Short-term on-the-job training
29-1141	Registered Nurses	2,982	Bachelor's degree	None
53-3032	Heavy and Tractor-Trailer Truck Drivers	2,711	Postsecondary non-degree award	Short-term on-the-job training
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,660	High school diploma or equivalent	Short-term on-the-job training
31-1014	Nursing Assistants	2,181	Postsecondary non-degree award	None
43-6013	Medical Secretaries	1,069	High school diploma or equivalent	Moderate-term on-the-job training
53-3033	Light Truck or Delivery Services Drivers	769	High school diploma or equivalent	Short-term on-the-job training
53-3031	Driver/Sales Workers	563	High school diploma or equivalent	Short-term on-the-job training
43-6011	Executive Secretaries and Executive Administrative Assistants	466	High school diploma or equivalent	None
43-6012	Legal Secretaries	112	High school diploma or equivalent	Moderate-term on-the-job training

Figure 15

Source: EMSI Analyst 2016

Individuals with Barriers to Employment

Assisting regional residents who have barriers to employment is vital to the success and advancement of a region's workforce development initiatives. Two barriers in particular, individuals living in poverty and English language learners, are addressed in Figure 16.

The regional average of individuals living in poverty is roughly 3 percentage points higher than that of the state (16.8 % and 13.9% respectively). Athens County contains the largest percentage of individuals living in poverty across the region with 32.3%, nearly double the region's average and more than double the state's average. Noble County contains the lowest percentage at 11.4%, with is 2.5 percentage points lower than the state average. The regional average of individuals living in poverty that are also out of the labor force is higher than the state average (74.9% and 68.9% respectively). Interestingly, Athens County has the lowest percentage out of the labor force while Noble County has the highest. Athens County having the highest poverty rate but the lowest percentage of those living in poverty being out of the labor force may be due to people working less than full-time hours or jobs paying lower than average wages.

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The average regional percentage of individuals that speak English less than “very well” is 0.7%, more than three times lower than that of the state (2.4%), indicating that the region may experience less of a demand for assisting English language learners than other regions across the state.

Individuals Living in Poverty and English Language Learners

County	% of Pop Living in Poverty	% of in Poverty not in Labor Force/ Unemployed	Speak English Less than "Very Well"
Athens	32.3%	66.8%	1.7%
Belmont	12.5%	68.1%	0.3%
Carroll	13.4%	75.1%	1.1%
Harrison	15.0%	72.6%	0.6%
Jefferson	15.2%	75.7%	0.7%
Meigs	20.2%	82.3%	0.2%
Monroe	14.9%	75.6%	0.6%
Morgan	17.8%	73.4%	0.6%
Noble	11.4%	80.9%	1.4%
Perry	16.5%	78.8%	0.2%
Washington	15.3%	74.5%	0.5%
Region	16.8%	74.9%	0.7%
Ohio	13.9%	68.9%	2.4%

Figure 16

Source: U.S. Census Bureau, American Community Survey, Tables B17005, 2010-2014 5-Year Estimates and B16001, 2010-2014 5-Year Estimates

The Southeast Ohio Region recognizes the many unique populations with barriers to employment. While many of the populations outlined in the WIOA policies exist within the Southeast Ohio Region, the local workforce boards will analyze existing demographic information that addresses unique populations within the region, including older individuals, ex-offenders, and the long-term unemployed. The local boards will work towards additional analysis of these populations, and develop solutions and interventions to address these populations in the local markets. Programs that currently exist within the local workforce areas to address these unique populations can be found within the Local Plan sections of this document. A summary of all services provided to local job seekers can be found on page 26.

Process to Serve Persons with Disabilities

Persons with disabilities, who seek services from any OMJ Center in the SE Ohio Workforce Region, will be processed in the same manner as other clients, but they will also be provided referral, or referral information to the area specific representative from the Opportunities for Ohioans with Disabilities (OOD). Often, OOD representatives work out of the respective area’s OMJ comprehensive sites, but travel in the local areas to meet client needs. The OMJ offices will work closely with OOD personnel to assure that persons with disabilities receive the services they need.

Commuting Patterns

An important aspect to advancing county-specific (and regional-specific) job training efforts is to understand the commuting patterns of residents. Knowing how many residents leave or enter a specific county for work can help the region (and each local area within the region) better direct training and education efforts to maximize results. Figures 17, 18, and 19 identify the commuting patterns of counties in the region and compare those counties with others within the state.

Regional Commuting Patterns by County³

County	Workforce Population	# Employed in County	Live and Work in County		Commute Into County for Work		Commute Out of County for Work	
			#	%	#	%	#	%
Athens	19,000	17,998	9,390	52.2%	8,608	47.8%	9,610	50.6%
Belmont	27,272	21,060	10,506	49.9%	10,554	50.1%	16,766	61.5%
Carroll	11,592	6,282	2,966	47.2%	3,316	52.8%	8,626	74.4%
Harrison	6,066	3,414	1,540	45.1%	1,874	54.9%	4,526	74.6%
Jefferson	24,991	19,136	10,590	55.3%	8,546	44.7%	14,401	57.6%
Meigs	7,778	3,273	1,876	57.3%	1,397	42.7%	5,902	75.9%
Monroe	4,824	2,577	1,451	56.3%	1,126	43.7%	3,373	69.9%
Morgan	4,759	2,359	1,410	59.8%	949	40.2%	3,349	70.4%
Noble	4,714	2,765	1,371	49.6%	1,394	50.4%	3,343	70.9%
Perry	12,466	5,042	2,908	57.7%	2,134	42.3%	9,558	76.7%
Washington	25,222	23,293	12,772	54.8%	10,521	45.2%	12,450	49.4%

Figure 17

Source: U.S. Census Bureau, Center for Economic Studies

³ Census On The Map, 2014 (latest year available)

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The graphic below would show a net commute in/out of the region for work. The top three counties for commuting in are Belmont, Washington, and Athens Counties. The top three migration out counties are Belmont, Jefferson, and Washington.



Top 12 - Live and Work in the Same County

County	#	%
Ashtabula	18,569	69.3
Scioto	13,263	63.3
Stark	91,958	61.8
Lorain	54,970	61.6
Coshocton	6,017	61.2
Lucas	116,015	60.8
Franklin	404,726	60.5
Cuyahoga	410,581	60.5
Tuscarawas	19,941	60.4
Morgan	1,410	59.8
Williams	9,412	59.8
Adams	2,986	59.6

Figure 18

Source: U.S. Census Bureau, Center for Economic Studies

Top 12 - Commute Out of County for Work

County	#	%
Morrow	10,415	82.6
Pickaway	18,657	79.8
Brown	13,522	79.7
Madison	14,052	77.4
Perry	9,558	76.7
Clermont	68,277	76.6
Meigs	5,902	75.9
Vinton	3,426	75.5
Delaware	63,409	75
Warren	72,244	74.7
Harrison	4,526	74.6%
Carroll	8,626	74.4%

Figure 19

Source: U.S. Census Bureau, Center for Economic Studies

Figure 17 shows the commuting patterns of counties that comprise the region; whereas, figures 18 and 19 compare counties in the region with other counties throughout the state (Southeast Ohio Region counties are highlighted in bold). Morgan County places tenth in the state (and first in the region) for the percent of working residents that stay in the county for work (59.8%). While the region has only one county in the top 12 for living, and working in the same county, the region has four (4) counties in the top 12 for the percentage of residents that leave the county for work. Meigs, Perry, Harrison, and Carroll counties each have roughly three-fourths of their working residents leave the county for work.

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The region has no counties in the top 12 for the percentage of workers traveling into the county for work. While none are in the top 12, Harrison, Carroll, Noble, and Belmont counties each see half or more of their in-county labor force live outside the county.

Educational Attainment and Employment Levels

The final aspect to the labor market analysis focuses on the employment levels of individuals based on their educational attainment level. This will help the region understand which groups of individuals, and in which counties, have harder times finding work.

Employment by Educational Attainment (regional totals)

Educational Attainment Level	% of total labor force	Employed	Unemployed
Less than high school graduate	5.1%	84.1%	15.9%
High school graduate or equivalent	38.5%	92.0%	7.9%
Some college or associate's degree	35.6%	93.7%	6.2%
Bachelor's degree or higher	20.7%	96.8%	3.2%

Figure 20

Source: U.S. Census Bureau, Center for Economic Studies

An initial look at the regional totals shown in Figure 20 indicate that educational attainment and unemployment are inversely related, meaning as educational attainment increase, the rate of unemployment decreases. Simply having a high school diploma or equivalent, as opposed to not, cuts the rate of unemployment by half. Having some college or an associate's degree further lowers the unemployment rate. Furthermore, the rate of unemployment is half as high for those having a bachelor's degree or higher as opposed to some college or an associate's degree. For specific numbers and a county by county breakdown, please see Figure 21 on the next page.

Four Year Regional

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Southeast Ohio

Workforce Development Region

Employment by Educational Attainment (county-specific)

Educational Attainment Level	Athens	Belmont	Carroll	Harri-son	Jeffer-son	Meigs	Mon-roe	Mor-gan	Noble	Perry	Wash-ington	Region
Less than high school graduate	2,254	3,330	1,513	898	2,570	1,731	811	757	1,284	2,455	2,482	17,630
In labor force:	868	1,223	757	415	1,060	665	329	366	127	1,142	987	6,797
Employed	637	1,090	651	372	948	488	310	284	109	954	829	5,718
Unemployed	231	133	106	43	112	177	19	82	18	188	158	1,079
Not in labor force	1,386	2,107	756	483	1,510	1,066	482	391	1,157	1,313	1,495	10,833
High school graduate/ Equivalent	8,538	15,075	7,019	3,894	13,582	5,032	3,603	3,638	4,017	8,170	12,177	76,575
In labor force:	5,254	9,949	5,260	2,960	8,993	3,254	2,379	2,484	2,245	5,770	8,339	51,117
Employed	4,814	9,182	4,929	2,762	8,127	2,910	2,237	2,217	2,105	5,332	7,769	47,052
Unemployed	440	767	326	198	866	344	142	267	140	438	570	4,060
Not in labor force	3,284	5,126	1,759	934	4,589	1,778	1,224	1,154	1,772	2,400	3,838	25,458
Some college or associate's degree	8,878	13,213	4,541	2,601	13,185	3,941	2,109	2,409	2,076	6,097	11,058	64,011
In labor force:	6,334	9,920	3,623	1,992	9,951	2,930	1,533	1,662	1,176	4,798	8,095	47,216
Employed	5,857	9,324	3,462	1,927	9,227	2,714	1,437	1,549	1,100	4,420	7,650	44,247
Unemployed	469	596	161	65	724	216	96	109	74	339	420	2,930
Not in labor force	2,544	3,293	918	609	3,234	1,011	576	747	900	1,299	2,963	16,795
Bachelor's degree or higher	8,549	6,418	1,831	852	5,612	1,826	833	864	692	2,177	6,118	33,595
In labor force:	6,711	5,466	1,458	683	4,688	1,506	654	678	495	1,830	5,149	27,488
Employed	6,509	5,302	1,417	681	4,514	1,415	614	665	481	1,734	4,998	26,596
Unemployed	202	164	41	2	174	91	40	10	12	96	151	887
Not in labor force	1,838	952	373	169	924	320	179	186	197	347	969	6,107
Total Population:	28,219	38,036	14,904	8,245	34,949	12,530	7,356	7,668	8,069	18,899	31,835	191,811

Figure 21

Source: U.S. Census Bureau, Center for Economic Studies

AN ANALYSIS OF WORKFORCE DEVELOPMENT ACTIVITIES, INCLUDING EDUCATION AND TRAINING IN THE REGION, INCLUDING THE STRENGTHS AND WEAKNESSES OF THE WORKFORCE DEVELOPMENT ACTIVITIES, THE ALIGNMENT OF EDUCATION AND TRAINING PROGRAMS WITH EMPLOYMENT NEEDS OF REGIONAL EMPLOYERS, THE CAPACITY TO PROVIDE THE WORKFORCE DEVELOPMENT ACTIVITIES TO ADDRESS THE EDUCATION AND SKILL NEEDS OF THE WORKFORCE, INCLUDING INDIVIDUALS WITH BARRIERS TO EMPLOYMENT, AND THE EMPLOYMENT NEEDS OF THE EMPLOYERS.

The Southeast Ohio Region's workforce development system is comprised of 11 OhioMeansJobs Centers, with required partner and education and training providers, as well as other service providers, providing services and referrals to job seekers and businesses throughout the region

Job Seeker Services

Local OhioMeansJobs Centers offer integrated service delivery system with multiple partners on-site providing access to multiple services and providers, including:

Basic Career Services:

- Determination of eligibility
- Outreach
- Initial assessment
- Labor exchange information (job searching/counseling & job recruitment)
- Referrals
- Labor Market Information
- Performance and program cost information
- Understandable information on how local area is performing
- Understandable information on available supportive services
- Meaningful Unemployment Insurance assistance
- Assistance with completing the Free Application for Federal Student Aid (FAFSA)

Individualized career services

- Comprehensive and specialized assessments
- Development of Individual Employment Plan
- Group counseling
- Individual counseling
- Career planning
- Short-term per-vocational services (soft skills like communication, punctuality, and personal maintenance skills)
- Internships and work experiences
- Workforce preparation activities (tech skills like MS office, keyboarding, and internet)
- Financial literacy
- Out-of-area job search assistance
- English as a Second Language classes
- Follow-up services

Additionally, youth are offered opportunities for summer work experience, leadership development, tutoring and other supportive services.

Dislocated workers from the coal industry/energy sector in Belmont, Carroll, Harrison, Jefferson, Monroe, or Noble Counties can apply for training assistance through the Partnership for Opportunity and Workforce and Economic Revitalization (POWER) Initiative Grant. The POWER Grant is aimed to serve dislocated workers directly impacted by layoffs from coal mines or coal-fired plants, or layoffs

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from the manufacturing or transportation logistics' chains of either. The POWER Initiative provides resources to:

- Provide employment related services to dislocated workers
- Respond to layoff events due to coal mine and power plant closures
- Provide enhanced training and supportive services

This grant also supports workforce development activities, including strategic planning, to prepare dislocated workers for good jobs in high-demand occupations aligned with community economic development strategies.

Employer Services

Local OhioMeansJobs Centers offer employers:

- Labor exchange information
- Job postings to OhioMeansJobs.com
- Customized services, tailored for specific employers
- Screening and referral of qualified participants
- Employer application
- Career services to employers and employer associations
- Recruitment events
- Human Resources consultation such as:
 - Writing/Reviewing job descriptions
 - Developing performance appraisals
 - Creating orientations
 - Helping with interview skills
 - Analyzing employee turnover
 - Creating job accommodations
 - Explaining labor laws
- Labor Market Information
- Rapid Response and Layoff Aversion

Other

- Sector strategies
- Career pathways
- Apprenticeships
- Rapid Response and layoff aversion
- Marketing business services
- Assisting with taxes (federal, state, and local)

Employers can also take advantage of several incentive and grant programs including:

- The Work Opportunity Tax Credit Program
- Rural Development Business Program
- On-the-Job Training
- Ohio Learn to Earn
- Farm Worker program
- Foreign Labor Certification (FLC)
- Tax credits for hiring job seekers with disabilities

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- Referral to external resources like the Department of Commerce and the Ohio Development Services Agency including Ohio Third Frontier.

One example of a successful partnership to assist employers was the *Make It In America* Grant, which ended December, 2016. Area 15 worked with all Appalachian Counties in Ohio to bring this grant opportunity to the Region. The incumbent worker training program, in partnership with the Appalachian Partnership for Economic Growth, targeted the wood furniture manufacturing, metal fabrication, polymers, and chemical industries.

Education and Training Activities

Education and training providers are engaged as partners in the regional OhioMeansJobs delivery system, but a concentrated effort to design engagements that bring providers and employers together is much needed. While there have been some efforts to bring the workforce system together with education partners and industry representatives, the Region has recognized a need to drive these efforts further. Developing more robust education/industry partnerships would certainly help drive these efforts further. Along these same lines, there is recognition that a better understanding and communication of career pathways and in-demand occupations would assist the region to serve its job seekers and business clients more cohesively. This increased knowledge would result in clearly defined, designed, and implemented stackable credentials, a clear sector development strategy, and appropriate education /training programs to meet these needs.

The region is well-poised with many education and training providers that are willing to work with the OhioMeansJobs delivery system and local business and industry. The region will continue to engage with these partners and service providers to build stronger relationships and collaboratives. Regional leadership also recognize the need for an increased, more concentrated effort on developing partnerships with the K-12 education partners, and to increase the number of referrals to ABLE programming. While some progress has been made regionally, there is opportunity to expand upon this partnership. There is also a need to further integrate soft-skill, job-readiness and employability training into all programs supported by the OhioMeansJobs system and core partners and programs.

Strengths and Weaknesses of the Workforce System and Education and Training Activities

The strength of the local workforce development system in the Southeast Ohio Region lies in the knowledge and experience of local staff, who understand the needs of local employers and job seekers. Resource Room use is strong and there are a wide variety of services available because of strong partnerships with local County Departments of Job and Family Services, disability services, Ohio Department of Job and Family Services and Unemployment Insurance, and Veterans' services. Staff often provide a support system to job seekers that they may not get from family or friends.

There is also a strong partnership with local post-secondary education providers, with referrals to the Adult Basic and Literacy Education (ABLE) providers, training on basic career readiness, the availability of customized training, and training that leads to credentials in high-demand occupations. Another area of strength in training for the region is the strong presence of opportunities for individuals to engage in training and apprenticeship programs offered by local union organizations, such as Plumbers and Pipefitters. This type of training is often offered in occupations within emerging occupations in the Region. Local craft organizations have recently invested substantial resources into their training centers

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to meet the needs of these emerging occupations, particularly in the occupation of Oil and Gas Pipeline and Related Structures Construction, which is expected to grow 55% over the next five years.

Many of the weaknesses identified by the Region surround the issue of lack of business involvement in workforce development activities. The local areas identify the need to engage businesses and understand their current and future employment needs is a great necessity in helping to fully engage the workforce system, including providing on-the-job learning activities and job shadowing opportunities for adults and youth. There was also a clear need to enhance youth and adult job seekers' employability and soft skills. Additionally, a lack of diversity in funding for those who do not meet the requirements (age, income levels, and/or employment status) of current programs is also a challenge recognized by the Region. The Region also notes there are many rural infrastructure issues that pose a challenge to the workforce system including lack of transportation, lack of cellular phone service and lack of access to computers and internet. Providers in several counties in the Southeast Ohio Region noted the challenges of providing services to those from generational poverty and individuals with multiple barriers to employment. Additional resources and many hours of staff time are often required to assist these individuals and too often these additional resources are not available.

During engagement exercises with local and regional stakeholders, a few opportunities for improvements were recognized. The Region recognizes the need to increase awareness of the OhioMeansJobs Centers and partner programs, and OhioMeansJobs.com, and overcome perception that the OhioMeansJobs system is just for unemployed or people who do not already have training and/or education. The region also recognized the need to approach client engagement (job seekers and employers) with a "How can we partner with you?" approach rather than the current "How can we help you?" approach. This change will result in greater buy and commitment from clients.

In summary, the Southeast Ohio Region will continue to work with the local workforce areas and across the region to address workforce development needs. The Region will strive to align with education and training providers to address employers' needs, and build capacity to provide services.

Southeast Ohio Regional Business Survey

During the months of January and February, 2017, the leadership of the Southeast Ohio asked local business and industry to assess current and future workforce needs and provide general input into services offered via the OhioMeansJobs local delivery system. Twenty-seven responses were received to a "Survey Monkey" from the following industries: healthcare, manufacturing, construction, and educational services and retail trade. Survey results are included in Attachment F. Key observations from the survey results include:

- Over 30% of respondents thought 'aging of the workforce' was a great concern for the current talent pool.
- Fifty percent thought that 'drug/alcohol abuse issues' was a great concern for the current talent pool.
- Marketing of services available through the OhioMeansJobs delivery system was mentioned frequently as an area for focus.

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Soft Skills

Over 50% of respondents said that soft skills were a primary concern moving forward, and soft skills are listed throughout the free response section. One respondent says “ability to show up for work, communication skills, follow basic instructions, ability to work by themselves once trained, quality conscience” as a talent they anticipate needing in the next 5 years. In a rating scale asking about what services the OhioMeansJobs Centers and partners could provide, soft skills are ranked the second most important concern that the center could address.

Technical Skills

Technical skills were perhaps the greatest concern for respondents. Over 30% of respondents said it was a primary concern, and it was the highest ranked concern that the OhioMeansJobs centers could address. “Technical skills, manufacturing labor, fabrication, engineering, masonry, all types of construction” is what a respondent said, and was echoed in many other answers. Specifically, ‘computer skills’ were mentioned frequently throughout the surveys. Healthcare skills were also mentioned at high frequency in the free response answers, such as “CPR, AED and First Aid Certification” or “STNA, LPN, RN” as certifications desired.

Job Center Services

Nearly 93% of respondents are familiar with OhioMeansJobs Centers in their area, indicating a present awareness. Some free responses indicated that marketing should be an area of focus moving forward. Services utilized within the centers are centered around job seeking and awareness. Eighty-eight percent of respondents indicated they had used job fairs, and 72% for job postings to OhioMeansJobs.com, the two strongest answer frequencies. Twenty percent also indicated that they have utilized the on-site interview rooms. Most respondents seemed to either agree or strongly agree that they would return for further services, although marks for disagree appeared under ‘the services I received were effective’ and ‘my company is better off after receiving services’. Eighty four percent of respondents answered that an email newsletter is the most preferred way to receive information about services at OhioMeansJobs centers.

Conclusion: Primary concerns voiced in the survey concentrate on the skills of the candidates. Businesses most commonly use the OhioMeansJobs Centers for assistance with job fairs or job postings, and they have a desire for the candidates seeing those postings to be properly equipped with the skills to meet the demands of the positions.

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AN ANALYSIS OF THE OPERATIONAL DATA MEASURES, AND HOW THE ANALYSIS IS REFLECTIVE OF THE PLANNING REGION'S SERVICE DELIVERY SYSTEM.

The following analysis shows volume and usage patterns of the OhioMeansJobs Centers in the Southeast Ohio Region. A summary of OhioMeansJobs operational data⁴ from July 1, 2015 to June 30, 2016 is included in Attachment D.

Area 14 had the highest volume of usage within their counties. Area 14 had 9,795 individual visits, Area 15 had 3,571 individual visits, and Area 16 had 4,707. Customers in Area 14 visit on average 4.3 times total, which is significantly higher than Area 16 with 2.4 visits per customer, and 2.9 visits per customer for Area 15. Looking deeper, service type usage frequency can be determined by isolating individual customer data via duplication removal.

In Area 14 the most customers visited the Resource Room. Sixty-one percent of customers that visited the Area 14 OhioMeansJobs Centers utilized the Resource Room, and 26.1% of total customers were referred to supportive services assistance. Another staple of this Area's usage, was job searching related services; Job Searching was a focus of visit for 15.4% of customers, while 8.9% attended a job search workshop, and 6.0% did that through a referral from Temporary Assistance to Needy Families (TANF). Other noteworthy services commonly used were Resume Assistance (14.6%) and Referral to WIOA Services (10.7%). Resource Room Services, a frequently used service throughout all the areas, was used by 34.5% of the customers that visited.

Area 15 also shows high usage of the Resource Room. Nearly 60% of customers that visited an Area 15 OhioMeansJobs Center utilized Resource Room Services. Labor Market Information was provided for 46.3% of customers in their centers, their second highest frequency, while Area 14 did not even record this service. Job searching proved to be a vital service in this area with 36.0% of their customers utilizing. Nearly 20% of customers used resume assistance, complementary to job searching, while 10.5% were recorded as using the center for testing.

The most important service provided by Area 16 centers was the Resource Room Services with 84.9% of customers utilizing this service. This is higher than any other service in the other two areas. Next, was 'Provided Outreach, Intake, Orientation' with 39.7%. A major distinction for Area 16 was that 15.1% of customers reported being referred to a labor exchange, a service that was not reported on in Areas 14 and 15. Lastly, WIOA eligibility was assessed for 6.4% of customers, and 6.0% of customers were referred to the TANF program.

Similarities arose in the analysis of the three Area's OhioMeansJobs Centers. Resource Room Service was a widely popular service among the three areas: Area 14 – 31.4%, Area 15 – 59.9%, Area 16 – 84.9%. Area 14 and 15 share a frequent usage of job searching services, as well as resume assistance, while Area 16 opted for more labor exchange referrals.

⁴ Data Source: OhioMeansJobs Centers, July 1, 2015-June 30, 2016

Regional Goals and Strategies

The Workforce Innovation and Opportunity Act provided an opportunity for the Southeast Ohio Workforce Development Boards (the Boards) to take a new look at the local workforce development landscape and develop a strategy to transform and strengthen the community. These goals and strategies were developed through a collaborative process led by the local workforce development boards, their staff, and partners. The Boards have created a strategic plan in alignment with the State of Ohio's approved template released within the "Workforce Innovation and Opportunity Act (WIOA) Policy Letter No. 16-03" and in accordance with federal WIOA regulations. The Board has been inclusive in its approach to addressing the needs of both employers and jobseekers in all 11 counties. The Boards' dedication to a high-quality workforce system will be realized through implementation of the strategies and actions outlined in this strategic plan.

Goal 1: Utilize the OhioMeansJobs Centers as a catalyst to increase and strengthen collaboration with regional workforce system partners in order to align resources, initiatives, and opportunities.

Strategies:

- 1.1 Establish a Regional Workforce Innovation Council (the Regional Council) consisting members of each local area to provide guidance, oversight, and local representation to ensure regional strategies and priorities are progressing.
- 1.2 Launch a regional consortium of workforce system partners and service providers to disseminate best practices, leverage opportunities across the region, and ensure no duplication of services.
- 1.3 Implement job readiness and soft skills training by increasing alignment of education and training programs, to meet employers' needs.
- 1.4 Develop tools to facilitate collaboration and referrals across the workforce system.

Goal 2: Provide consistent, accurate, and timely internal and external communication, using a unified and common language.

Strategies:

- 2.1 Adopt a regional workforce system "brand" by embracing and building on the national "The American Job Centers" initiative.
- 2.2 Launch a regional outreach and marketing campaign to communicate business and jobseeker services effectively and accurately, including social media.
- 2.3 Embrace and utilize modern forms of communication through technology and social media to collaborate internally.

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2.4 Connect all persons with disabilities to local area office/representative from Opportunities for Ohioans with Disabilities (OOD).

Goal 3: Create a data-informed and customer-centric workforce system that provides meaningful services.

Strategies:

3.1 Identify and invest in workforce data sources to provide up-to-date information to inform decisions and provide solutions.

3.2 Refine and update customer satisfaction survey for OhioMeansJobs Center users to gather information that can be used to enhance services and programs offered, and help each local area achieve required WIOA performance measures.

Goal 4: Create a proficient team of workforce professionals through staff development, training, and communication.

Strategies:

4.1 Design core training programs for frontline staff and partners, including training on workforce data systems, best practices, and effective use of social media.

4.2 Establish venues for sharing best practices on policy and service design, utilizing technology like online meeting spaces and/or conference calling.

Goal 5: Anticipate and meet the demands of employers across the Southeast Ohio Region through a proactive business services team.

Strategies:

5.1 Align regional and local area business services teams to provide coordinated business services including outreach for expansion and retention efforts, Business Resource Network (BRN), Rapid Response, layoff aversion, recruiting and hiring, work-based training, sector partnerships, and other related activities.

5.3 Build on State's business services' matrix to develop a menu of meaningful services and definitions that can be provided to local employers.

5.2 Implement a sector strategy initiative based on regional and local labor market information, creating sector partnerships and development of career pathways and stackable credentials.

Alignment with Ohio's Combined State Plan

DESCRIPTION OF HOW THE PLANNING REGION, WITH COLLABORATION FROM THE LOCAL WORKFORCE DEVELOPMENT BOARDS, WILL SUPPORT THE GOALS AND REFORM PRINCIPLES OF THE COMBINED STATE PLAN.

Ohio's Combined Plan aligns the state's largest workforce programs, including: Title I of WIOA, which funds county OhioMeansJobs Centers and job training and job search assistance programs for adults, dislocated workers, and youth with barriers to employment; the Wagner-Peyser Act Program, which funds a variety of employment services to connect job seekers and employers; Adult Basic and Literacy Education (ABLE), which funds GED preparation, adult math, reading, literacy courses, the new Ohio Adult Diploma Program, financial literacy and soft skills training; and the Vocational Rehabilitation Program through Opportunities for Ohioans with Disabilities, which supports vocational rehabilitation programs for individuals with disabilities, as well as additional partners including: Carl D. Perkins Career and Technical Education which provides funding for career technical training for secondary and post-secondary students; Senior Community Service Employment Program which is a community service and work-based job training program for older Ohioans; and Jobs for Veterans State Grants Programs which helps veterans find jobs through employment services at local OhioMeansJobs Centers.

With these programs, in addition to others, Ohio's combined workforce plan will improve outcomes for students, adults, and employers by better coordinating local workforce administrators, caseworkers and P-16 educators. The goals of the combined plan are:

- Help more Ohioans compete for quality jobs that pay a family-sustaining wage and lead to career advancement;
- Remove barriers to education and employment for individuals;
- Help Ohio employers find the talent they need to succeed and grow; and
- Provide effective and efficient job training aligned to in-demand occupations and employer needs resulting in workplace-valued credentials.

The State Combined Plan also sets forth ten reform principles aimed at continuing to develop a more unified workforce system in the State of Ohio. These ten reforms principles are:

1. Registration at OhioMeansJobs.com
2. Common Application
3. Co-Enrollment Across Multiple Programs
4. Common Assessment Strategy
5. Common Case Management
6. Remedial Education and High School Credential Training
7. Embed Job Readiness and Soft- Skills Training in All Workforce Training Programs
8. Ensure Career Counseling
9. Common Performance Metrics
10. A Local/Regional Unified Plan

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Through alignment with the goals and reform principles and the desire to develop a demand-driven workforce development system, the region identifies five key themes that cross various actionable areas within the greater strategic initiatives:

Regional Goal 1: Utilize the OhioMeansJobs Centers as a catalyst to increase and strengthen collaboration with regional workforce system partners in order to align resources, initiatives, and opportunities.

Regional Goal 2: Provide consistent, accurate, and timely internal and external communication, using a unified and common language.

Southeast Ohio Regional Goals 1 and 2 align with the ten reform principles outlined in the State Plan. The strategies and action steps outlined under Regional Goals 1 and 2 will help develop a more unified workforce system across the region specifically by making OhioMeansJobs the specific entry point for registration (reform principle #1), developing common applications and assessment strategies (reform principles #2 and #4), aligning remedial education and high school credential training (reform principle #6), embedding job readiness and soft-skills training into all workforce training programs (reform principle #7), and ensuring career counseling (reform principle #8).

Regional Goal 3: Create a data-informed and customer-centric workforce system that provides meaningful services.

Southeast Ohio Regional Goal 3 aligns with Ohio's combined workforce plan requires improving outcomes for students, adults, and employers by calling for more data-informed and customer-centric workforce system, and the reform principles aimed at continuing to develop a demand driven workforce system.

Regional Goal 4: Create a proficient team of workforce professionals through staff development, training, and communication.

Action items outlined in the Southeast Ohio's Regional Goal 4 will help improve the alignment of Ohio's combined workforce plan for improvement in outcomes for students, adults, and employers by better coordinating local workforce administrators, and caseworkers. The workforce professionals of Area 14, 15 and 16 will be better prepared to assist job seekers and employers when they have the proper training in application systems (reform principle #1, #2, and #3), assessments (reform principle #4), case management (reform principle #5), and career counseling (reform principle #8).

Regional Goal 5: Anticipate and meet the demands of employers across the Southeast Ohio Region through a proactive business services team.

The action items outlined in Regional Goal 5 will help the Southeast Ohio Region match the goals of the Combined Plan, including helping Ohio employers find the talent they need to succeed and grow, and providing effective and efficient job training aligned to in-demand occupations and employer needs resulting in workplace valued stackable credentials.

IDENTIFICATION OF THE SHARED REGIONAL STRATEGY TO ALIGN AVAILABLE RESOURCES WITHIN A PLANNING REGION BY WORKING WITH THE CORE PROGRAMS AND OTHER REQUIRED PARTNERS.

The OhioMeansJobs delivery system is the catalyst of the workforce system in Ohio. For the Southeast Ohio Region's workforce system to have significant impact, the system must align its resources, initiatives, and programs. To increase and strengthen collaboration, the Southeast Ohio Workforce Development Boards (the Boards) engaged in a planning process that included all partners and program providers, and collected significant input and design for a regional plan that would allow for maximum community impact.

The Boards, working with the local executive directors, will form a Regional Workforce Innovation Council (the Innovation Council), charged with the oversight and implementation of the regional strategies and actions steps outlined within. The Innovation Council will be responsible for communicating the progress, and potential challenges, of implementation to the local areas' workforce development boards and the local elected officials. The local executive directors, working with their workforce development boards, will also oversee the mapping of the 14 required youth services elements to the services available in each workforce area. Once this mapping is complete, this information will be used to address the gaps in services by enhancing and expanding services to youth and other individuals with barriers to employment.

The Innovation Council will oversee the launching of a Regional Consortium of workforce system partners and service providers to insure there are no duplication of services, disseminate best practices, and leverage opportunities across the region. Acting as a subcommittee of the Regional Council, the representatives from partners and service providers will meet on a regular basis to leverage existing partnerships and coordinate activities across the region. The Regional Consortium will be the catalyst for cross-area collaboration, and will be responsible for the oversight of such activities as referral processes, developing common assessments, resource sharing, and process improvement.

The Regional Consortium will oversee the implementation of job readiness and soft skills training by increasing alignment of education and training programs, to meet local employers' needs. The Regional Consortium will collaborate with local K-12 school districts, post-secondary education providers, unions, Opportunities for Ohioans with Disabilities, local career and technical centers, educational service centers, and additional partners to engage and collaborate. Tools to assist in collaboration will also be developed, including an asset map of regional services and resources that will be digitally accessible to partners. OhioMeansJobs.com will be used as the common registration site and the single point of entry across all partners and programs.

The Southeast Ohio Region recognizes the need to increase awareness and usage of the OhioMeansJobs delivery system, as well as develop a more favorable image as a one-stop shop for all local workforce development needs, in all the region's counties. The OhioMeansJobs Centers are often misconstrued as "only for those who are unemployed" or "for those who don't have skills or training". In some cases, local employers do not understand or underutilize the workforce system because they aren't aware of programs and resources available to businesses, or think the system is too difficult to navigate. The Regional Consortium will oversee the development of a business and jobs seeker outreach plans,

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encouraging the use of technology and social media, as well as traditional advertising venues, as a conduit for communications.

The regional workforce system will build its brand using the national “The American Job Centers” branding initiative. The passage of WIOA brought with it the branding requirement that all workforce systems across the nation indicate they are part of the “American Job Center network”. Ohio has chosen to use the tagline “a proud partner of the American Job Center network” as a supplement to its existing OhioMeansJobs branding. This effort will be built upon in Southeast Ohio to promote and identify the OhioMeansJobs Centers across the region. As part of this effort, the region will investigate the cost and design of a regional website to act as the virtual single point of entry for all initiatives in the region, with links to each OhioMeansJobs county location as well as to the online tools of OhioMeansJobs.com. Partner information and services will be uploaded and maintained on the regional website, including a regional branding and communications strategies for outreach to regional and local employers for the provision of business services.

The Southeast Ohio Region understands the importance in using reliable and up-to-date data in making their workforce system effective. The region wants to make every effort to identify reliable data sources, collect relevant data for partner sources, gather up-to-date data from employers; and utilize available internal data tracking and reporting mechanisms to maximize service delivery and fully understand the workforce system’s needs, both current and future. The region will also make efforts to increase data sharing amongst partners and utilize data to make decisions on programming, services, and training dollar allocations.

The local workforce boards will work to meet or exceed expectations of established and negotiated WIOA goals as they are agreed upon by the U.S. Department of Labor and the State of Ohio, once they are finalized.

ESTABLISH JOINT REGIONAL SERVICE STRATEGIES, INCLUDING DEVELOPING COMMON REQUIREMENTS AND POLICIES FOR WORK-BASED TRAINING (CUSTOMIZED TRAINING, INCUMBENT WORKER TRAINING, AND ON THE JOB TRAINING) AND FOR TRAINING SERVICES, THROUGH THE USE OF INDIVIDUAL TRAINING ACCOUNTS. THE PLANNING REGION MUST ALSO DEVELOP AND USE COOPERATIVE SERVICE DELIVERY AGREEMENTS.

The Southeast Ohio Region will continue to support the efforts of the local area workforce development boards in implementing local area service strategies and will identify opportunities for regional service strategies, when applicable and beneficial to the region. Regional service strategies will be implemented when the Southeast Ohio Region is able to effectively leverage its resources and influence to broaden impact and minimize duplicative efforts occurring within the local areas. The Southeast Ohio Region will pursue cooperative service delivery agreements at the regional level where they prove advantageous to the region. When appropriate, the local areas will address these services using a regional-level service model. For example, there may be a need for regional activities in cases where customers are residents of one county but working and seeking services in another county.

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The Regional Workforce Innovation Council and the Regional Consortium will aid the OhioMeansJobs service providers in using individual training accounts and cooperative agreements for the development of common requirements and policies related to work-based training and training services. The region will use and develop cooperative services agreements when necessary and to the mutual benefit of the local workforce development areas.

UTILIZATION OF SHARED STRATEGIES AND MUTUAL SERVICES IN THE PLANNING REGION; ENGAGEMENT OF EMPLOYERS IN WORKFORCE DEVELOPMENT PROGRAMS, INCLUDING SMALL EMPLOYERS AND EMPLOYERS IN IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS; PROVISION OF BUSINESS SERVICES TO EMPLOYERS; COORDINATION OF WORKFORCE DEVELOPMENT PROGRAMS AND ECONOMIC DEVELOPMENT; MANAGEMENT OF REGIONAL RAPID RESPONSE ACTIVITIES; COLLABORATION WITH JOBSOHIO;

The Southeast Ohio Workforce Development Boards, local partners and other stakeholders have recognized the need for a more unified, regional approach to business services. The region will anticipate and meet the demands of employers through a proactive business services team.

The regional business services team will provide coordinated business services including outreach for expansion and retention efforts, Rapid Response, layoff aversion, recruiting and hiring, work-based training, sector partnerships, and other related activities. Business services partners and organizations will convene to develop a regional business outreach plan, engaging with economic and community development including the JobsOhio Network Partner, Appalachian Partnership for Economic Growth (APEG), to focus on business expansion, attraction, and retention.

The Regional Workforce Innovation Council (the Innovation Council) will oversee the development and support of sector partnerships across the Southeast Ohio Region. Best practices suggest that robust strategies to reach individual businesses can be complemented by strong sector partnerships. Sector partnerships are “regional partnerships that organize key stakeholders connected with a specific regional industry in order to develop workforce development strategies within the specified industry.”⁵ Sector partnerships include employers within one industry that bring government, education and training, economic and workforce development, labor, and community organizations together to focus on the workforce needs of an industry within a labor market. Common tasks of these partnerships include: collectively addressing the priority needs of industry, communicating industry priorities to policy makers and workforce development partners enabling them to design responsive solutions, and identifying common issues, challenges, and opportunities facing individual employers.

As common needs present themselves, an industry sector is usually ripe for a sector partnership. Working collaboratively the Innovation Council, the regional business services team and local economic development partners, will identify the needs and develop solutions around industry/sector partnerships. Sectors to be explored for partnerships include wood furniture manufacturing, metal

⁵ National Governors Association. “State Sector Strategies Coming of Age: Implications for State Workforce Policymakers”. National Skills Coalition. Retrieved from: <http://www.nga.org/files/live/sites/NGA/files/pdf/1301NGASSSReport.pdf>

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fabrication, polymers, and petro-chemical industries. APEG also suggests exploration of suggested food processing as a possible focus.

In addition, given the importance of petrochemicals, the hard-wood industry, and food processing to the Southeast Ohio Region, partners will conduct exploratory conversations with leaders in these industries in all local areas to determine the best strategy for developing and expanding partnership.

In order for the Southeast Ohio Region to be truly competitive for job retention and expansion in any of the identified sectors, the region must dramatically improve infrastructure. This includes water and sewer, roads and bridges, and storm water management. Equally important are full-area cell phone coverage and wireless internet connectivity. Additionally, “job ready” sites need to be strategically secured and developed in the region to take advantage of new natural gas downstream manufacturing opportunities, once a regional cracker plant is operational.

COORDINATION WITH RELEVANT SECONDARY AND POST-SECONDARY PROGRAM AND ACTIVITIES WITH EDUCATION AND WORKFORCE INVESTMENT ACTIVITIES; COORDINATION WITH WIOA TITLE I WORKFORCE INVESTMENT ACTIVITIES WITH ADULT EDUCATION AND LITERACY ACTIVITIES UNDER WIOA TITLE II, INCLUDING THE REVIEW OF APPLICATIONS SUBMITTED UNDER TITLE II WILL BE REVIEWED; STRENGTHENING LINKAGES BETWEEN THE OHIO MEANS JOBS DELIVERY SYSTEM AND UNEMPLOYMENT INSURANCE PROGRAMS; AND ENSURING PRIORITY FOR ADULT CAREER AND TRAINING SERVICES WILL BE GIVEN TO RECIPIENTS OF PUBLIC ASSISTANCE, OTHER LOW-INCOME INDIVIDUALS, AND INDIVIDUALS WHO ARE BASIC SKILLS DEFICIENT.

The Southeast Ohio Region will support local area plans in coordinating relevant secondary and post-secondary programs and activities with education and workforce investment activities, including the coordination of WIOA Title I activities with adult education and literacy activities (Adult Basic and Literacy Education, ABLE) under WIOA Title II, including the review of applications submitted under Title II. When ABLE applies to the Ohio Department of Higher Education for funding, applications will be reviewed by the local workforce development board for endorsement. This will provide the workforce development boards the opportunity to provide input and suggestions on the programs. Local area plans include memoranda of understanding with service providers and community partners for these activities. The local areas will address the services using a regional-level service model as the preferred standard. In such cases, the Southeast Ohio Region will work to establish appropriate cooperative agreements to coordinate ABLE activities cross-regionally rather than disrupt or deliver inconsistent services to the customer. Additionally, the Adult and Basic Literacy Education (ABLE) organizations within each local area provide English as a Second Language/English proficiency services to residents at no cost.

The Southeast Ohio Region will support the local area plans, which will coordinate the provision of vocational rehabilitation services under Title IV. Local area plans include memoranda of understanding with the service provider - Opportunities for Ohioans with Disabilities (OOD) - for these activities. The Region will share best practices from different workforce areas in providing universal access to programs and services when serving individuals with disabilities.

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The Region will support local area plans, which will coordinate linkages between the OhioMeansJobs system and unemployment insurance programs as appropriate to their county. Local area plans include memoranda of understanding with service providers for these activities. When appropriate, the local areas will address the services using a regional-level service model.

WIOA requires priority be given to public assistance recipients, other low-income individuals and individuals who are basic-skills deficient when providing individualized career services and training services using WIOA Title I adult program funds. In addition, Training and Employment Guidance Letter (TEGL) 3-15 specifies that priority should also be applied to individuals who are both underemployed and low-income. Congruently, WIOA provides a focus on servicing individuals with barriers to employment. Under WIOA, priority of services is required regardless of funding levels and is expanded to include individuals who are basic-skills deficient. Thus, the Southeast Ohio Region will give specific focus to these populations to ensure alignment of services among all local area workforce development boards and regional and WIOA partners. Individual policies addressing in the Priority of Service Policy TEGL will be reviewed and updated annually by the local workforce development boards.

COORDINATION AMONGST THE PLANNING REGION FOR ADMINISTRATIVE COSTS, INCLUDING POOLING FUNDS FOR AS APPROPRIATE, AND WIOA TITLE I WORKFORCE INVESTMENT ACTIVITIES WITH THE PROVISION OF TRANSPORTATION (INCLUDING COORDINATION WITH TRANSPORTATION REGIONS ONCE DEVELOPED BY THE OHIO DEPARTMENT OF TRANSPORTATION) AND OTHER APPROPRIATE SUPPORTIVE SERVICES IN THE PLANNING REGION.

The Southeast Ohio Region, through the Regional Workforce Innovation Council, will develop a vision and philosophy of how the region can coordinate cross-county administrative costs. Such a vision includes developing a comprehensive list of potential service providers, regional procurement and evaluations, and common staff training and communication across all three local areas. The Region will explore how regional coordination and pooling of funds could assist in seeking grant dollars to support programs and services, and address, as a collective voice, issues that impact the region including lack of technology and infrastructure to support economic growth. The Region and local areas will cooperate within the Ohio Department of Transportation's regional designations, once established. This strategy will center on using the collective voice of the region to approach agencies and negotiate solutions, when applicable. The Region will prioritize these efforts based on the most prevalent needs of customers across the region (e.g., transportation services, childcare). This will require all local area workforce development boards to develop a comprehensive understanding of local area needs and available resources.

IDENTIFICATION OF HOW THE PLANNING REGION WILL PROVIDE TRAINING SERVICES, THROUGH THE USE OF INDIVIDUAL TRAINING ACCOUNTS, IN A MUTUAL MANNER.

The Southeast Ohio Region will share outreach strategies and best practices across the region to successfully implement these programs when dollars are available to the enrichment of the entire region. The region will focus resources available for individual training accounts to those occupations that are most in-demand for the local area or region. The region will explore the standardization of

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individual training account policies and related forms, as individuals often travel across county lines to attend training.

THE PROCESS THE PLANNING REGION UNDERTOOK TO PROVIDE 30 DAY PUBLIC COMMENT PERIOD PRIOR TO SUBMISSION OF THE REGIONAL PLAN AND THE INDIVIDUAL LOCAL PLANS.

The Regional Plan, along with each of the three Local Plans, was released for public comment on February 21, 2017. The public comment period expired on March, 22, 2017, remaining open for a total of 30 days. The plans were made available for public comment via Local Area 15's website at www.omj15.com, and Local Area 14's website at www.ohioarea14.org, and were advertised as available for comment via the internet, newspapers, emails, and press releases. All comments received were reviewed by and disposed of based on the recommendations of the Workforce Development Board executive staff. All comments will be held on record by the executive staff. The open comment period was advertised in the following:

Area 14: The Athens Messenger

Area 15: The Marietta Times

Area 16: The Times Leader, and on the Area 16 website at www.wdb16.com

Assurances

The Southeast Ohio Region provides the following assurances:

The Local Workforce Development Boards within the planning region must assure it will establish fiscal control and fund accounting procedures to ensure the proper disbursement of, and accounting for all funds received through the Workforce Innovation and Opportunity Act.

The Local Workforce Development Boards within the planning region must assure that it shall keep records that are sufficient to permit the preparation of reports required by the Act and shall maintain such records, including standardized records for all individual participants, and submit such reports as the State may require.

The Local Workforce Development Boards within the planning region must assure that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of the Act.

The Local Workforce Development Boards within the planning region must assure that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, regulations, written Department of Labor Guidance, written Ohio Department of Job and Family Services guidance, and all other applicable Federal and State laws.

The Local Workforce Development Boards within the planning region must assure that veterans will be afforded employment and training activities authorized in the Jobs for Veterans Act and 20 C.F.R. Part 1010.

The Local Workforce Development Boards within the planning region must assure it will comply with any grant procedures prescribed by the Secretary which are necessary to enter into contracts for the use of funds under WIOA, but not limited to the following: General Administrative Requirements – Uniform Guidance at 2 C.F.R. Part 200 and 2 C.F.R. Part 2900.

Assurances and Certifications – SF 424B – Assurances for Non-Construction Programs; 29 C.F.R. Part 31, 32 – Nondiscrimination and Equal Opportunity Assurance (and Regulation); 29 C.F.R. Part 93 – Certification Regarding Lobbying (and Regulation); 29 C.F.R. Parts 94 and 95 – Drug Free Workplace and Debarment and Suspension; Certifications (and Regulation)

Signature Page

The signature page of the regional plan attests that all assurances have been met and that the regional plan and accompanying local plans represents the local workforce development boards' efforts to maximize resources available under Title I of the Workforce Innovation and Opportunity Act and to coordinate these resources with other State and Local programs in the planning region. The effective date of the regional plan and the accompanying local plans is April 1, 2017.

Local Workforce Development Area 14

Workforce Development Board Chairperson

Workforce Development Board, Executive Director

Chief LEO

Local Workforce Development Area 15

Herman Gray, Jr., Workforce Development Board Chairperson

Virgil Thompson, Noble County Commissioner & Council of Governments Chair

Rebecca Safko, Workforce Development Board, Executive Director

Local Workforce Development Area 16

Workforce Development Board, Chairperson

Workforce Development Board, Executive Director

Chief LEO

Addendum A:

Area 14 Workforce Development System

1-THE WORKFORCE DEVELOPMENT SYSTEM IN THE LOCAL AREA THAT IDENTIFIES THE PROGRAMS THAT ARE INCLUDED IN THE SYSTEM AND THE LOCATION OF OHIO MEANS JOBS CENTERS IN THE LOCAL WORKFORCE AREA.

Programs included in the Area 14 OhioMeansJobs Centers:

PROGRAM	PARTNER NAME
WIOA: Adult, Dislocated Worker, and Youth, including Comprehensive Case Management and Employment Program (CCMEP)	Athens County Department of Job and Family Services, Meigs County Department of Job and Family Services and Perry County Department of Job and Family Services
Veteran's Workforce Programs -WIOA Title I Veterans Employment & Training Program	Ohio Department of Job and Family Services
Wagner-Peyser Act Employment Services	
Unemployment Insurance (UI) Program	
Trade Adjustment Assistance (TAA) and NAFTA Transitional Adjustment	
Adult Basic Literacy & Education (ABLE)	Ohio University-Athens, Buckeye Hills Career Center-Meigs, Midwest Career Center-Perry
Rehabilitation Services Commission	Opportunities for Ohioans with Disabilities
Title V Older Americans Act Programs	Mature Services
Post-Secondary Vocational Education	Tri-County Career Center and Hocking College
Community Services Block Grant Employment & Training Programs	HAPCAP
Temporary Assistance to Needy Families (TANF)	Athens County Department of Job and Family Services, Meigs County Department of Job and Family Services and Perry County Department of Job and Family Services

Area 14 OhioMeansJobs Center locations:

OhioMeansJobs – Athens County
70 N. Plains Road – Suite C
The Plains, Ohio 45780

OhioMeansJobs – Meigs County
150 Mill Street
Middleport, Ohio 45760

OhioMeansJobs – Perry County
212 S. Main Street
New Lexington, Ohio 43764

2-AN EXPLANATION OF THE OHIOMEANSJOBS DELIVERY SYSTEM IN THE LOCAL AREA, INCLUDING:

2.1: How the local board ensures continuous improvement of eligible providers and that providers meet the employment needs of local employers, workers and job seekers.

Service providers report quarterly to the Area Workforce Development Board on services, participant demographics, and outcomes. Coupled with the performance reporting received from the Ohio Department of Job and Family Services (ODJFS) on a quarterly basis, the Area 14 workforce development board works closely with local providers to make sure services are effective and continuously improving. The comprehensive OhioMeansJobs Center in Area 14 has successfully completed the certification process through the local board and the results pointed towards a system that provides high-quality services to all of the target populations. Area 14 also utilizes contracted third-party monitoring of the service providers in Area 14, including Fiscal and Program operations.

2.2: How the local board will facilitate access to services provided through the OhioMeansJobs delivery system through the use of technology and other means.

The OhioMeansJobs.com website is a primary tool used by all Area 14 providers to aid employers, job seekers and youth, and the local board assists in promoting the use of that tool throughout the three counties. The Area actively promotes the use of the system for job search, registration, career pathways research, and career planning tools, as well as the numerous other programs and searches available through the website. The local area website (www.ohioarea14.org) contains information that engages residents and businesses to improve access to the physical OhioMeansJobs Center locations. The three OhioMeansJobs Centers in Area 14 all have resource rooms with multiple computers and internet access as a tool for customers.

2.3: How entities within the OhioMeansJobs delivery system, including OhioMeansJobs center operators and partners, will comply section 188 of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, assistive technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

OhioMeansJobs Athens, Meigs and Perry Counties have submitted and received approval for their Americans with Disabilities Act (ADA) Plan and Checklist from the ODJFS Bureau of Civil Rights, ensuring that all services and facilities within the workforce system meet the requirements of the ADA. Despite already meeting the requirements, each OhioMeansJobs Center operator provides regular staff training regarding ADA compliance, and attends ADA-relevant trainings offered through partner agencies, such as “Windmills” through Opportunities for Ohioans with Disabilities (OOD).

2.4: How the local board will coordinate with the regional JobsOhio

The Area 14 local workforce development board will work to partner and coordinate workforce development programs and services with economic development entities including JobsOhio and the regional network partner, Appalachian Partnership for Economic Growth (APEG). Future partnerships will be explored to find paths to re-energize and evolve the relationships with APEG. Strategies for partnership include: inviting APEG representative to serve on the local workforce development board;

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designating a leader from APEG to engage with the Regional Workforce Innovation Council; and/or partnering with economic development outreach representatives to do calls on local businesses for retention and expansion intel.

2.5: The roles and resource contributions of the OhioMeansJobs center partners

The roles and resource contributions of the OhioMeansJobs Center partners is outlined in the Local Memorandum of Understanding (MOU) - and agreement resulting from negotiations at the local level that describes the roles and responsibilities of the local workforce development board and the local partners in the operation of the OhioMeansJobs Centers. The MOU lists each local partners' share of costs and in-kind services.

3-DESCRIPTION AND ASSESSMENT OF THE TYPE AND AVAILABILITY OF ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES.

Area 14 offers a range of services to adult and dislocated workers, including:

- Basic Career Services – eligibility determination; outreach, intake and orientation; initial assessment; job search, placement assistance, and career counseling; employment statistics and labor market information; training provider program and cost information; information on supportive services; and follow-up services.
- Individual Career Services – comprehensive and specialized assessments; individual employment plan development; group counseling; individual counseling and career planning; case management; and short-term prevocational services.
- Training Services – occupational skills training, on-the-job training, workplace and cooperative education; training programs offered by private sector; skills upgrading and retraining; job-readiness training; referral to Adult Basic and Literacy Education (ABLE); or customized training.

4-REFERENCE TO THE COMPREHENSIVE CASE MANAGEMENT PROGRAM PLAN

All Lead Agencies responsible for the Comprehensive Case Management and Employment Programs (CCMEP) in Area 14 (Athens County Job and Family Services (JFS), Meigs County JFS, and Perry County JFS) have submitted detailed plans to the Ohio Department of Job and Family Services. These three agencies are also currently the providers of workforce development services and created their CCMEP plans in collaboration with the Area 14 Workforce Development Board.

5-HOW THE LOCAL BOARD, IN COORDINATION WITH THE OHIOMEANSJOBS CENTER OPERATOR, MAXIMIZES COORDINATION, IMPROVES SERVICE DELIVERY, AND AVOIDS DUPLICATION OF WAGNER-PEYSER ACT SERVICES AND OTHER SERVICES PROVIDED THROUGH THE OHIOMEANSJOBS DELIVERY SYSTEM.

Co-location of management and front-line staff allows for consistent communication and define roles in business and job seeker services, including application for unemployment, to avoid duplication of services. Wagner-Peyser staff are currently partners in Rapid Response and will continue this role. New mandates have required additional face-to-face contact with unemployment insurance (UI) recipients at the OhioMeansJobs Centers. This has helped increase the volume of customers taking advantage of universal services, such as workshops, offered at the OhioMeansJobs Centers.

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As unemployment rates have dropped over the last several years, there is a renewed focus by Wagner-Peyser staff to expand workshops and partnerships with universal customers. Common assessments and intake tools are just some of the tools being considered for implementation. The State staff is currently reviewing policy and priorities for local implementation and will provide guidance to the local areas on helping with continued integration of Wagner-Peyser programming into the OhioMeansJobs delivery system.

6-EXECUTED COOPERATIVE AGREEMENTS WHICH DEFINE HOW SERVICE PROVIDERS CARRY OUT THE REQUIREMENTS FOR INTEGRATION OF AND ACCESS TO THE ENTIRE SET OF SERVICES AVAILABLE IN THE LOCAL OHIOMEANSJOBS SYSTEM

Information on how service providers carry out the requirements for integration of and access to the entire set of services available in the local OhioMeansJobs delivery system is contained within the local Memorandum of Understanding (MOU) for Area 14. The MOU for Area 14 (program year 2017-2018) will be available upon completion at www.ohioarea14.org.

7-IDENTIFICATION OF THE FISCAL AGENT

Perry County Department of Job and Family Services
212 South Main Street
New Lexington, Ohio 43764

8-THE COMPETITIVE PROCESS THAT IS USED TO AWARD SUBGRANTS AND CONTRACTS FOR WIOA TITLE I ACTIVITIES

For Program Year 2016-2017 WIOA Youth Services were delivered as part of competitively procured contracts from 2014, with an extension enacted each of the last two years. For Program Year 2017-2018 the Chief Elected Officials and Area 14 Workforce Development Board will expand the range of services delivered through competitively procured contracts by issuing a Request For Proposals (RFP) for Youth Services, Career Services and One-Stop Operations. This RFP follows all Uniform Guidance on procurement and was released to the public on February 3, 2017.

9-THE ACTIONS THE LOCAL BOARD WILL TAKE TOWARD BECOMING OR REMAINING A HIGH-PERFORMING BOARD.

The Area 14 Workforce Development Board is committed to remaining a high-performing board, while striving to consistently increase our role in the workforce systems in Athens, Meigs and Perry counties. Past practices and future goals of the board include:

- Continue to hold board meetings at regularly scheduled intervals and encourage nonmember participation by inviting partner staff to contribute to discussions
- Place an emphasis on continuing education of board members regarding workforce system issues
- Continue use of data to inform and guide board decisions
- Invite guest speakers from various disciplines to better understand workforce issues across the three counties

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- Implement, review and monitor policies that assist service providers in delivering high-value workforce programs
- Continue to ensure local business leaders have roles on the board to facilitate dialogue between providers and employers
- Build on established partnerships with local partners, and actively seek out new entities to collaborate on workforce initiatives

10-HOW OMJ CENTERS ARE IMPLEMENTING AND TRANSITIONING TO AN INTEGRATED, TECHNOLOGY-ENABLED INTAKE AND CASE MANAGEMENT INFORMATION SYSTEM FOR PROGRAMS UNDER WIOA.

Effective July 1, 2016, the state introduced the Comprehensive Financial Information System (CFIS), Client Tracking module with OhioMeansJobs customer tracking. While this system is still evolving, it has the potential to revolutionize data tracking capabilities locally, while standardizing throughout the state. The system begins with an OhioMeansJobs client tracking check-in so the customer is counted and the preferred services identified as the customer walks into the OhioMeansJobs Center. The three OhioMeansJobs Centers in Area 14 have always placed a priority on using data to design services, and recent attempts to unify program and fiscal tracking will result in increased value from these programs.

Addendum B:

Area 15 Workforce Development System

1-THE WORKFORCE DEVELOPMENT SYSTEM IN THE LOCAL AREA THAT IDENTIFIES THE PROGRAMS THAT ARE INCLUDED IN THE SYSTEM AND THE LOCATION OF OHIOMeansJobs CENTERS IN THE LOCAL WORKFORCE AREA.

Programs included in the Area 15 OhioMeansJobs Centers:

PROGRAM	PARTNER NAME
WIOA: Adult, Dislocated Worker (DW), and Youth, including Comprehensive Case Management and Employment Program (CCMEP)	WIOA is operated through each County's Department of Job and Family Services. Addresses, hours, map can be assessed at www.omj15.com and click on county.
Veteran's Workforce Programs -WIOA Title I Veterans Employment & Training Program Wagner-Peyser Act Employment Services Unemployment Insurance (UI) Program Trade Adjustment Assistance (TAA) and NAFTA Transitional Adjustment; Migrant and Seasonal Farm worker assistance	Ohio Department of Job and Family Services
Adult Basic Literacy & Education (ABLE)	Mid-East Career and Technology Centers and Washington County Career Center
Rehabilitation Services Commission	Opportunities for Ohioans with Disabilities and Washington County Board of Developmental Disabilities
Title V Older Americans Act Programs Post-Secondary Vocational Education	Zanesville Goodwill Belmont College, Washington County Career Center, and Zane State College
Community Services Block Grant Employment & Training Programs	GMN Tri-County CAC, Inc.
Temporary Assistance to Needy Families (TANF)	Monroe, Morgan, Noble & Washington County Department of Job and Family Services

Area 15 OhioMeansJobs Center locations:

OhioMeansJobs - Washington County
1115 Gilman Ave., Suite B
Marietta, Ohio 45750

OhioMeansJobs - Monroe County

OhioMeansJobs - Morgan County
155 East Main Street
Riecker Building – Lower Level
McConnellsville, Ohio 43756

OhioMeansJobs - Noble County

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100 Home Ave.
Woodsfield, Ohio 43793

46049 Marietta Road
Caldwell, Ohio 43724

2-AN EXPLANATION OF THE OHIOMEANSJOBS DELIVERY SYSTEM IN THE LOCAL AREA, INCLUDING:

2.1: How the local board ensures continuous improvement of eligible providers and that providers meet the employment needs of local employers, workers and jobseekers.

The local Board ensures continuous improvement of eligible providers through the certification process developed in close cooperation with the State of Ohio. Locally, the workforce development board use the state guidelines and incorporate any local considerations to certify the area's OhioMeansJobs delivery system.

2.2: How the local board will facilitate access to services provided through the OMJ delivery system through the use of technology and other means.

The OhioMeansJobs.com website is a primary tool used by all Area 15 providers to aid employers, job seekers and youth, and the local board assists in promoting the use of that tool throughout the four counties. The Area actively promotes the use of the system for job search, registration, career pathways research, and career planning tools, as well as the numerous other programs and searches available through the website. The four OhioMeansJobs Centers in Area 15 all have resource rooms with multiple computers and internet access for customers.

2.3: How entities within the OhioMeansJobs delivery system, including OhioMeansJobs center operators and partners, will comply section 188 of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, assistive technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

Area 15 staff attend training on accessibility and the OhioMeansJobs Center locations offer technology and structural accommodations to meet customer needs. The Area workforce board will continue to work cooperatively with OhioMeansJobs Center partners and providers to ensure the Centers are in compliance with all federal and state laws, as they relate to disabilities. Collaboration with Opportunities for Ohioans with Disabilities (OOD) is ongoing and will ensure accommodations are provided that meet or exceed the legal requirements. Ohio's certification process for the OhioMeansJobs Centers under WIOA is addressing the needs of those with disabilities and Area 15 will follow all guidance and participate in trainings offered by the State.

2.4: How the local board will coordinate with the regional JobsOhio

The Area 15 local workforce development board will work to partner and coordinate workforce development programs and services with economic development entities including JobsOhio and the regional network partner, Appalachian Partnership for Economic Growth (APEG). The Regional Talent Acquisition Manager has a prior relationship with entities and partners in the region. Based on this prior relationship, the Area has strong and established ties to APEG.

2.5: The roles and resource contributions of the OhioMeansJobs center partners

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The roles and resource contributions of the OhioMeansJobs Center partners are outlined in the Local Memorandum of Understanding (MOU) - an agreement resulting from negotiations at the local level that describes the roles and responsibilities of the local workforce development board and the local partners in the operation of the OhioMeansJobs Centers. The MOU lists each local partners' share of costs and in-kind services.

3-DESCRIPTION AND ASSESSMENT OF THE TYPE AND AVAILABILITY OF ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES.

Area 15 offers a range of services to adult and dislocated workers, including:

- Basic Career Services – eligibility determination; outreach, intake and orientation; initial assessment; job search, placement assistance, and career counseling; employment statistics and labor market information; training provider program and cost information; information on supportive services; and follow-up services.
- Individual Career Services – comprehensive and specialized assessments; individual employment plan development; group counseling; individual counseling and career planning; case management; and short-term prevocational services.
- Training Services – occupational skills training, on-the-job training, workplace and cooperative education; training programs offered by private sector; skills upgrading and retraining; job-readiness training; referral to ASPIRE; or customized training.

4-REFERENCE TO THE COMPREHENSIVE CASE MANAGEMENT PROGRAM PLAN

The Comprehensive Case Management and Employment Program (CCMEP) is an opportunity to more closely engage Temporary Assistance to Needy Families (TANF) and WIOA funding to meet the needs of youth. CCMEP is a county-driven program. Monroe, Morgan, Noble and Washington Counties have all submitted CCMEP Plans to the Ohio Department of Job and Family Services. Our counties meet and collaborate in the challenges of this new program.

5-HOW THE LOCAL BOARD, IN COORDINATION WITH THE OHIOMEANSJOBS CENTER OPERATOR, MAXIMIZES COORDINATION, IMPROVES SERVICE DELIVERY, AND AVOIDS DUPLICATION OF WAGNER-PEYSER ACT SERVICES AND OTHER SERVICES PROVIDED THROUGH THE OHIOMEANSJOBS DELIVERY SYSTEM.

Co-location of management and front-line staff allows for consistent communication and define roles in business and job seeker services, including application for unemployment, to avoid duplication of services. Wagner-Peyser staff are currently partners in Rapid Response and will continue this role. New mandates have required additional face-to-face contact with unemployment insurance (UI) recipients at the OhioMeansJobs Centers. This has helped increase the volume of customers taking advantage of universal services, such as workshops, offered at the OhioMeansJobs Centers.

As unemployment rates have dropped over the last several years, there is a renewed focus by Wagner-Peyser staff to expand workshops and partnerships with universal customers. Common assessments and intake tools are just some of the tools being considered for implementation. The State staff is currently reviewing policy and priorities for local implementation and will provide guidance to the local areas on helping with continued integration of Wagner-Peyser programming into the OhioMeansJobs delivery system.

6-EXECUTED COOPERATIVE AGREEMENTS WHICH DEFINE HOW SERVICE PROVIDERS CARRY OUT THE REQUIREMENTS FOR INTEGRATION OF AND ACCESS TO THE ENTIRE SET OF SERVICES AVAILABLE IN THE LOCAL OHIOMEANSJOBS SYSTEM.

The Memorandum of Understanding is a cooperative agreement detailing the roles, responsibilities, and resources each OhioMeansJobs Center partner brings to the workforce delivery system. It is a two-year agreement which can have separate annual budgets, based on local agreement.

7-IDENTIFICATION OF THE FISCAL AGENT

Ohio Valley Employment Resource
PO Box 181
Marietta, Ohio 45750

8-THE COMPETITIVE PROCESS THAT IS USED TO AWARD SUBGRANTS AND CONTRACTS FOR WIOA TITLE I ACTIVITIES

Based on the Uniform Guidance governing all federal programs as well as the WIOA and accompanying regulations, the adult & dislocated worker programs are sub-awarded by a local board agreement based on past program performance and monitoring review. The youth program must be competitively procured, and the Area 15 workforce development board orchestrates this process following the Area's procurement manual by issuing a competitive solicitation, which is reviewed by the board and establishes the youth providers. The Area's Financial Manual and Procurement Guidance are on the Area's website at www.OMJ15.com.

9-THE ACTIONS THE LOCAL BOARD WILL TAKE TOWARD BECOMING OR REMAINING A HIGH-PERFORMING BOARD.

Specific actions the local board will take include:

- Frames board meetings around strategic initiatives and utilize a consent agenda;
- Understands and builds on partner strengths to align services and leverage resources for a common regional agenda;
- Is data driven, tracking progress, effectiveness of initiatives, and customer satisfaction by reviewing performance measures and service counts for the Area
- Attend training by third party entities, the state, and/or the workforce development board director
- Focus on monitoring and updating a strategic plan, with active involvement in policy development
- Include non-board members in the planning process and on committees or task forces

10-HOW OMJ CENTERS ARE IMPLEMENTING AND TRANSITIONING TO AN INTEGRATED, TECHNOLOGY-ENABLED INTAKE AND CASE MANAGEMENT INFORMATION SYSTEM FOR PROGRAMS UNDER WIOA.

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The Comprehensive Financial Information System (CFIS) includes a Client Tracking module with OhioMeansJobs customer tracking. While this system is still evolving, it has the potential to revolutionize data tracking capabilities locally, while standardizing throughout the state. The system begins with an OhioMeansJobs client tracking check-in so the customer is counted and the preferred services identified as the customer walks into the OhioMeansJobs Center.

The WIOA services the enrolled customer receives are integrated from the Ohio Workforce Case Management System (OWCMS) and fed into the CFIS system so the workforce system has access to the types of services provided and funding spent by type, training funded, training intuitions used, as well as detailed reports by customer.

Addendum C:

Area 16 Workforce Development System

1-THE WORKFORCE DEVELOPMENT SYSTEM IN THE LOCAL AREA THAT IDENTIFIES THE PROGRAMS THAT ARE INCLUDED IN THE SYSTEM AND THE LOCATION OF OHIO MEANS JOBS CENTERS IN THE LOCAL WORKFORCE AREA.

Programs included in the Area 16 OhioMeansJobs Centers:

PROGRAM	PARTNER NAME
WIOA: Adult, Dislocated Worker, and Youth, including Comprehensive Case Management and Employment Program (CCMEP)	Belmont County Department of Job and Family Services, Carroll County Department of Job and Family Services, Harrison County Department of Job and Family Services, and Jefferson County Department of Job and Family Services; Carroll County Family and Children First Council provides Youth Services; In Jefferson and Harrison Counties, the Jefferson County Community Action Council, Inc., is under contract with the County's Department of Job and Family Services to provide services to the OhioMeansJobs Centers
Veteran's Workforce Programs -WIOA Title I Veterans Employment & Training Program Wagner-Peyser Act Employment Services Unemployment Insurance (UI) Program Trade Adjustment Assistance (TAA) and NAFTA Transitional Adjustment	Ohio Department of Job and Family Services
Adult Basic Literacy & Education (ABLE)	Eastern Gateway Community College, Mid-East Career and Technology Centers
Rehabilitation Services Commission	Opportunities for Ohioans with Disabilities
Title V Older Americans Act Programs	Goodwill Industries
Post -Secondary Vocational Education	Eastern Gateway Community College, Jefferson County Joint Vocational School, Belmont College
Community Services Block Grant Employment & Training Programs	
Temporary Assistance to Needy Families (TANF)	Belmont County Department of Job and Family Services, Carroll County Department of Job and Family Services, Harrison County Department of Job and Family Services, and Jefferson County Department of Job and Family Services

Area 16 OhioMeansJobs Center locations:

OhioMeansJobs - Belmont County

302 Walnut St.
Martins Ferry, Ohio 43935

OhioMeansJobs Carroll County

55 East Main St
Carrollton, Ohio 44615

OhioMeansJobs - Jefferson County

1114 North 4th St.
Steubenville, Ohio 43952

OhioMeansJobs - Harrison County

520 North Main St
Cadiz OH 43907

2-AN EXPLANATION OF THE OHIOMEANSJOBS DELIVERY SYSTEM IN THE LOCAL AREA, INCLUDING:

2.1: How the local board ensures continuous improvement of eligible providers and that providers meet the employment needs of local employers, workers and job seekers.

The local board issues client surveys to customers utilizing the OhioMeansJobs delivery system. While this process works well, it will be improved by being implemented more consistently, as a formalized process. The request for proposals (RFP) process for contracts and contract renewals also provides checks and balances for performance metrics. Informal observations and input from OhioMeansJobs Center staff also are used to monitor performance of service providers. Finally, the use of the Ohio Workforce Inventory of Education and Training (WIET) helps to authorize the use of and monitor performance of education providers.

2.2: How the local board will facilitate access to services provided through the OMJ delivery system through the use of technology and other means.

The OhioMeansJobs.com website is a primary tool used by all Area 16 providers to aid employers, job seekers and youth, and the local board assists in promoting the use of that tool throughout the four counties. The four OhioMeansJobs Centers in Area 16 all have resource rooms with multiple computers and internet access as a tool for customers. A Strategic Technology Plan will be developed to ensure Resource rooms are maintained and up-to-date. Area 16 also intends to invest up to 1% of WIOA funding for a coordinated outreach and awareness effort to job seekers and employers.

2.3: How entities within the OhioMeansJobs delivery system, including OhioMeansJobs center operators and partners, will comply section 188 of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, assistive technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

Area 16 staff attend training on accessibility and the OhioMeansJobs Center locations offer technology and structural accommodations to meet customer needs. The Area workforce board will continue to work cooperatively with OhioMeansJobs Center partners and providers to ensure the Centers are in compliance with all federal and state laws as it relates to disabilities. Collaboration with Opportunities for Ohioans with Disabilities (OOD) is ongoing and will ensure accommodations are provided within the limits of the law. Ohio's certification process for the OhioMeansJobs Centers under WIOA is addressing the needs of those with disabilities and Area will follow all guidance and participate in trainings offered by the State. All Area 16 OhioMeansJobs Centers are compliant with the Americans with Disabilities Act

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(ADA), and if a client needs any special ADA assistance, every effort is made for reasonable accommodation.

2.4: How the local board will coordinate with the regional JobsOhio

The Area 16 local workforce development board will work to partner and coordinate workforce development programs and services with economic development entities including JobsOhio and the regional network partner, Appalachian Partnership for Economic Growth (APEG). The local workforce development board director meets regularly with representatives of APEG, and APEG is invited to attend Area 16 Workforce Development Board meetings. Additionally, the local board will engage with local economic development organizations including the Progress Alliance (Jefferson County), Harrison County Community Improvement Corp (CIC), the Belmont County Port Authority, the Belmont County CIC, and the Carrol County Economic Development Office, to better integrate and coordinate workforce and economic development efforts.

2.5: The roles and resource contributions of the OhioMeansJobs center partners

Each partner agency contribution is determined equitably based on full time equivalent and varies by year. Please refer to the applicable annual Memorandum of Understanding (MOU) for details of the current distribution. When partners choose, arrangements are available to leverage talent and resources through cash and in-kind contributions.

3-DESCRIPTION AND ASSESSMENT OF THE TYPE AND AVAILABILITY OF ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES.

Area 16 offers a range of services to adult and dislocated workers, including:

- Basic Career Services – eligibility determination; outreach, intake and orientation; initial assessment; job search, placement assistance, and career counseling; employment statistics and labor market information; training provider program and cost information; information on supportive services; and follow-up services.
- Individual Career Services – comprehensive and specialized assessments; individual employment plan development; group counseling; individual counseling and career planning; case management; and short-term prevocational services.
- Training Services – occupational skills training, on-the-job training, workplace and cooperative education; training programs offered by private sector; skills upgrading and retraining; job-readiness training; referral to Adult Basic and Literacy Education (ABLE); or customized training.

WIOA provides funding for short-term education and training, and a National Emergency Grant (NEG) has provided supplemental funding for dislocated energy workers.

4-REFERENCE TO THE COMPREHENSIVE CASE MANAGEMENT PROGRAM PLAN

Belmont, Carroll, Harrison and Jefferson Counties have all submitted Comprehensive Case Management and Employment Program (CCMEP) Plans to the Ohio Department of Job and Family Services.

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5-HOW THE LOCAL BOARD, IN COORDINATION WITH THE OHIOMEANSJOBS CENTER OPERATOR, MAXIMIZES COORDINATION, IMPROVES SERVICE DELIVERY, AND AVOIDS DUPLICATION OF WAGNER-PEYSER ACT SERVICES AND OTHER SERVICES PROVIDED THROUGH THE OHIOMEANSJOBS DELIVERY SYSTEM.

Local OhioMeansJobs Center operators provide reports at every workforce development board meeting and have interactive conversations with the Board. Wagner-Peyser also has representation on the local Board. Local operators also coordinate office activities and services with Wagner-Peyser staff. Local workforce development board policies are approved by the Board with input from all noted parties.

Co-location of management and front-line staff allows for consistent communication and define roles in business and job seeker services, including application for unemployment, to avoid duplication of services. Wagner-Peyser staff are currently partners in Rapid Response and will continue this role. New mandates have required additional face-to-face contact with unemployment insurance (UI) recipients at the OhioMeansJobs Centers. This has helped increase the volume of customers taking advantage of universal services, such as workshops, offered at the OhioMeansJobs Centers. As unemployment rates have dropped over the last several years, there is a renewed focus by Wagner-Peyser staff to expand workshops and partnerships with universal customers. Common assessments and intake tools are just some of the tools being considered for implementation. The State staff is currently reviewing policy and priorities for local implementation and will provide guidance to the local areas on helping with continued integration of Wagner-Peyser programming into the OhioMeansJobs delivery system.

6-EXECUTED COOPERATIVE AGREEMENTS WHICH DEFINE HOW SERVICE PROVIDERS CARRY OUT THE REQUIREMENTS FOR INTEGRATION OF AND ACCESS TO THE ENTIRE SET OF SERVICES AVAILABLE IN THE LOCAL OHIOMEANSJOBS SYSTEM.

The Memorandum of Understanding is a cooperative agreement detailing the roles, responsibilities, and resources each OhioMeansJobs Center partner brings to the workforce delivery system. It is a two-year agreement which can have separate annual budgets, based on local agreement.

7-IDENTIFICATION OF THE FISCAL AGENT

Belmont County Department of Job and Family Services
310 Fox Shannon Place
St. Clairsville, Ohio 43950

8-THE COMPETITIVE PROCESS THAT IS USED TO AWARD SUBGRANTS AND CONTRACTS FOR WIOA TITLE I ACTIVITIES

A full description of the competitive process used to award subgrants and contracts for WIOA Title I activities is contained in the Area 16 procurement policy.

9-THE ACTIONS THE LOCAL BOARD WILL TAKE TOWARD BECOMING OR REMAINING A HIGH-PERFORMING BOARD.

Specific actions the local board will take include:

- Attend training by third party entities, the state, and/or the workforce development board director;

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- Focus on strategy, monitoring, and updating a strategic plan, with active involvement in policy development;
- Is data driven, tracking progress, effectiveness of initiatives, and customer satisfaction by reviewing performance measures and service counts for the Area;
- Align the budget with strategic priorities and frames board meetings around strategic initiatives; and
- Include non-board members in the planning process and on committees or task forces

10-HOW OMJ CENTERS ARE IMPLEMENTING AND TRANSITIONING TO AN INTEGRATED, TECHNOLOGY-ENABLED INTAKE AND CASE MANAGEMENT INFORMATION SYSTEM FOR PROGRAMS UNDER WIOA.

Effective July 1, 2016, the state introduced the Comprehensive Financial Information System (CFIS), Client Tracking module with OhioMeansJobs customer tracking. While this system is still evolving, it has the potential to revolutionize data tracking capabilities locally, while standardizing throughout the state. The system begins with an OhioMeansJobs client tracking check-in so the customer is counted and the preferred services identified as the customer walks into the OhioMeansJobs Center. The WIOA services the enrolled customer receives are integrated from the Ohio Workforce Case Management System (OWCMS) and fed into the CFIS system so the workforce system has access to the types of services provided and funding spent by type, training funded, training intuitions used, as well as detailed reports by customer. While this system is still in its infancy, it is the first attempt to unify the program and fiscal sides and track customers statewide. It has great promise.

Attachment D: Operational Data

Area 14 | Athens, Meigs, and Perry County Centers Operational Data

Category	Customer Count
Individual Visits	9,795
Individual Customers	2,265
Average Visits per Customer	4.324503
Customers whose case status is 'Open'	644
'Exited'	1,621

Service Type	# of Customers that Utilized	Percent of Customers
Resource Room Services	1390	61.4%
Referral to supportive services	592	26.1%
Job searching	349	15.4%
Resume assistance	331	14.6%
Referral to WIOA services (Youth & Trainings)	243	10.7%
Attended job search workshop	201	8.9%
Referral to adult education	142	6.3%
Attended job search workshop - TANF	137	6.0%
Info on unemployment	65	2.9%
Referral to vocational rehab	45	2.0%
Referral to other services	29	1.3%
Referral to child care	28	1.2%
Referral to older Americans	20	0.9%
Referral to veteran supportive services	20	0.9%
Referral to educational services	15	0.7%
RR self service	13	0.6%
Referral to Unemployment insurance	7	0.3%
Testing	6	0.3%
Assistance with WTW Eligibility and Financial Aid	2	0.1%
RR group interviewing skills service	2	0.1%
Referral to federal training	1	0.0%
Referral to residential support	1	0.0%
Referral to veterans E&T programs	1	0.0%
RR group workshop	1	0.0%

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Area 15 | Morgan, Monroe, Noble, and Washington County Centers

Operational Data

Category	Count
Individual Visits	3,571
Individual Customers	1,239
Average Visits per Customer	2.882163035
Customers whose case status is 'Open'	479
'Exited'	760

Service Type	# of Customers that Utilized	Percent of Customers
Resource room services	742	59.9%
Provided labor market info	574	46.3%
Job searching	446	36.0%
Orientation - Initial Visit	306	24.7%
Resume assistance	247	19.9%
Testing	130	10.5%
Referral to unemployment insurance	70	5.6%
Attended Job Search Workshop - TANF	58	4.7%
Referral to WIOA services (Youth & Trainings)	57	4.6%
Referral to TANF program	41	3.3%
Initial assessment taken	24	1.9%
Info on unemployment	23	1.9%
RR self service	20	1.6%
Referral to vocational rehab	15	1.2%
Referral to other services	14	1.1%
Provided Outreach, Intake, Orientation	13	1.0%
RR survey completed	12	1.0%
Referral to veteran supportive services	11	0.9%
RR group orientation attended	10	0.8%
Attended Job Search Workshop	9	0.7%
Referral to Educational services	9	0.7%
Referral to Adult Education	7	0.6%
Info on supportive services	5	0.4%
Referral to child care	5	0.4%
Referral to Health and Medical services	5	0.4%
Referral to supportive services	5	0.4%
Intake eligibility	4	0.3%
Local area performance info	4	0.3%
RR group services received	4	0.3%
Referral to TAA or NAFTA-TAA	3	0.2%
REA Orientation	2	0.2%

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Service Type	# of Customers that Utilized	Percent of Customers
Referral to Federal training	2	0.2%
Referral to Labor exchange	2	0.2%
Referral to veterans E&T programs	2	0.2%
Skills assessment Taken	2	0.2%
Referral to HUD E&T programs	1	0.1%
Referral to Fed/State/Local Program	1	0.1%
Referral to other State/Local Training	1	0.1%
RR group job search service	1	0.1%

Area 16 | Belmont, Carroll, Jefferson, and Harrison County Centers Operational Data

Category	Count
Individual Visits	4,707
Individual Customers	1,946
Average Visits per Customer	2.418807811
Customers whose case status is 'Open'	567
'Exited'	1,379

Service Type	# of Customers that Utilized	Percent of Customers
Resource room services	1652	84.9%
Provided outreach, Intake, orientation	773	39.7%
Referral to labor exchange	293	15.1%
WIOA eligibility	125	6.4%
Referral to TANF program	117	6.0%
Referral to WIOA services (Youth & Trainings)	115	5.9%
Referral to Vocational rehab	77	4.0%
RR survey completed	75	3.9%
Referral to older Americans	23	1.2%
Referral to veterans E&T programs	21	1.1%
Referral to other services	20	1.0%
Referral to educational services	17	0.9%
Info on supportive services	10	0.5%
Referral to adult education	6	0.3%
Referral to community services block grant E&T Activities	6	0.3%
Initial assessment taken	4	0.2%
Resume assistance	4	0.2%
Attended job search workshop	3	0.2%

With Local Area Plan Addendum for Ohio Workforce Areas 14, 15 & 16

Service Type	# of Customers that Utilized	Percent of Customers
Job searching	3	0.2%
Orientation - initial visit	2	0.1%
REA Services	2	0.1%
Assistance with WTW eligibility and financial aid assistance	1	0.1%
Local area performance info	1	0.1%
Referral to post-secondary vocational education/Carl Perkins	1	0.1%

Attachment E: Implementation Guide

Goal 1: Utilize the OhioMeansJobs Centers as a catalyst to increase and strengthen collaboration with regional workforce system partners in order to align resources, initiatives, and opportunities.

Action	Completion Timeframe	Responsible	Resources Needed	Measure of Progress
Strategy 1.1: Establish a Regional Workforce Innovation Council (the Regional Council) consisting of members of each local area to provide guidance, oversight, and local representation to ensure regional strategies and priorities are progressing.				
Define the roles and responsibilities of the Regional Council including monitoring the implementation of the strategic plan, and communicating progress and challenges to the local WDBs and elected officials.		Workforce Development Board (WDB) Chairpersons & Executive Directors (EDs)		
Appoint three members of each Area's workforce development board to represent their Area.		WDB Chairs and EDs		
Establish quarterly Regional Council meeting schedule, alternating in-person and virtual meetings.		Regional Council		

Four Year Regional Plan

With Local Area Plan Addendum for Ohio Workforce Areas 14, 15 & 16

Action	Completion Timeframe	Responsible	Resources Needed	Measure of Progress
Strategy 1.2: Launch a Regional Consortium of workforce system partners and service providers to disseminate best practices, leverage opportunities across the region, and ensure no duplication of services.				
Identify current partners' and providers' point of contact and their current meeting schedules.		OhioMeansJobs Center Managers/County Lead Workforce Administrator		
Create a "Green Book" identifying regional services available to business and job seekers. Maintain online up-to-date		EDs		
Regional Consortium will establish informal governance structure, then set agenda for regular monthly, virtual meetings. Agenda for regular meetings will include, but is not limited to: <ul style="list-style-type: none"> Reviewing referral processes Sharing resources Developing a system for process improvements 		Regional Consortium		
Establish Regional Consortium meeting taking into consideration current collaborative meetings already established.		Regional Consortium		
Strategy 1.3: Implement job readiness and soft skills training by increasing alignment of education and training programs, to meet employers' needs.				
Identify niche programs at K-12 school districts through online surveys, reviewing district performance reports, and one-on-one communications. Develop targeted programs with local school districts.		OhioMeansJobs Center Staff Work Team, assigned by EDs and Regional Consortium		
Partner with Opportunities for Ohioans with Disabilities (OOD) to provide the most effective and efficient services to shared customers.		OhioMeansJobs Center Staff and OOD		

Four Year Regional Plan

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Action	Completion Timeframe	Responsible	Resources Needed	Measure of Progress
Coordinate with local career and technical centers on use of OhioMeansJobs.com for career exploration, job search, and information on local training and education providers.		OhioMeansJobs Center Staff and local CTC reps		
Engage local educational service centers to help develop career readiness collaboratives across the districts.		OhioMeansJobs Center Staff and ESC reps		
Develop and issue RFPs for Youth and Adult soft skill/employability training		EDs WDBs and COGs		
Strategy 1.4: Develop tools to facilitate collaboration and referrals across the workforce system.				
Create an asset map of regional services and resources that is digitally accessible to partners. (See Green Book 2.1)		OhioMeansJobs Center Staff Work Team, assigned by EDs and Regional Consortium		
Create and implement a uniform referral process.		OhioMeansJobs Work Team		
Establish OhioMeansJobs.com as the common registration site and single point of entry across all partners and programs.		OhioMeansJobs Work Team		

Four Year Regional Plan

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Southeast Ohio

Workforce Development Region

Goal 2: Provide consistent, accurate, and timely external and internal communication, using a unified and common language.

Action	Completion Timeframe	Responsible	Resources Needed	Measure of Progress
Strategy 2.1: Adopt a regional workforce system “brand” by embracing and building on the national “The American Job Centers” initiative.				
Utilize the “The American Job Centers” as regional brand in all communications.		Local WDB members (leveraging those with Marketing experience) and OhioMeansJobs Center Managers		
Create a Southeast Ohio Regional website as a virtual “single point of entry” for all initiatives in the region.		Local WDBs with assistance from outside resources		
Strategy 2.2: Launch a regional outreach and marketing campaign to communicate business and jobseeker services effectively and accurately.				
Develop business and job seeker outreach plans.		WDB to appoint Communications Committee from OhioMeansJobs Staff, Board, and/or Partners		
Create/design/utilize social media (e.g. Facebook, Snapchat, LinkedIn, and Twitter) in outreach plans.				
Leverage traditional media (e.g. newspaper, billboards, radio, tri-folds) in outreach plans.				
Engage local career centers and/or community colleges to develop and update regional, local area, and county websites.				

Four Year Regional Plan

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Southeast Ohio

Workforce Development Region

Action	Completion Timeframe	Responsible	Resources Needed	Measure of Progress
Strategy 2.3: Embrace and utilize modern forms of communication through technology and social media to collaborate internally.				
Develop an online forum for sharing and disseminating information, and best practices internally and with partners.		WDB to appoint Communications Committee from OhioMeansJobs Staff, Board, and/or Partners		
Engage and train all staff in effectively utilizing social media.				
Create in-house performance measures to gauge effectiveness of this work and to drive continuous improvement				

Four Year Regional Plan

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Goal 3: Create a data-informed and customer-centric workforce system that provides meaningful services.

Action	Completion Timeframe	Responsible	Resources Needed	Measure of Progress
Strategy 3.1: Identify and invest in workforce data sources to provide up-to-date information to inform decisions and provide solutions.				
Coalesce existing workforce data resources from economic development, regional development agencies, unions, chambers of commerce, post-secondary education, and OMJ resources.		OhioMeansJobs Center Staff Work Team – assigned by EDs and Regional Consortium		
Explore the possibility of acquiring propriety labor market information systems.				
Develop an annual online business survey to collect information on current and future workforce needs.				
Utilize data collected to make informed strategic decisions.				
Strategy 3.2: Refine and update customer satisfaction survey for OhioMeansJobs Center users to gather information that can be used to enhance services and programs offered.				
Create and implement a regional customer satisfaction survey.		OhioMeansJobs Center Staff Work Team – assigned by EDs and Regional Consortium		
Collect internal feedback from workforce professionals on service delivery.				
Utilize customer and internal feedback to make informed operational decisions which will help each WDB meet/exceed required WIOA performance measures.				

Four Year Regional Plan

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Southeast Ohio

Workforce Development Region

Goal 4: Create a proficient team of workforce professionals through staff development, training, and communication.

Action	Completion Timeframe	Responsible	Resources Needed	Measure of Progress
Strategy 4.1: Design core training programs for frontline staff and partners, including training on workforce data systems.				
Assess existing staff and partner training curriculums.		Area EDs and OhioMeansJobs Center Managers		
Develop and adopt a regional training curriculum focused on core programs and systems, which needs to include OWCMS, CFIS, Cris-E, CCMEP, Customer Service, and effective use of social media.				
Establish consistent and ongoing staff training schedule, including local onsite training provided by state staff.				
Strategy 4.2: Establish venues for sharing best practices on policy and service design, utilizing technology like online meeting spaces and/or conference calling.				
Research available venues for online or virtual meetings.		Area EDs and OhioMeansJobs Center Managers		
Schedule and utilize technology for ongoing best practice sharing.				
Utilize teaming approach for customer service/case management training.				

Four Year Regional Plan

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Southeast Ohio

Workforce Development Region

Goal 5: Anticipate and meet the demands of employers across the Southeast Ohio Region through a proactive business services team.

Action	Completion Timeframe	Responsible	Resources Needed	Measure of Progress
Strategy 5.1: Align regional and local area business services teams to provide coordinated business services including outreach for expansion and retention efforts, Rapid Response, layoff aversion, recruiting and hiring, work-based training, sector partnerships, and other related activities.				
Identify current partners and regional organizations providing business services and outreach across the region.		EDs and Business Services Staff		
Convene partners and organizations to develop a regional business outreach plan.				
Implement the coordinated business services outreach plan throughout the region.				
Engage and collaborate with economic and community development including the JobsOhio Network Partner, Appalachian Partnership for Economic Growth, to focus on business expansion, attraction, and retention.				
Pursue the creation of Business Resource Network (BRN), or similar mechanism, to support communication and outreach to local and regional employers		EDs, WDBs, and COGs		
Strategy 5.2: Build on State's business services' matrix to develop a menu of meaningful services and definitions that can be provided to local employers.				
Identify and define services and programs available to employers via the OhioMeansJobs delivery system.		EDs and Business Services Staff		
Develop and disseminate a menu of services available. (See 2.1 Green Book)				
Provide workshops and information sessions to employers on how to use the OhioMeansJobs.com system.				

Four Year Regional Plan

With Local Area Plan Addendum for Ohio Workforce Areas 14, 15 & 16

Southeast Ohio

Workforce Development Region

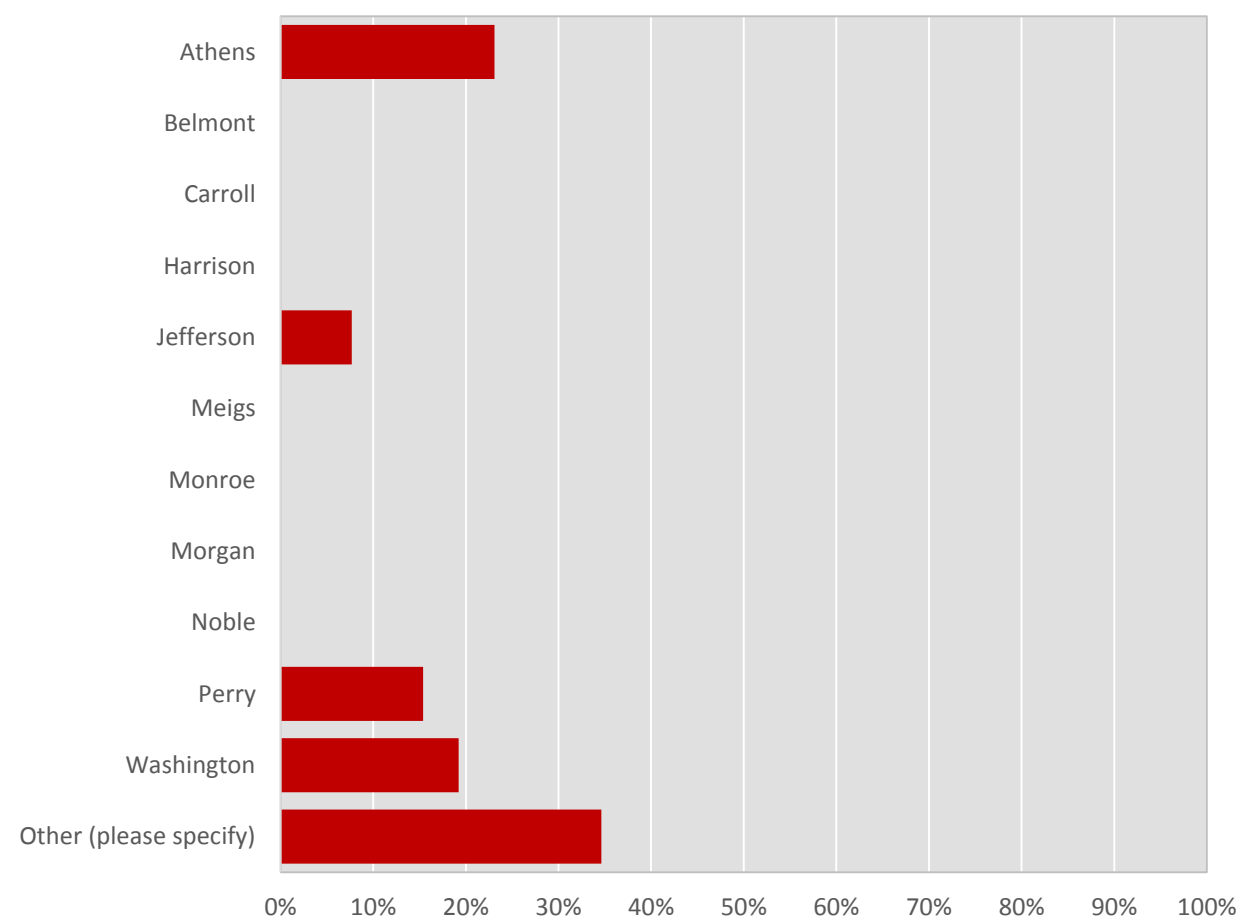
Action	Completion Timeframe	Responsible	Resources Needed	Measure of Progress
Strategy 5.3: Implement a sector strategy initiative based on regional and local labor market information, creating sector partnerships and development of career pathways.				
Conduct in-depth sector development strategy from data identified sectors and from business informed new/emerging employment/growth opportunities		EDs, WDBs, and OhioMeansJobs Center Operators		
Based on Sector Strategy results, pursue enhanced stackable credentials with regional Ohio Technical Centers (OTC), unions, and post-secondary providers		EDs and Education Partners		
Annually scan business environment for Sector Strategy continuous improvement		EDs and WDBs		

Attachment F

Survey Results

Q1 | In what county is your business primarily located?

Answered: 26 Skipped: 1



Answer Choices	Responses	
Athens	23.08%	6
Belmont	0.00%	0
Carroll	0.00%	0
Harrison	0.00%	0
Jefferson	7.69%	2
Meigs	0.00%	0
Monroe	0.00%	0
Morgan	0.00%	0
Noble	0.00%	0

Four Year Regional Plan

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Southeast Ohio

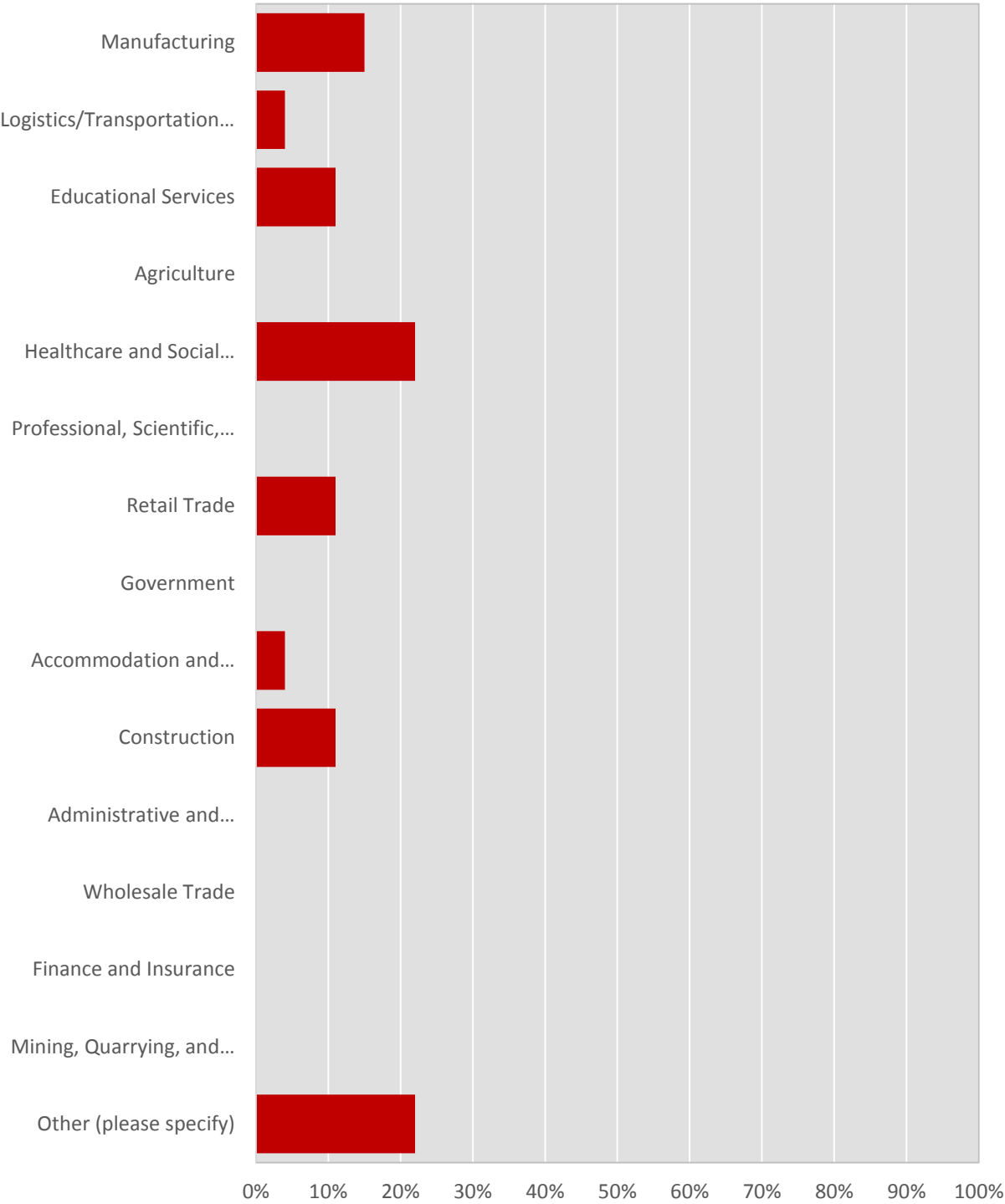
Workforce Development Region

Perry	15.38%	4
Washington	19.23%	5
Other (please specify)	34.62%	9
Total	100.00%	26

#	Other (please specify)	Date
1	Fairfield	2/1/2017 9:14 AM
2	Fairfield	2/1/2017 8:09 AM
3	MUSKINGUM	1/24/2017 11:58 AM
4	Wood County West Virginia	1/24/2017 11:18 AM
5	Hocking, Athens, Perry	1/19/2017 4:52 PM
6	Gallia	1/19/2017 3:25 PM
7	Hocking	1/17/2017 4:05 PM
8	Jackson and Vinton County	1/17/2017 4:04 PM
9	Washington and Morgan	1/17/2017 3:56 PM

Q2 | Which sector best represents your business?

Answered: 27 Skipped: 0



Four Year Regional Plan

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Southeast Ohio

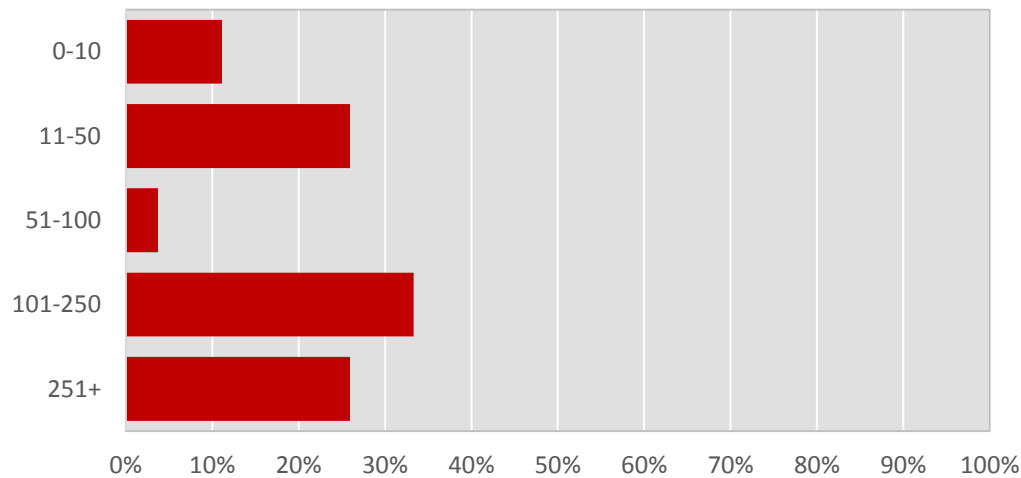
Workforce Development Region

Answer Choices	Responses	
Manufacturing	14.81%	4
Logistics/Transportation and Warehousing	3.70%	1
Educational Services	11.11%	3
Agriculture	0.00%	0
Healthcare and Social Assistance	22.22%	6
Professional, Scientific, and Technical Services	0.00%	0
Retail Trade	11.11%	3
Government	0.00%	0
Accommodation and Food Services	3.70%	1
Construction	11.11%	3
Administrative and Support and Waste Management and Remediation Services	0.00%	0
Wholesale Trade	0.00%	0
Finance and Insurance	0.00%	0
Mining, Quarrying, and Oil and Gas Extraction	0.00%	0
Other (please specify)	22.22%	6
Total	100.00%	27

#	Other (please specify)	Date
1	Staffing	2/1/2017 9:14 AM
2	Convenience Stores	1/31/2017 5:02 PM
3	Hydro blasting	1/31/2017 4:20 PM
4	JOB PLACEMENT /TEMPORARY	1/24/2017 11:58 AM
5	Non-profit to assist low-income families	1/18/2017 10:08 AM
6	Construction and Manufacturing	1/17/2017 3:56 PM

Q3 | How many employees (part-time and full-time) does your company currently employ?

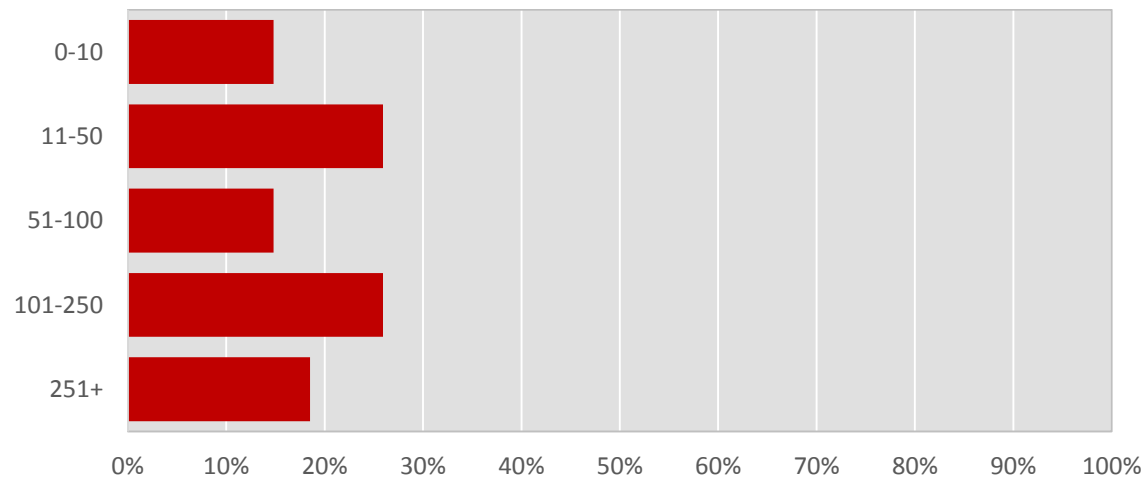
Answered: 27 Skipped: 0



Answer Choices	Responses	
0-10	11.11%	3
11-50	25.93%	7
51-100	3.70%	1
101-250	33.33%	9
251+	25.93%	7
Total	100.00%	27

Q4 | How many of your total employees are full-time?

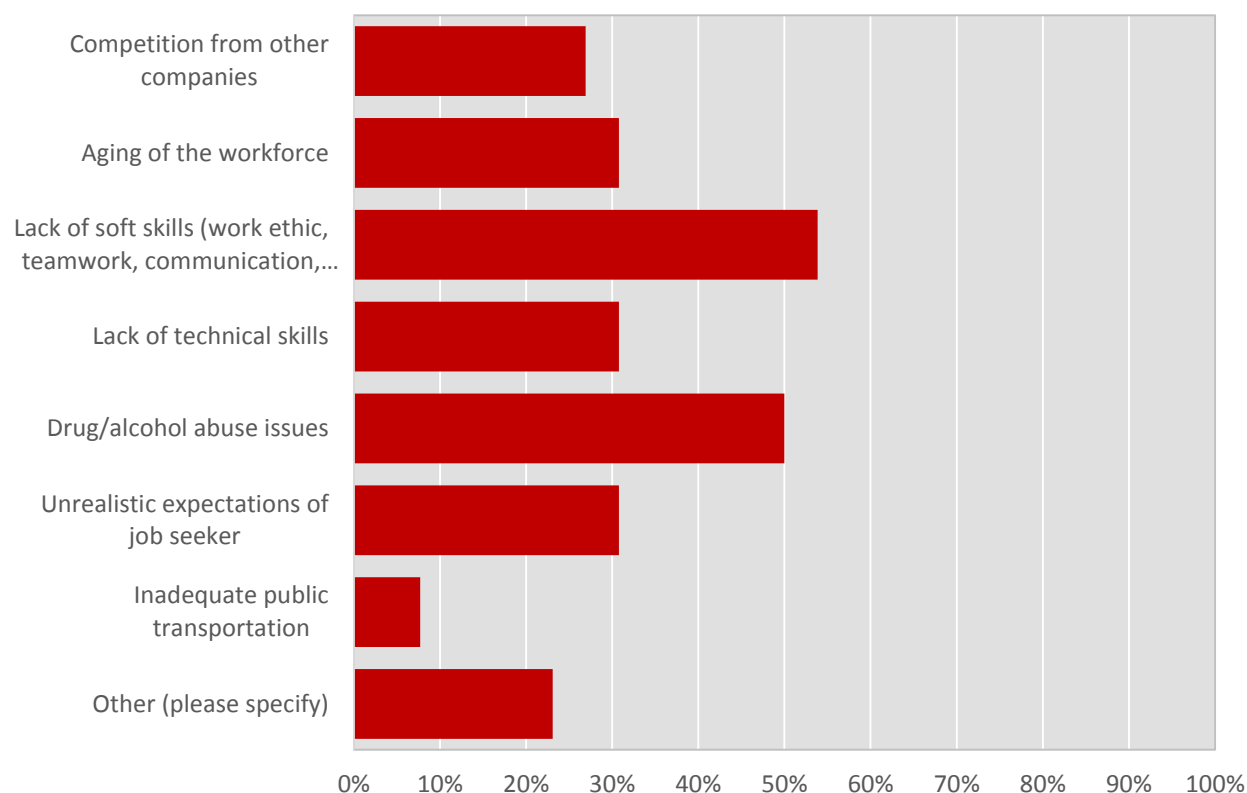
Answered: 27 Skipped: 0



Answer Choices	Responses	
0-10	14.81%	4
11-50	25.93%	7
51-100	14.81%	4
101-250	25.93%	7
251+	18.52%	5
Total	100.00%	27

Q5 | What are your greatest concerns with the talent pool or workforce? (check all that apply)

Answered: 26 Skipped: 1



Answer Choices	Responses	
Competition from other companies	26.92%	7
Aging of the workforce	30.77%	8
Lack of soft skills (work ethic, teamwork, communication, etc.)	53.85%	14
Lack of technical skills	30.77%	8
Drug/alcohol abuse issues	50.00%	13
Unrealistic expectations of job seeker	30.77%	8
Inadequate public transportation	7.69%	2
Other (please specify)	23.08%	6
Total Respondents: 26		

Four Year Regional Plan

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Southeast Ohio

Workforce Development Region

#	Other (please specify)	Date
1	laziness lack of desire to work	2/1/2017 9:14 AM
2	Part Time vs. Full Time availability for hourly	1/26/2017 2:03 PM
3	Attendance/trustworthy/loyal	1/26/2017 1:22 PM
4	Not enough experience	1/24/2017 11:18 AM
5	Diversity	1/17/2017 10:00 PM
6	The education received is not in-depth enough. Educators need to provide more depth of knowledge.	1/17/2017 3:56 PM

Q6 | What are the talent needs you anticipate in the next five years?

Answered: 23 Skipped: 4

#	Responses	Date
1	reliability and work ethic	2/1/2017 12:16 PM
2	skills,	2/1/2017 9:14 AM
3	Skilled trades	2/1/2017 8:09 AM
4	good work ethic	1/31/2017 7:12 PM
5	Store level employees (customer service skills) Management (Store leadership and multitasking)	1/31/2017 5:02 PM
6	Manual Labor	1/31/2017 4:20 PM
7	Skilled labor, cdl drivers	1/31/2017 4:17 PM
8	School (K-12) Food Service Directors Hourly cafeteria workers	1/26/2017 2:03 PM
9	Home Health Care professionals	1/26/2017 1:22 PM
10	Licensed Counselor and social workers LPN and RN IT	1/24/2017 2:55 PM
11	UNSURE	1/24/2017 11:58 AM
12	Multi-craft maintenance technicians, and candidates with a high pressure boiler operator certification.	1/23/2017 11:34 AM
13	We will be seeing 2-3 office personnel in the next 5 years. They will need experience in office practices, accounts receivable and payable, and database management.	1/22/2017 2:56 AM
14	Licensed Social Workers	1/19/2017 4:52 PM
15	Mechanical, electrical, instrumentation, upgrade skills of existing workforce	1/19/2017 4:14 PM
16	Able bodied people to work 8 hours per day without using a cell phone every 15 mins. Show up every day.	1/19/2017 12:42 PM
17	Employees with the skills needed to work in the jobs that are available in the Mid-Ohio Valley. Employers are not doing a good job in getting the word out about the career fields available and the skills needed to fill these jobs.	1/18/2017 10:10 AM
18	Grant writing and lobbying.	1/18/2017 10:08 AM
19	We anticipate needing more part time workers who are flexible and have good work ethic.	1/18/2017 9:47 AM
20	We are a large organization. Our needs are extremely diversified in terms of job category, education, skills, etc...	1/17/2017 10:00 PM
21	Machinist, Industrial Maintenance, Press/Machine Setup	1/17/2017 4:05 PM
22	Each of our companies continue to grow at a steady pace.	1/17/2017 3:56 PM
23	ability to show up for work, communication skills, follow basic instructions, ability to work by themselves once trained, quality conscience	1/17/2017 3:55 PM

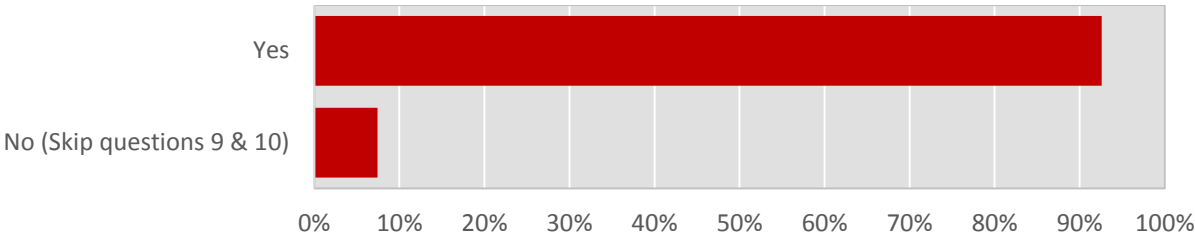
Q7 | What technical skills, degrees, or certifications etc., will be needed to fill your future job openings, and future job openings throughout the region?

Answered: 25 Skipped: 2

#	Responses	Date
1	Welding and electrical skills	2/1/2017 12:16 PM
2	High School,	2/1/2017 9:14 AM
3	Machining	2/1/2017 8:09 AM
4	n/a	1/31/2017 7:12 PM
5	Manual Labor	1/31/2017 4:20 PM
6	CDL B, Heavy equipment operation, electricians	1/31/2017 4:17 PM
7	Associates and Bachelor's Degree	1/26/2017 2:03 PM
8	STNA, LPN, RN	1/26/2017 1:22 PM
9	Counseling Nursing IT	1/24/2017 2:55 PM
10	USE OF COMPUTERS/TECHNOLOGY DIPLOMAS ,	1/24/2017 11:58 AM
11	Class A CDL with 2+ years of OTR experience	1/24/2017 11:18 AM
12	High Pressure Boiler Operator certification. Skilled maintenance crafts. Entry level Engineers (either Mechanical, Electrical or Chemical).	1/23/2017 11:34 AM
13	office administration public policy education information technology	1/22/2017 2:56 AM
14	See above	1/19/2017 4:52 PM
15	Upgrade existing skills throughout site when internal transfers occur. If new hires - must have some industrial experience. Certs that indicate areas of experience or training is considered in the hiring process.	1/19/2017 4:14 PM
16	Driver's License High School Diploma or GED	1/19/2017 3:25 PM
17	n/a	1/19/2017 12:42 PM
18	Soft skills	1/18/2017 11:59 AM
19	At this time we see a shortage in the building trades fields, carpentry, plumbing, masonry, etc. HVAC certifications is in high demand by employers.	1/18/2017 10:10 AM
20	Work Ethic, Strong Work Life Balance, Adequate transportation	1/18/2017 9:47 AM
21	This is greatly varied. Entry level positions will require technical skills (Microsoft Office Suite) and also experience/certifications in the trades (HVAC, electric, plumbing). For most positions, an associate's degree is highly preferred.	1/17/2017 10:00 PM
22	Precision Machining Certificate; Industrial Maintenance Certification; Mechanically Inclined in General	1/17/2017 4:05 PM
23	CPR, AED and First Aid Certification High School Diploma or GED STNA, CNA or 1 year experience in the healthcare setting	1/17/2017 4:04 PM
24	Technical skills, manufacturing labor, fabrication, engineering, masonry, all types of construction.	1/17/2017 3:56 PM
25	math, electrical, computers	1/17/2017 3:55 PM

Q8 | Are you familiar with the OhioMeansJobs Center in your county?

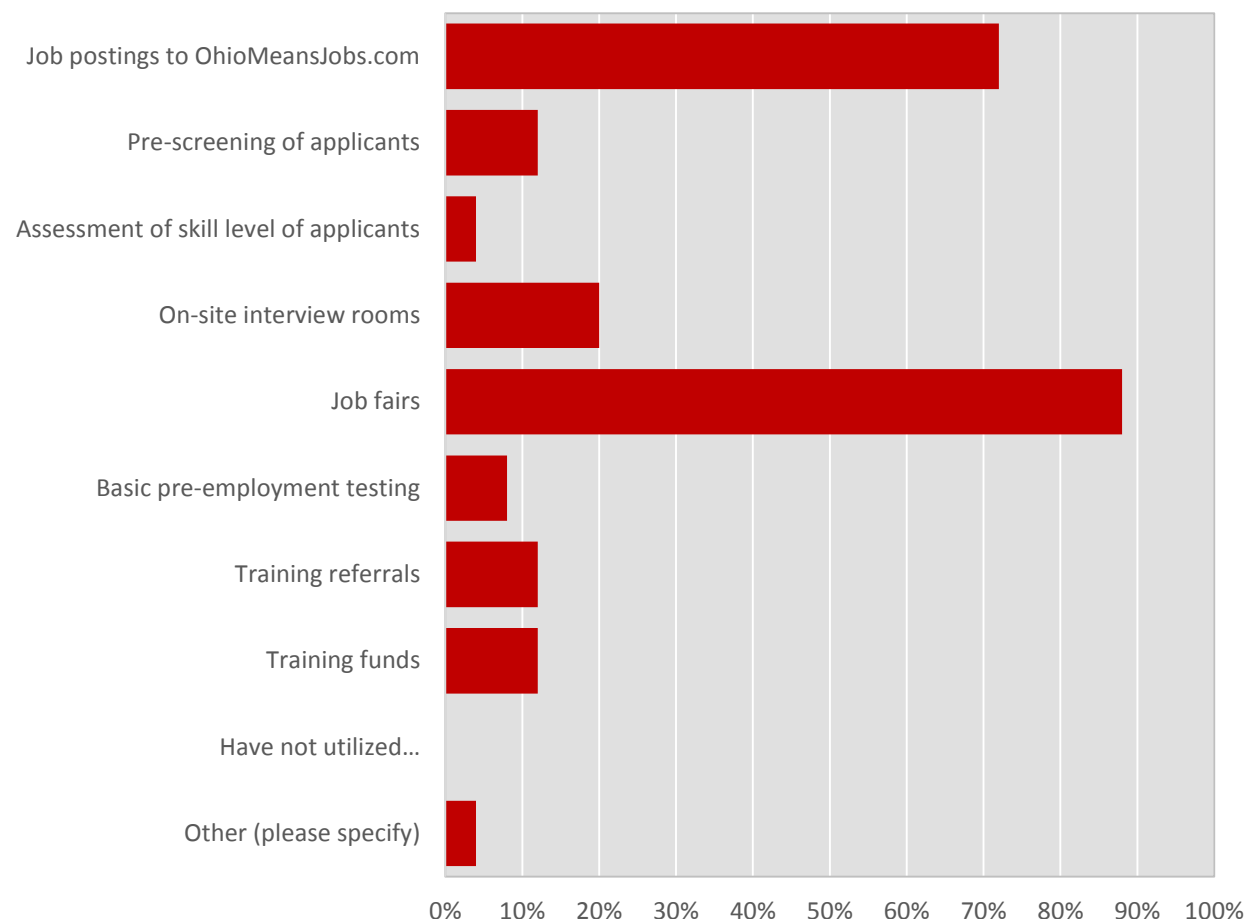
Answered: 27 Skipped: 0



Answer Choices	Responses	
Yes	92.59%	25
No	7.41%	2
Total	100.00%	27

Q9 | Have you utilized any of the following services offered to businesses by your county's OhioMeansJobs Center? (Check all that apply)

Answered: 25 Skipped: 2



Answer Choices	Responses	
Job postings to OhioMeansJobs.com	72.00%	18
Pre-screening of applicants	12.00%	3
Assessment of skill level of applicants	4.00%	1
On-site interview rooms	20.00%	5
Job fairs	88.00%	22
Basic pre-employment testing	8.00%	2
Training referrals	12.00%	3
Training funds	12.00%	3
Have not utilized any services at the OhioMeansJobs Center (Skip question 10)	0.00%	0

Four Year Regional Plan

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Southeast Ohio

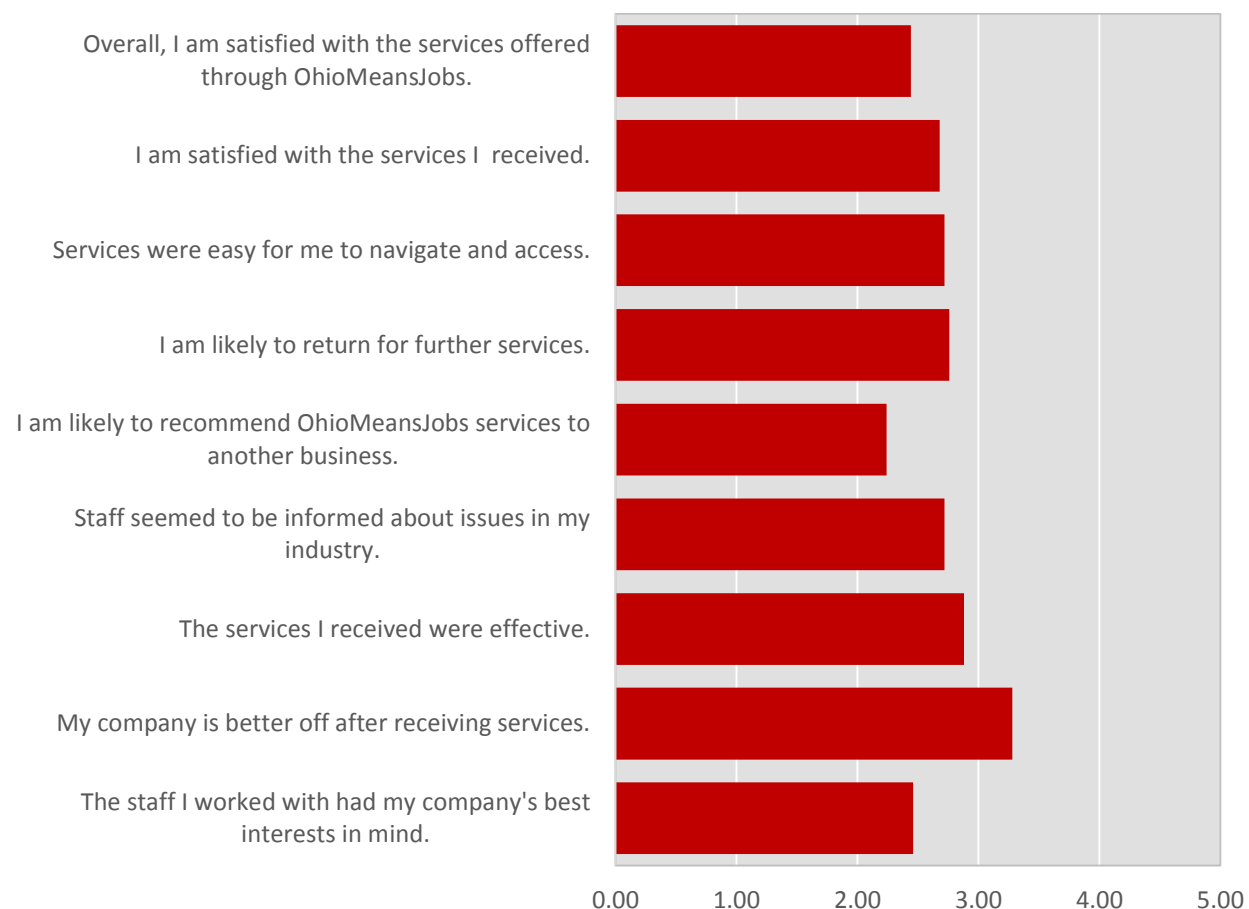
Workforce Development Region

Other (please specify)	4.00%	1
Total Respondents: 25		

#	Other (please specify)	Date
1	Didn't know assessments or pre-screening of applicants was available at OMJ sites. Training funds??? I guess the answer is that we have not used many of the services.	1/19/2017 4:14 PM

Q10 | Please rate the degree to which you agree with the following statements.

Answered: 25 Skipped: 2



	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	Not Applicable/Didn't Receive Services	Total	Average Weight
Overall, I am satisfied with the services offered through OhioMeansJobs.	12.00% 3	68.00% 17	4.00% 1	0.00% 0	12.00% 3	4.00% 1	25	2.44
I am satisfied with the services I received.	8.00% 2	68.00% 17	4.00% 1	0.00% 0	8.00% 2	12.00% 3	25	2.68
Services were easy for me to	12.00% 3	56.00% 14	12.00% 3	0.00% 0	8.00% 2	12.00% 3	25	2.72

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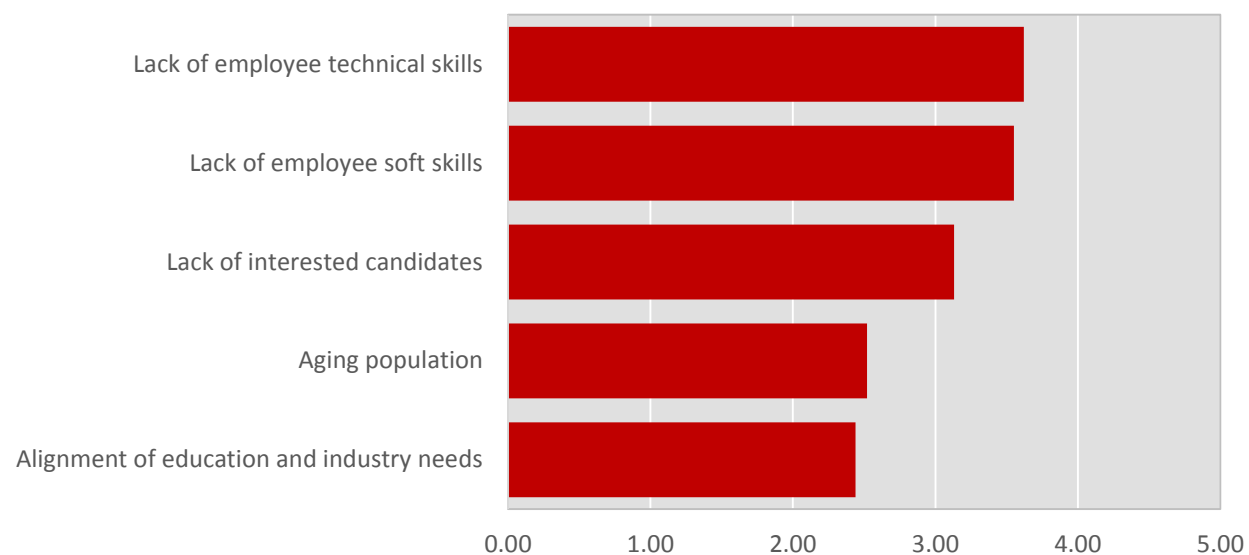
Southeast Ohio

Workforce Development Region

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	Not Applicable/Didn't Receive Services	Total	Average Weight
navigate and access.								
I am likely to return for further services.	20.00% 5	52.00% 13	0.00% 0	0.00% 0	16.00% 4	12.00% 3	25	2.76
I am likely to recommend OhioMeansJobs services to another business.	20.00% 5	64.00% 16	4.00% 1	0.00% 0	8.00% 2	4.00% 1	25	2.24
Staff seemed to be informed about issues in my industry.	16.00% 4	48.00% 12	12.00% 3	0.00% 0	20.00% 5	4.00% 1	25	2.72
The services I received were effective.	12.00% 3	52.00% 13	12.00% 3	0.00% 0	8.00% 2	16.00% 4	25	2.88
My company is better off after receiving services.	8.00% 2	44.00% 11	12.00% 3	0.00% 0	20.00% 5	16.00% 4	25	3.28
The staff I worked with had my company's best interests in mind.	20.83% 5	54.17% 13	8.33% 2	0.00% 0	8.33% 2	8.33% 2	24	2.46

Q11 | Please rank your greatest concerns related to the workforce in your county that the OhioMeansJobs Center could help address.

Answered: 27 Skipped: 0



	1	2	3	4	5	Total	Score
Lack of employee technical skills	38.10% 8	4.76% 1	42.86% 9	9.52% 2	4.76% 1	21	3.62
Lack of employee soft skills	31.82% 7	27.27% 6	9.09% 2	27.27% 6	4.55% 1	22	3.55
Lack of interested candidates	16.67% 4	29.17% 7	25.00% 6	8.33% 2	20.83% 5	24	3.13
Aging population	17.39% 4	8.70% 2	17.39% 4	21.74% 5	34.78% 8	23	2.52
Alignment of education and industry needs	4.00% 1	28.00% 7	8.00% 2	28.00% 7	32.00% 8	25	2.44

Q12 | What are the 1-3 critical areas that your Workforce Development Board should focus on moving forward?

Answered: 18 Skipped: 9

Answer Choices	Responses	
Area of Focus #1	100.00%	18
Area of Focus #2	77.78%	14
Area of Focus #3	61.11%	11

#	Area of Focus #1	Date
1	Candidate interest in working	2/1/2017 9:14 AM
2	work ethic	1/31/2017 7:12 PM
3	Development of basic customer service skills	1/31/2017 5:02 PM
4	Soft Skills	1/31/2017 4:20 PM
5	Educated Candidates seeking Mgt. Jobs	1/26/2017 2:03 PM
6	Recruitment and retention	1/24/2017 2:55 PM
7	OBTAINING QUALIFIED CANDIDATES FOR EMPLOYMENT	1/24/2017 11:58 AM
8	Making sure driver has 2+ years' experience	1/24/2017 11:20 AM
9	retaining workforce in the county	1/22/2017 2:56 AM
10	Increasing Communication & Coordination among partners	1/19/2017 4:52 PM
11	More awareness of OMJ services available to industry	1/19/2017 4:14 PM
12	Having financial skills taught in school.	1/18/2017 11:59 AM
13	Working with service providers that are in place to train the skills needed for the jobs in each area	1/18/2017 10:10 AM
14	Work Ethic	1/18/2017 9:47 AM
15	Better promotion of services offered.	1/17/2017 10:00 PM
16	Work Ethic, Attendance, Expectations, etc...	1/17/2017 4:05 PM
17	Build a Board of knowledgeable members who understand what needs accomplished	1/17/2017 3:56 PM
18	getting people to go to work and off assistance	1/17/2017 3:55 PM
#	Area of Focus #2	Date
1	dedication to the employer	2/1/2017 9:14 AM
2	availability	1/31/2017 7:12 PM
3	Basic math skills	1/31/2017 5:02 PM
4	EDUCATING THEM ON THE JOB AT HAND AND SAFETY PERCAUTIONS	1/24/2017 11:58 AM
5	Getting interested candidates	1/24/2017 11:20 AM
6	job training	1/22/2017 2:56 AM
7	Marketing & Branding	1/19/2017 4:52 PM
8	Focus on matching available candidates to employer needs and not placement alone- this may already be happening	1/19/2017 4:14 PM
9	A class on manners and problem solving (common sense) would help.	1/18/2017 11:59 AM
10	Working with business to have pay match the technical skills required for employment.	1/18/2017 10:10 AM
11	Flexibility	1/18/2017 9:47 AM
12	Practical Life Skills/Common Sense	1/17/2017 4:05 PM

Four Year Regional Plan

With Local Area Plan Addendum for Ohio Workforce Areas 14, 15 & 16

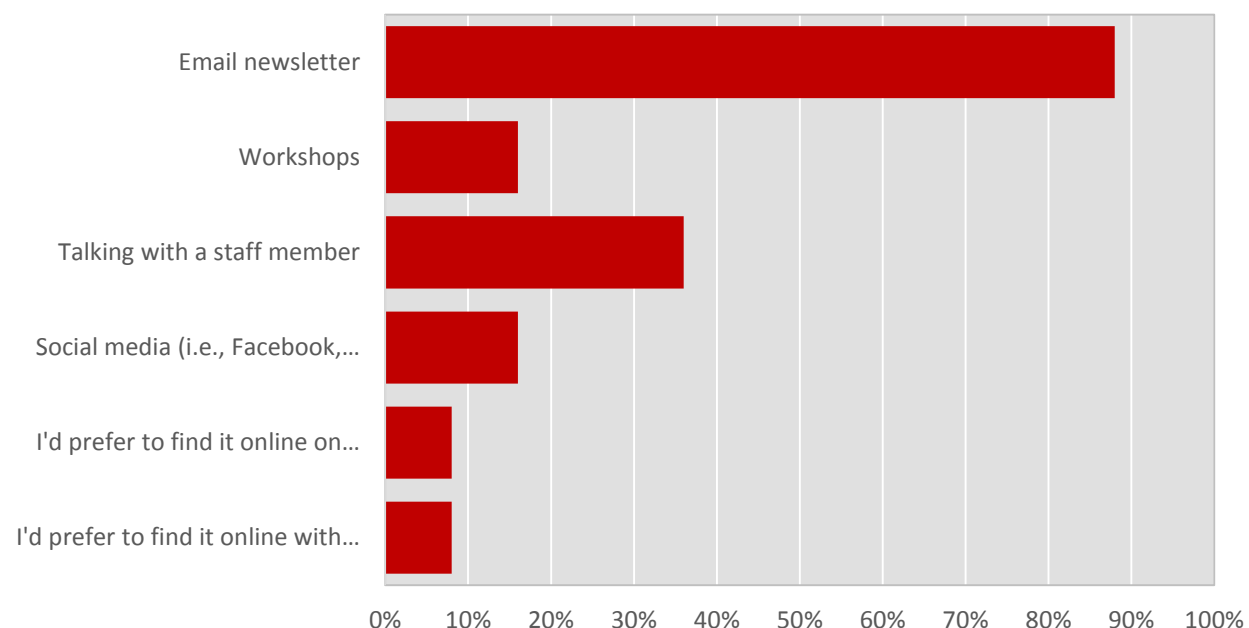
Southeast Ohio

Workforce Development Region

13	Build a Board of knowledgeable members who understand what needs accomplished	1/17/2017 3:56 PM
14	if training is provided they should be mandated to take work offered	1/17/2017 3:55 PM
#	Area of Focus #3	Date
1	forget about the me me me	2/1/2017 9:14 AM
2	optimistic	1/31/2017 7:12 PM
3	How to prepare for interviews	1/31/2017 5:02 PM
4	Helping with the transition between no job and working again	1/24/2017 11:20 AM
5	transportation	1/22/2017 2:56 AM
6	Need a strong relationship between OMJ and training facilities to build capabilities of those without skills	1/19/2017 4:14 PM
7	OMJ offices improving the customer experience and not making it so difficult that some may give up. And work on the inconsistency from county to county with the OMJ offices. Each operates very differently.	1/18/2017 10:10 AM
8	Work Life Balance	1/18/2017 9:47 AM
9	How To Conduct Themselves In An Interview	1/17/2017 4:05 PM
10	Build a Board of knowledgeable members who understand what needs accomplished	1/17/2017 3:56 PM
11	help maintain worker satisfaction	1/17/2017 3:55 PM

Q13 | How do you prefer to receive information about services available to local businesses from your local OhioMeansJobs Center? (Check all that apply)

Answered: 25 Skipped: 2



Answer Choices		Responses	
Email newsletter		88.00%	22
Workshops		16.00%	4
Talking with a staff member		36.00%	9
Social media (i.e., Facebook, Twitter, YouTube, etc.)		16.00%	4
I'd prefer to find it online on my own		8.00%	2
I'd prefer to find it online with assistance		8.00%	2
Total Respondents: 25			

#	Other (please specify)	Date
1	website	1/22/2017 2:56 AM
2	On # 11 - not sure how OMJ can address an aging workforce.	1/19/2017 4:14 PM

Industry Sector Strategy Report

South Eastern Ohio Workforce Region

June 2018

The **scope-of-work and purpose** of for this study included:

1. Surveying local economic development and post-secondary education leaders to identify and focus on the emerging sectors in the region which would be seeking labor for high demand, high wage employment,
2. Conducting a Meta Study of all the other studies, reports and data conducted over the past five (5) years in the region. Acquiring studies of all recent and existing economic development, workforce, demographic and/or other reports/studies/documents to consolidate/summarize into a Meta Study, allowing us to “look around the corner” for economic development and workforce needs in the region, and
3. Surveying companies in the 3-4 identified Sectors (from Survey 1) to ascertain their specific workforce, training, and education needs.

The survey identified the top three (3) sectors in the SE Ohio Region, aligned with JobsOhio definitions as of May 2018, and include:

- Advanced Manufacturing (Plastics)
- Healthcare
- Shale Energy (Oil and Gas and Chemicals)

Survey 1: Sector Identification Results/Findings:

- Of the 62 surveys sent out to regional economic development and post-secondary leaders, there was a 38% response rate equally covering all three (3) WDAs (14, 15 and 16).
- Survey results included:

Top four (4) sectors to pursue developing specific Sector Strategies (+40% response rate) were:

1. Plastics/Polymers (52.9% response for all surveys)
 2. Healthcare (52.9% response for all surveys)
 3. Oil and Gas Processing (47.6% response for all surveys)
 4. Chemical manufacturing (41.18% response for all surveys)
- Plastics/Polymers are included in Advanced Manufacturing, and Oli and Gas Processing and Chemical Manufacturing are included in Shale Energy, as per JobsOhio May 2108 definitions.

100% of respondents indicated a regional need for Employability Skills Training.

- 87.5% of respondents indicated a need for Certification and/or Licensure Skills Training.
- 37.5% of respondents indicated a need for 2-year Associate Degrees
- 18.75% for BA or BS Degrees, and
- 6.25% for Master's Degree or higher.

Meta Study Summary Findings:

- Meta-Study of 11 existing recent (less than five (5) years old) economic development plans identified regional job growth from, 40,000 to 80,000 – 101,000 new jobs over the next 10 years.
- Need to expand collaboration and partnerships to enhance career exploration, awareness of the true workforce needs in the region, and educational pathways available for current and future workers.
- The South Eastern Ohio Workforce region has a higher than average unemployment rate versus the state and the poverty level is 3% higher than the state level.
- Industry 4.0 (jobs are the future of manufacturing jobs and will be in demand including It solutions architects, robot coordinators, Sales and Marketing agents, digitally assisted field service engineers and industrial data scientists. Industry 4.0 jobs include new skills required for cyber-physical systems, Smart Factories and the Industrial Internet of Things (IIoT).

- Occupations in the region that are in current demand include transportation, logistics, customer service, retail, registered nurses, restaurant workers, and sales workers, manufacturing, government, and services, with engineers in mechanical and electrical field being the hardest to find.
- Rural infrastructure in the region directly relates to the workforce system with lack of transportation, cell service, internet and computers.
- Lack of funding for workforce projects is a threat in this region.
- Common hiring difficulties include lack of local talent, lack of employability and soft skills, ability to pass a drug and background check,
- Common skills that employers seek out in a candidate include project planning, developmental skills, troubleshooting, technical assistance, self-starter, creativity, performance analysis, team building, mentoring, communications, decision making, and planning.
- Development of Appalachian region shale gas Cracker/Marcellus (up to 5 cracker plants are needed in the region) to create more jobs. The Appalachia Region is an ideal location for a second major petrochemical manufacturing hub in the United States. This could cause a great expansion to the region with a capital investment of \$3.5 billion could result in a direct output of \$28.4 billion, employment: 100,181 jobs, Payroll: \$6.2 billion, and federal, state, and local revenue: \$2.9 billion. Production of this area is expected to double within the next 35 years.
- Natural gas extraction from the Shale Crescent (Ohio, West Virginia and Pennsylvania) creating ethylene provides the greatest tangible opportunity for businesses retention, attraction, and expansion. Target industries include oil and gas extraction, chemical manufacturing, and rubber manufacturing. Issues with natural gas development, infrastructure, money, government policies that are development from occurring.
- Employers should invest and sponsor “hands on” job training/apprenticeship to train new employees.
- The need for more employers to pay a living wage of \$15.00 an hour or more and offer benefits to their employees.
- Need to guide potential employees to use the many employment resources available to obtain high school diplomas, GEDs, key life skills, and training for their career interests.
- Collaboration with employers and education systems need to be utilized with a focus on future skill demand for children in k-12 who will be working in a job that does not exist today and real time job data

Survey 2: Sector Businesses Results/Findings:

- Of the 35 surveys sent out to sector identified businesses, there was a 74% response rate equally covering all three (3) WDAs (14, 15 and 16).
- The 74% represents: 26% response rate from the company contact responses; 48% response rate from RFG Associates Inc. staff conducting individual company research on the company’s own web sites. 26% of businesses refused to participate in the survey.
- 100% of economic development and post-secondary education leaders identified employability skills as a critical need. (91% of businesses agreed)
- 87% of economic development and post-secondary education leaders identified a great need for certification and licensure training (over degrees). (83% of business agreed)
- Within the Top four (4) target sectors, as identified by Survey 1 the most critical jobs skills/education needs by employers are:
 1. 91.30% Employability Skills
 2. 82.61% Industry Recognized Certification
 3. 43.48% High School Diploma
- Most needed Employability Skills are:
 1. 86.36% Communications
 2. 50.00% Responsibility
 3. 50.00% Self-Management
 4. 50.00% Problem Solving Skills
 5. 45.45% Decision Making Skills
 6. 40.91% Reliability
- **Specific Industry Recognized Credential or Licensure most needed include:**
Plastics/Polymer

Four Year Regional Plan

With Local Area Plan Addendum for Ohio Workforce Areas 14, 15 & 16

Southeast Ohio

Workforce Development Region

- Welding
- Electrical Tech
- Mechanical Tech
- Industrial Maintenance Certification
- Chemical Manufacturing:
 - Electrical Tech
 - Mechanical Tech
 - Systems, Applications, and Product (SAP) Certification
 - Industrial Maintenance Certification
 - Programmable Logic Controller (PLC) Certification
 - Computer Numeric Control (CNC) Certification
 - Fuji Automatic Numerical Control (FANUC) Robotic Certification
- Healthcare:
 - State Tested Nursing Assistant (STNA)
 - Medical Assistant Certification
 - License Practical Nurse (LPN)
 - Nursing (RN Licensure/Diploma program)
 - Pharmacy Technician Certification
 - Physical Therapy Certification
- Oil and Gas Processing:
 - National Association of Corrosion Engineers (NACE)
 - Commercial Driver's License (CDL)
 - Gas Chromatography Certificate
 - Electro-Mechanical Certificate
 - Forklift Certification

· 2 Year Associates Degree disciplines most needed include:

- Healthcare
 - Nursing (RN)
- Oil and Gas Processing
 - Associates of Science
 - Maintenance Engineering
 - Electrical Engineering
- Chemical Manufacturing
 - Electrical Engineering
 - Chemical Operator

· Bachelor's Degree most needed include:

- Healthcare
 - Nursing (BRN)
- Oil and Gas Processing
 - Mechanical Engineering
 - Electrical Engineering
 - Instrumental Engineering
 - Maintenance Engineering
- Chemical Manufacturing
 - Manufacturing Engineering

Sectors Strategies

Utilizing the information obtained in Survey 1 (Identifying Emerging High-Wage, High-Demand Sectors), Survey 2 (Sector Businesses), the Meta Study, and additional independent research conducted by RFG Associates Inc. staff, detailed Sector Strategies were developed.

Research concluded that successful Sectors initiatives have the following three (3) common characteristics:

1. **The effort must be Industry led** (with an Industry champion in each sector). Survey 2 found that 71% of respondents expressed an interest in participating in a Sector based Council or Roundtable. The specific breakdown was 29% willing to participate, 57% interested in getting more information, and 14% offering to provide leadership in such an effort.

2. There must be a **meaningful starting point strategy** for each sector, which will evolve as the industry takes ownership of their strategy and refines workforce needs, and
3. The plan should result in **coordination of workforce, education, and economic development services around the industry driven needs.**

The four (4) identified Sectors presented in this report were redefined to align with JobsOhio recent developed statewide sector definitions. The three (3) resulting “starting point” Sector Strategies cover:

- Advanced Manufacturing (Plastic/polymer products)
- Healthcare, and
- Shale Energy (Chemicals and Oil and Gas processing)

Summary Conclusions

In conclusion, taking the research, surveys, and Meta Studies from Industry leaders, strategies for each sector were created. Overall opportunities include:

1. Develop a **regional industry led council focusing on each sector.**
2. Work cooperatively with secondary and post-secondary education and training providers to develop a consistent and meaningful **Employability Skills program.**
3. Work cooperatively with secondary and post-secondary education and training providers to develop **industry based/recognized Credential Training** for each sector.
4. Work cooperatively with post-secondary education and training providers to develop industry Sector focused 2-year Associate Degree programs.
5. **Sector companies need to collectively outreach to the community** (focus on parents of grades 6-10) to communicate that their job opportunities are high wage, high demand, and will be long-lasting.
6. **Business and industry needs to more proactively participate** with local, regional, and state partners in building an experienced workforce for each sector.

The full study, which includes the Advanced Manufacturing, Healthcare, and Shale Energy detailed Sector Strategies can be found at www.wdb16.com.

RFG Associates Inc. was commissioned to perform this study by:

Workforce Development Board 14 (Athens, Meigs, and Perry counties), Workforce Development Board 15 (Monroe, Morgan, Noble, and Washington counties) and Workforce Development Board 16 (Belmont, Carroll, Harrison and Jefferson counties.)