



# Lucas County Workforce Development Board Strategic Plan

February 21, 2017

Presented by:

**THOMAS P. MILLER & ASSOCIATES**



## ACKNOWLEDGEMENT

This strategic plan was created through a collaborative effort of the Lucas County Workforce Development Board and the Board’s staff, with valuable input from the region’s stakeholders representing community partners, education and training providers, economic development, employers, and jobseekers. The Board thanks all individuals and organizations who took time to make this plan as strong and comprehensive as it could be, and looks forward to continuing the conversation to strengthen workforce development in Lucas County. The Board would also like to thank the Board of Lucas County Commissioners (President Pete Gerken and Commissioners Carol Contrada and Tina Skeldon-Wozniak) and the Department of Planning and Development for their support and assistance with this project.

Last Name	First Name	Designation	Title	Company
Barnes	Jacqueline	Business	VP, Business Development	Renhill Staffing
Conover	David	Education & Training	Director NSCC	Northwest State Community
Cumming	Jennifer	Business	HR Rep IV	First Energy
Daher	Lee	Workforce	Representative	IKORCC Regional Council of Carpenters
Dettmer	Carl	Education & Training (ABLE)	Director, Program Development	Owens Community College
Fleetwood	David	Workforce	Business Manager	LIUNA - Local 500
Foght	Annette	Business	Director of Recruiting & Talent Management	HCR Manor Care
Jacob	Tracey	Business	Human Resources Director	EMI, Enterprises, Inc./ H.O.T Graphics
Kline	Dan	Workforce	Training Coordinator Toledo Area Sheet Metal JATC	Sheet Metal Workers Local 33
Knisley	Jeremy	Government & Economic Development	Program Delivery Manager	ODJFS
Langenderfer	Nicole	Business	Director, Talent Acquisition	Promedica
Leibig	John	Workforce	Director Workforce Development	Goodwill Industries
Luzar	Joe	Business	VP, Business Development	Mosser Construction, Inc.
Morris	Debra	Education & Training (ABLE)	Adult Basic Literacy Education(ABLE) Consortium Coordinator	Penta Career Center
Myers	Lindsay	Government & Economic	Executive Director	Oregon Economic Development Foundation
Potter	Scott	Business	Owner	Black & White Transportation
Roelfsema	Michael	Government & Economic	Vocational Rehabilitation	Opportunities for Ohioans with Disabilities
Sapara	Matt	Business	VP, Government Relations & Advocacy	Mercy Health
Schoen	Tonia	Business	HR Director, Composites Solutions Business	Owens Corning
Shook	Frances	Business	Human Resources Manager	Bollin Label System
Simon	Sandy	Workforce	YCC Career Coach	Toledo Public Schools
Smith	Kris	Business	HR Manager	Myer-Hill-Lynch
Swartz	David	Business	President	Premium Transportation Logistics
Valleroy	Kristy	Business	Regional HR Manager	Xanterra

# CONTENTS

---

Executive Summary.....	4
Section 1: Introduction .....	9
Section 2: Vision/Mission Statements & Goals.....	10
Section 3: Goals and Strategies.....	12
Section 4: Implementation .....	19
Section 5: Planning Context .....	25
Section 6: Monitoring Progress and Plan Update.....	56
Section 7: Assurances .....	57

## EXECUTIVE SUMMARY

---

The Workforce Innovation and Opportunity Act provided an opportunity for the Lucas County Workforce Development Board to take a new look at the local workforce development landscape and build a strategy to transform and strengthen the community. In September 2016, this strategic planning process was initiated to cultivate a clear mission, vision, and strategy for the Lucas County Workforce Development Board. Over the course of four months, more than 150 stakeholders representing community partners, education and training providers, economic development, businesses, and jobseekers were engaged in this process and provided input on the direction and strategic issues and opportunities for Lucas County. This strategic plan grew through a collaborative process led by the Lucas County Workforce Development Board and staff.

The Lucas County Workforce Development Board (the Board) has 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 the county. The Board's dedication to a high-quality workforce system will be realized through implementation of the strategies and actions outlined in this plan.

Lucas County is in Northwest Ohio and the county seat is Toledo. The county borders Michigan and Metro Detroit is 40 miles north of Toledo. Lucas County is distinctively positioned on Lake Erie and has the largest land-mass seaport on the Great Lakes. Additional assets of the county include two transcontinental highways, national railroads, and an international air-cargo hub. The area also hosts several institutions of higher education including the University of Toledo, Bowling Green State University, Northwest State Community College and Owens Community College among others. Important industry sectors in the area include transportation and integrated logistics, automotive manufacturing, food processing and agribusiness, advanced energy, advanced manufacturing, and bioscience. The Lucas County economy has been growing, diversifying, and evolving since the great recession and has experienced several recent and significant job announcements.

The labor statistics of Lucas County reveal a pattern that is similar to that of the State of Ohio and region as a whole. Since the economic crisis in 2009, the unemployment rate has steadily decreased in Lucas County and the number of individuals in the labor force has begun to increase since 2014. According to the most current data available (at the time of this report) from the U.S. Department of Labor, Lucas County ranks 3<sup>rd</sup> out of the top 25 Ohio counties with the largest growth in new jobs. The top five industries in the county include Health Care and Social Assistance; Government; Retail Trade; Manufacturing; and Accommodation and Food Services.

Lucas County is unique as it is the only single-county planning region in the state. The Lucas County Workforce Development Board has coordinated with community partners, economic development, education, and private sector partners to create a shared understanding of the area's workforce needs, a coordinated vision of how programs in Lucas County can be aligned to meet those needs, and agreement on the key strategies to realize this vision. That unified understanding and vision, along with the key strategies, are the backbone of this plan. The strategic planning process and resulting strategic plan is described in the following pages.

### Mission Statement:

We will deliver innovative workforce solutions to businesses and jobseekers to accelerate regional economic growth and individual prosperity.

### Vision Statement:

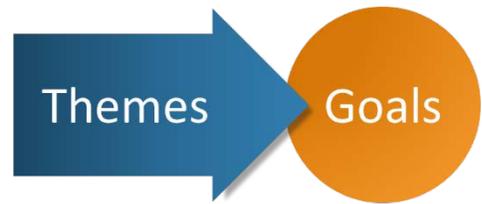
Our region will have economic prosperity through a diverse, trained, career-ready workforce that addresses the current and future needs of individuals and businesses.

## Programs



## Countywide Input

Representatives from the Lucas County Workforce Development Board as well as other stakeholders and jobseekers provided input on this plan through various engagement methods including focus groups, online surveys, and a strategic planning session. Stakeholders engaged included agency and partner leadership, business and industry representatives, community leaders, local elected officials, education partners, economic development organizations, and individual jobseekers. Several themes and focus areas emerged from the surveys and focus groups and during a strategic planning session representatives from the Lucas County Workforce Board reviewed, discussed, analyzed the focus areas. After the analysis and discussion, the group identified the following five themes. The themes were then used to develop the goals and strategies of this strategic plan.



### **Theme 1: Talent Development: Work Readiness, Training, and Career Pathways**

The Board identified the need to ensure a pipeline of work-ready individuals is prepared for the employers and their needs. The Board will collaborate with educational institutions to align students with work and learn opportunities with local employers in addition to creating career pathways developed with employer input and leadership.

### **Theme 2: Employer Engagement: Business Services, Business Solutions**

The Board identified the need to engage local employers in creating a menu of services necessary for solving local business concerns. The Board must engage employers and to understand and meet their workforce needs.

### **Theme 3: Service Delivery: Customer-Centric, Streamlined, Team-Based Service**

The Board identified the need to improve service delivery for customers through coordination with partners. To better enhance the alignment of career services across all partner programs, the Board will create an integrated model of service provision. This will be supported by a technology solution for data coordination to share information.

### **Theme 4: Communications and Outreach: Brand, Image, Message, and Unified Language**

The Board identified the need to increase awareness of the brand and develop a unified message to inform the community of available programs and services. The Board will promote itself more effectively with the community by branding itself as the resource for workforce development, and strategize marketing efforts to reach out to a targeted audience. Not only will this increase awareness, but it will also leverage opportunities to share information more systemically among jobseekers, employers, and partners.

### **Theme 5: Partnership Strategy: Convener, Facilitator, Connector**

The Board identified the need for it to be seen as the convener for Lucas County. The Board has the opportunity to establish itself as the central hub for regional workforce development activities and acting performing as such, has the potential to coordinate with partners and maximize services to the community.

## Strategic Plan

Based on the stakeholder input, the Board identified the accompanying goals and strategies to supplement the five themes and form a strategic plan that will guide the work of Lucas County's workforce system for the next four years. Lucas County's workforce system has a strong foundation for collaboration, which will provide for the execution of the strategic plan. The Board will provide oversight in managing and monitoring the progress of the plan to its completion, while subcommittees and interagency work groups will assist with carrying out the implementation activities.



## Goals and Strategies

The identified goals and strategies focus on high quality, effective, and appropriate services to businesses and jobseekers, ensuring that the structure is in place to sustain such services, and proactively spread awareness for optimal utilization. These goals and strategies are listed below.

### Goal 1: Prepare a pipeline of work-ready individuals based upon the needs of employers.

#### *Strategies:*

1. Collaborate with business and industry to promote the value and applicability of industry-recognized credentials.
2. Develop and implement a life skills program that is recognized by business and industry.
3. Work in partnership with a network of educational institutions such as K-12, career and technical education, and post-secondary education to expand best practices and provide career pathways for jobseekers.
4. Expand the adoption of the ACT National Career Readiness Certificate™ and the WorkReady Lucas County program.

### Goal 2: Provide proactive and adaptable business services and solutions through meaningful employer engagement.

#### *Strategies:*

1. Engage business to assess their workforce needs and utilize the knowledge for continuous improvement.
2. Align and coordinate business services across all partner programs and services.
3. Expand industry-driven sector strategies that are championed by business and industry to drive career pathways.

### **Goal 3: Provide holistic, customer-centric, streamlined, and team-based career services.**

#### *Strategies:*

1. Enhance the alignment of career services across all partner programs through an integrated model of service provision.
2. Adopt a technology solution for data coordination to share information.

### **Goal 4: Enhance public perception of the Lucas County workforce system by providing effective, timely, and accurate communication.**

#### *Strategies:*

1. Establish a brand for the Lucas County workforce system that presents a unified message.
2. Adopt a proven marketing and outreach strategy that targets specific audiences including the utilization of social media to disseminate information on workforce activities.
3. Leverage opportunities to share information more systematically among jobseekers, employers, and partners.

### **Goal 5: Establish the Lucas County Workforce Development Board as the central hub of workforce development activities in the region.**

#### *Strategies:*

1. Convene workforce system partners to coordinate regional workforce activities to reinforce collaboration and strengthen relationships.
2. Demonstrate the impact of the Lucas County Workforce Development Board through an objective assessment.
3. Increase the capacity of the Lucas County Workforce Development Board to provide enhanced and expanded service through funding diversification.

The Lucas County Workforce Development Board engaged in a strategic planning process in order to develop a strategic plan that could set the direction for workforce development and transform the community. The process engaged numerous stakeholders and gathered and incorporated their ideas on what is working, what could be improved, and what should be the focus going forward. Based on the input, the Board developed new mission and vision statements, identified key themes, and developed supporting goals, strategies, and action steps. The plan is written to be implemented and transform Lucas County resulting in individual prosperity and economic growth for the region.

## SECTION 1: INTRODUCTION



Lucas County, Ohio is located in northwest Ohio and borders Michigan. The county seat, Toledo, has strong ties to Metro Detroit, which is located 40 miles north. The county is located on Lake Erie with the largest land-mass seaport on the Great Lakes. In addition, Lucas County is strategically located at the crossroads of two transcontinental highways, national railroads, and an international air-cargo hub. The area also hosts several institutions of higher education including the University of Toledo, Bowling Green State University, Northwest State Community College and Owens Community College among others. The county has several important and beneficial resources.

Key sectors in Lucas County and the workforce region include transportation and integrated logistics, automotive, food processing and agribusiness, advanced energy, advanced manufacturing, and bioscience. There has been significant economic activity in recent years with recent expansion announcements by local companies. Top industries in the region include health care, higher education, manufacturing, and agriculture related organizations. The Toledo economy has been growing, diversifying, and evolving since the great recession. In support of the diversified economy, the Toledo region recently received the TechHire designation, which is a White House initiative to build a technology talent pipeline and expand regional technology sectors.

Lucas County, Local Workforce Area 9, has been designated as the Northwest Region by the Ohio Department of Job and Family Services (JFS). The workforce area is unique as it is the only single-county planning region in the state. Lucas County Workforce Development Board in partnership with the Chief Elected Officials has prepared a local workforce area strategic plan that includes a description of the policies, procedures, and local activities that will show the collaboration of WIOA core partners and other programs included in the Ohio’s Combined State Plan. The Lucas County Workforce Development Board has coordinated with OhioMeansJobs Lucas County, community partners, economic development, education, and private sector partners to create a shared understanding of the local area’s workforce needs, a coordinated vision of how the local area can be designed to meet those needs, and agreement on the key strategies to realize this vision. That unified understanding and vision, along with the key strategies, are the backbone of the plan.



The Lucas County Workforce Development Board was inclusive in its approach to developing the strategic plan. Partner engagement included surveys, focus group meetings, and a strategic planning session. More than 150 regional businesses, community partners, and jobseekers responded to the surveys. Numerous business and economic development representatives and local workforce partners, representing both private and public sector organizations, participated in the focus group discussions. Key takeaways from the surveys and focus groups centered on the following five themes.

**Theme 1: Talent Development:** Work Readiness, Training, and Career Pathways

**Theme 2: Employer Solutions:** Business Services, Business Solutions

**Theme 3: Service Delivery:** Customer-Centric, Streamlined, Team-Based Service

**Theme 4: Communications and Outreach:** Brand, Image, Message, and Unified Language

**Theme 5: Partnership Strategy:** Convener, Facilitator, Connector

The Lucas County Workforce Development Board Strategic Plan details a description of the current economic and social conditions, and outlines an implementation plan with strategies and action steps, as well as methods the Lucas County Workforce Development Board intends to use to monitor and report progress of the plan implementation.

## SECTION 2: MISSION AND VISION STATEMENT

---

A mission statement is critical for crafting the framework of goals set out by the Lucas County Workforce Development Board in addition to the vision statement, which answers the question of “what does the Lucas County Workforce Development Board hope to achieve?” Going into the strategic planning process, the Board had an existing mission and vision statement. However, as the Board reviewed and discussed information provided throughout the planning process (e.g. data analysis, partner engagement, facilitated meetings, etc.) they decided to develop new mission and vision statements. The creation of new mission and vision statements is the first step in the Lucas County Workforce Development Board becoming the center hub of all workforce activities.

### Mission Statement:

We will deliver innovative workforce solutions to businesses and jobseekers to accelerate regional economic growth and individual prosperity.

### Vision Statement:

Our region will have economic prosperity through a diverse, trained, career-ready workforce that addresses the current and future needs of individuals and businesses.

## SECTION 3: GOALS AND STRATEGIES

To implement the mission and realize the vision, the Lucas County Workforce Development Board participated in a robust strategic planning process that included a planning session with Board members and partners. This session allowed key regional stakeholders to discuss strengths, challenges, and opportunities for each of the five identified themes. By thoroughly reviewing and discussing the themes, the planning team was able to visualize how the region could capitalize and build off strengths, understand and address current and future challenges, and strategize for accelerating the workforce system through opportunities. The team identified regional strengths that included OhioMeansJobs Lucas County’s WorkReady initiatives, business service offerings, a willingness from partners to collaborate at local, regional, and state levels, and system leadership. Some of the challenges recognized were community awareness of OhioMeansJobs Lucas County services, perception of the population served by OhioMeansJobs Lucas County, numbers of qualified candidates including those with a lack of “life skills,” and communication and coordination among workforce partners. Understanding these strengths and challenges allowed the planning team to develop goals and strategies-based opportunities that included increased employer engagement, customer centric practices, and county convener for economic and workforce development.

The Lucas County Workforce Development Board crafted five strategic goals to achieve over the next four years to support their mission and vision.



**Goal 1:** Prepare a pipeline of work-ready individuals based upon the needs of employers.



**Goal 2:** Provide proactive and adaptable business services and solutions through meaningful employer engagement.



**Goal 3:** Provide holistic, customer-centric, streamlined, and team-based career services.



**Goal 4:** Enhance public perception of the Lucas County workforce system by providing effective, timely, and accurate communication.



**Goal 5:** Establish the Lucas County Workforce Development Board as the central hub of workforce development activities in the region.

In addition, the goals and strategies of the Lucas County Workforce Development Board’s plan complement the Ohio Combined State Plan’s goals and reform principles. The State Combined Plan aligns the state’s largest workforce programs, including: Title I of Workforce Innovation and Opportunity Act (WIOA), Wagner-Peyser Act, Adult Basic and Literacy Education (ABLE), and the Vocational Rehabilitation Program through Opportunities for Ohioans with Disabilities, as well as additional partners including: Carl D. Perkins Career and Technical Education, Senior Community Service Employment Program, and Jobs for Veterans State Grants Programs.

With these programs, in addition to others, Ohio’s Combined Plan will improve outcomes for students, adults, and employers by better coordinating local workforce administrators, staff, and educators. The goals of the Ohio Combined Plan are:

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

The State Combined Plan identified 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**

To achieve the five goals outlined by the Lucas County Workforce Development Board, along with regional partners, the Board created a list of strategies that will be implemented to achieve those goals. On all accounts, the strategies are thought out, realistic and attainable and have the support of the workforce system in Lucas County. Following are the strategies.



## Goal 1: Prepare a pipeline of work-ready individuals based upon the needs of employers.

### Strategies:

1. Collaborate with business and industry to promote the value and applicability of industry-recognized credentials.
2. Develop and implement a life skills program that is recognized by business and industry.
3. Work in partnership with a network of educational institutions such as K-12, career and technical education, and post-secondary education to expand best practices and provide career pathways for jobseekers.

Lucas County understands that employers need a supply of work-ready individuals to fill current and future openings. Recently, several major employers have announced plans to hire hundreds of workers while the county has record low unemployment levels. There is significant need to ensure that unemployed and under-employed individuals have the technical and soft skills needed to fill the openings. The Lucas County WorkReady program is helping to meet the demand but additional action is needed.

Through specific strategies and action steps, the Lucas County Workforce Development Board will collaborate with business and industry to understand their requirements, develop and implement a life skills program for jobseekers to address the need for soft skills training, and work in partnership with education institutions to develop career pathways. Collaboration such as that of the Toledo Public Schools (TPS) with the Toledo Area Chamber of Commerce can be replicated; high school junior and senior students are in co-ops and internships with local employers. Additionally, more than 300 TPS students are in career pathways that will lead to associate degrees from local community colleges.

This goal of preparing a pipeline of work-ready individuals directly relates to the mission of delivering innovative workforce solutions that result in economic growth and regional prosperity. Ensuring the county has work-ready individuals ensures that jobs are filled and employers are able to grow and thrive while individuals are able to enter a career path, support their families, and contribute to the community. Increasing employer acceptance of the ACT National Career Readiness Certificate™ as a valid measure of job-readiness and adding to the number of individuals enrolling and completing the WorkReady Lucas County program, will fill that pipeline with future workers while providing current workers and job seekers an opportunity to certify their essential work skills.

Goal 1 aligns with all four of the State Combined Plan's goals to 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 goal aligns with reform principles 1 - 10.



## Goal 2: Provide proactive and adaptable business services and solutions through meaningful employer engagement.

### Strategies:

1. Engage business to assess their workforce needs and utilize the knowledge for continuous improvement.
2. Align and coordinate business services across all partner programs and services.
3. Expand industry-driven sector strategies that are championed by business and industry to drive career pathways.

The Lucas County Workforce Development Board realizes that to serve, support, and contribute to local business growth they need to engage with employers. It is necessary to connect with business to understand their workforce needs and determine how OhioMeansJobs Lucas County can provide proactive business services and solutions. The Business Services staff of OhioMeansJobs Lucas County cannot serve all Lucas County businesses alone, instead they need to align and coordinate with partner programs and services to provide a robust menu of services to the employers. Lucas County is fortunate to have many resources and collaborative organizations to support industry-led sector strategies. The community has economic development, K-12 and higher education, labor, human services, and other organizations that could convene to support industry driven career pathways. In fact, the Toledo region is part of the national TechHire initiative to spearhead efforts to help overlooked and underrepresented individuals enter technology careers. OhioMeansJobs Lucas County is currently working with Toledo TechHire to create tech pathways for individuals to access well-paying tech jobs and to address this emerging industry-driven sector strategy.

This goal of emphasizing business services and solutions through employer engagement supports the mission and vision of the Lucas County Workforce Development Board. The accompanying strategies and actions will result in delivering innovative workforce solutions to businesses, addressing needs, and developing a workforce that results in regional economic growth and individual prosperity.

Goal 2 aligns with the State Combined Plan's goals to help more Ohioans compete for quality jobs that pay a family-sustaining wage and lead to career advancement, 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 goal corresponds with reform principles 1, 6, 7, and 10.



### Goal 3: Provide holistic, customer-centric, streamlined, and team-based career services.

#### Strategies:

1. Enhance the alignment of career services across all partner programs through an integrated model of service provision.
2. Adopt a technology solution for data coordination to share information.

OhioMeansJobs Lucas County realizes that there is a need to provide holistic, customer-centric, streamlined, and team-based career services. Although Lucas County has the benefit of having several partners co-located and numerous onsite services, there are still challenges for staff and customers. Some of the programs operate in "silos" and therefore sharing information and coordinating services is not as effective as it could be. Recognizing the challenges, the Lucas County Workforce Development Board will lead the alignment of career services across partner programs through an integrated model and adoption of a technology solution to enhance data collection and sharing.

This goal directly supports the mission of delivering innovative solutions through the coordination and alignment of career services. Efforts in the county need to be holistic, customer-centric, and team-based to successfully prepare individuals for employment and meet employer needs. The strategies and actions will result in individual prosperity, regional growth, and a stronger community. Private-public initiatives such as WorkReady Express, which assists workers who may lack reliable transportation to and from work, is an example of a successful OhioMeansJobs Lucas County program that assists jobseekers in overcoming a barrier to employment.

Goal 3 aligns with the State Combined Plan's goals to 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, and provide effective and efficient job training aligned to in-demand occupations and employer needs resulting in workplace-valued credentials. The goal aligns with reform principles 1 - 10.



**Goal 4:** Enhance public perception of the Lucas County workforce system by providing effective, timely, and accurate communication.

### Strategies:

1. Establish a brand for the Lucas County workforce development system that presents a unified message.
2. Adopt a proven marketing and outreach strategy that targets specific audiences including the utilization of social media to disseminate information on workforce activities.
3. Leverage opportunities to share information more systematically among jobseekers, employers, and partners.

The Lucas County Workforce Development Board understands that individuals, employers, and partners are unaware of the Board and the programs and services offered through OhioMeansJobs Lucas County. The community does not know “who we are and what we do” therefore additional communication, outreach, and branding are essential. The Board and the workforce system need to establish a universal brand and present a unified message to jobseekers, business, and the community. A marketing and outreach strategy will target specific audiences, such as individuals with barriers to employment, and communicate to them the available programs and services. By leveraging existing resources and aligning messaging through collaboration, the workforce system can disseminate information effectively and efficiently.

The Lucas County Workforce Development Board will only be successful in fulfilling its mission and vision if individuals, employers, and partners are aware of the full array of programs and services. Employers need to be aware of the business services and solutions available to them and how to access those services and talent to address their workforce needs. Additionally, jobseekers need information on programs that will help them obtain a quality job with a family-sustaining wage and opportunity for advancement.

Goal 4 aligns with the State Combined Plan’s goals to help more Ohioans compete for quality jobs that pay a family-sustaining wage and lead to career advancement and help Ohio employers find the talent they need to succeed and grow. The goal aligns with reform principles 1-10.



## Goal 5: Establish the Lucas County Workforce Development Board as the central hub of workforce development activities in the region.

### Strategies:

1. Convene workforce system partners to coordinate regional workforce activities to reinforce collaboration and strengthen relationships.
2. Demonstrate the impact of the Lucas County Workforce Development Board through an objective assessment.
3. Increase the capacity of the Lucas County Workforce Development Board to provide enhanced and expanded service through funding diversification.

There are numerous organizations within Lucas County that have connections to workforce development, and provide workforce development services. These groups often operate in “silos” although they may have similar missions, goals, and shared customers. For Lucas County to thrive, it is necessary to convene the workforce system partners and develop a regional workforce system. The Lucas County Workforce Development Board has the opportunity and capacity to establish itself as the central hub for regional workforce development activities. Through a coordinated effort, the partners can align and maximize their services thus having a greater impact on the community.

This goal supports the mission and vision of the Lucas County Workforce Development Board. As the central hub for workforce development activities, the Board is able to involve others and capitalize on their expertise to make a greater difference for individuals and businesses. For example, the Board is currently facilitating partnerships among OhioMeansJobs Lucas County, JobsOhio, Regional Growth Partnership, and the Toledo Community Foundation for various manufacturing projects that will bring hundreds of jobs in coming years. There are plenty of opportunities to expand such collaborative efforts in order to establish the Lucas County Workforce Development Board as the central hub of workforce development activities. Using existing partnerships as a blueprint for workforce activities, the Board will continue to coordinate workforce development activities throughout the region.

Goal 5 aligns with the State Combined Plan’s goals to 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. This goal aligns with reform principles 1 - 10.

## SECTION 4: IMPLEMENTATION

---

The implementation of the Lucas County Workforce Development Board's plan begins with defining measurable and attainable action steps to support the overall mission and vision. The Board has identified a number of actionable items that will drive the workforce system in the region while building upon the foundation of current activities. The principles to completing these action steps are collaboration, clarity, and accountability. The first step in implementing the goal and strategies is for the Lucas County Workforce Development Board to appoint five committees to lead and monitor the progress of each goal.

The committees will be: Talent Development; Employer Solutions; Service Delivery; Communication and Outreach; and Strategic Partnerships. Committee members will provide leadership, subject matter expertise, monitoring of progress, and support through their network when appropriate while understanding that many of the action steps will need staff assistance. The Lucas County Workforce Development Board will explore the possibility of engaging non-board members on some of the committees when applicable. This will allow more community leaders and subject matter experts to be involved in the implementation of specific tasks. Additionally, this helps to re-engage individuals that may have participated in the planning process. By including additional community members in the committees, they buy into the process, participate in the work of OhioMeansJobs Lucas County, and see the action that is happening through their input and participation. The committees will continuously track progress and provide updates at Lucas County Workforce Development Board meetings as well as review the strategies regularly to ensure they are appropriate and relevant. Action steps may need adjusted and revised making this plan adaptable to the changing needs of the region.

As the driving force of workforce development activities in the Lucas County area the Lucas County Workforce Board will implement the following action steps.

## GOAL 1: PREPARE A PIPELINE OF WORK-READY INDIVIDUALS BASED ON THE NEEDS OF EMPLOYERS.

---

### Strategy

### Action Steps

**1.1** Collaborate with business and industry to promote the value and applicability of industry-recognized credentials.

- Expand acceptance of the ACT National Career Readiness Certificate™ and the WorkReady Lucas County program.
- Identify applicable credentials in in-demand occupations
- Engage employer utilizing the regional Business Service team to promote credentials

**1.2** Develop and implement a life skills program that is recognized by business and industry.

- Create curriculum with business input for a “life skills” program that may consist of: Human Relations/Ethics, Mentors/Volunteers, Support Services, Employment Hidden Rules, Mock Interviews, and Personal Finance
- Market curriculum to business to encourage recognition
- Implement “life skills” program

**1.3** Work in partnership with a network of educational institutions such as K-12, career and technical education, and post-secondary education to expand best practices and provide career pathways for jobseekers.

- Engage education partners to collaborate on existing career pathways and align with identified credentials in strategy 5.1
- Promote “life skills” curriculum to create a seamless connection to training programs

**GOAL 2: PROVIDE PROACTIVE AND ADAPTABLE BUSINESS SERVICES AND SOLUTIONS THROUGH MEANINGFUL EMPLOYER ENGAGEMENT.**

---

Strategy	Action Steps
<p><b>2.1</b> Engage business to assess their workforce needs and utilize the knowledge for continuous improvement.</p>	<ul style="list-style-type: none"> <li>• Develop, promote, and expand economic development partnerships</li> <li>• Implement aggressive engagement activities via online surveys, interviews, and meetings</li> </ul>
<p><b>2.2</b> Align and coordinate business services across all partner programs and services.</p>	<ul style="list-style-type: none"> <li>• Create a regional Business Services team</li> <li>• Coordinate services among partners through regular communication and team meetings</li> </ul>
<p><b>2.3</b> Expand industry-driven sector strategies that are championed by business and industry to drive career pathways.</p>	<ul style="list-style-type: none"> <li>• Expand current sector strategies</li> <li>• Create a sector partnership toolkit based on current practices</li> <li>• Identify emerging sectors as targets and develop new sector partnerships</li> <li>• Adopt a Lucas County Workforce Development Board priority to shift funding from traditional ITA to work based learning</li> </ul>

**GOAL 3: PROVIDE HOLISTIC, CUSTOMER-CENTRIC, STREAMLINED, AND TEAM-BASED CAREER SERVICES.**

---

**Strategy**

**Action Steps**

**3.1** Enhance the alignment of career services across all partner programs through an integrated model of service provision.

- Create cross training staff protocol and curriculum for frontline staff including business services, partner programs, and best practices
- Assess current customer flow and service delivery model to identify opportunities for improvement
- Incorporate a customer-centric model into service delivery
- Conduct monthly partner meetings for frontline staff to discuss team-based service delivery, best practices, and challenges

**3.2** Adopt a technology solution for data coordination to share information.

- Research available data solutions
- Create a database that allows partner access to shared data
- Establish a universal referral process among partners

**GOAL 4: ENHANCE PUBLIC PERCEPTION OF THE LUCAS COUNTY WORKFORCE SYSTEM BY PROVIDING EFFECTIVE, TIMELY, AND ACCURATE COMMUNICATION.**

---

**Strategy**

**Action Steps**

**4.1** Establish a brand for the Lucas County workforce development system that presents a unified message.

- Design a universal brand and logo for the Lucas County workforce system
- Create a regional website as a virtual point of entry
- Adopt universal messaging and language for system partners

**4.2** Adopt a proven marketing and outreach strategy that targets specific audiences including the utilization of social media to disseminate information on workforce activities.

- Explore possibility of hiring an outside marketing agency
- Coordinate with current Lucas County marketing campaign
- Increase the number of traditional media (Radio, TV, and Print) outreach activities
- Create, maintain, and utilize an official Lucas County workforce system Facebook page, LinkedIn, and Twitter account
- Create an online calendar of events
- Develop a 2-3 minute marketing video

**4.3** Leverage opportunities to share information more systematically among jobseekers, employers, and partners.

- Upload and maintain partner information on website
- Identify and promote success stories through social media, Lucas County Workforce Development Board meetings, and other opportunities
- Implement a quarterly partner consortium meeting
- Host a “State of the Workforce” annual event – consisting of One-Stop tours, legislative updates, success stories, and awards

## GOAL 5: ESTABLISH THE LUCAS COUNTY WORKFORCE DEVELOPMENT BOARD AS THE CENTRAL HUB OF WORKFORCE DEVELOPMENT ACTIVITIES IN THE REGION.

### Strategy

### Action Steps

- |   |  |
|---|--|
| <p><b>5.1</b> Convene workforce system partners to coordinate regional workforce activities to reinforce collaboration and strengthen relationships.</p>          | <ul style="list-style-type: none"> <li>• Develop Roles and Responsibilities of Workforce Ambassadors</li> <li>• Create a team of Workforce Ambassadors to provide consistent outreach to stakeholders in the community</li> <li>• Identify all workforce activities occurring in the Region</li> <li>• Implement a quarterly partner consortium meeting</li> <li>• Leverage existing partner meetings to coordinate activities</li> <li>• Host One-Stop tours for Lucas County Workforce Development Board members, legislators, and partners</li> </ul> |
| <p><b>5.2</b> Demonstrate the impact of the Lucas County Workforce Development Board through an objective assessment.</p>   | <ul style="list-style-type: none"> <li>• Develop a calculation for a Return on Investment (ROI) study</li> <li>• Collect necessary data for study</li> </ul>   |
| <p><b>5.3</b> Increase the capacity of the Lucas County Workforce Development Board to provide enhanced and expanded service through funding diversification.</p> | <ul style="list-style-type: none"> <li>• Explore non-traditional funding opportunities</li> <li>• Research national best practice examples in funding diversification</li> <li>• Leverage private sector partnerships</li> </ul>   |

## SECTION 5: PLANNING CONTEXT

Lucas County's current economy and social economics influence the goals and strategies of the Lucas County Workforce Development Board's Strategic Plan. Following is an analysis and description of data for the Lucas County Workforce Development Board's Vision and descriptions of the Local Workforce Development System in accordance with The State of Ohio's Requirements for Local Plans.

*Note: The data retrieved is from a number of sources including the U.S. Census Bureau; Economic Modeling Specialists, Inc.; OhioMeansJobs; and Bureau of Labor and Statistics (BLS)*

### *Descriptions of the Local Workforce Development System Vision:*

#### *1. A local area analysis of:*

- Economic conditions, including existing and emerging in-demand industry sectors and occupations; and
- Employment needs of employers in existing and emerging in-demand industry sectors and occupations.
- As appropriate, a local area may use an existing analysis, which is a current description of the regional economy to meet the requirements of the above paragraphs.

Compared to the state and U.S. economy, Lucas County has not recovered from the Great Recession at the same rate. Although the current unemployment rate is at its lowest in 10 years at 4.7%, the median household income of \$41,751 is lower than both the state and national averages, and the poverty rate is 21.1% compared to 15.9% in Ohio and 15.6% nationally<sup>1</sup>. The largest threat to improving the economic vitality of the county is the aging population of the labor force and the anticipated retirement of baby boomers.

Although 56,786 Lucas County residents leave the county for work, the number of individuals coming into the county to work is 74,725<sup>2</sup>. The total number of individuals who live and work in Lucas County is 116,015. This migration flow of incoming workers is significant as it shows the labor force is willing to drive into the county (typically less than 24 miles) for employment. Conversely however, they are taking their earnings and living outside county limits which negatively impacts the economy.

### EMERGING IN-DEMAND INDUSTRY AND OCCUPATION DATA

Emerging industries in Lucas County are those that are projected to offer the most growth over the next five years. The table below displays the top ten industries in terms of expected growth between 2016 and 2021<sup>3</sup>. *Temporary Help Services* is the only industry that is projected to grow by more than a thousand jobs over the next five years, nearly double from the second highest emerging industry: *Home Health Care Services* (725). It is worth noting that *Automobile and Light Duty Motor Vehicle Manufacturing* added 2,190 jobs in the last ten years and is projected to add an additional 674 jobs over the next five years; an industry which pays one of the highest total earnings amongst the top ten emerging industries, second only to *Office of Physicians*.

<sup>1</sup> Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates. Table S1701

<sup>2</sup> OnTheMap.ces.census.gov

<sup>3</sup> EMSI Analyst 2016.3/5-digit NAICS

Also worthy to note is that the number of jobs and change between 2006-2016 for *Casinos (Except Casino Hotels)* is identical; reflective of the 2012 opening of Hollywood Casino Toledo. Over the next five years, the industry is expected to grow by 50% although the current total earnings are less than that of the county’s \$41,751 median income.

Industry	2016 Jobs	2016-2021 Growth	2006-2016 Change	Current Total Earnings
Temporary Help Services	5,854	1,408	995	\$29,296
Home Health Care Services	2,120	725	978	\$32,597
Automobile and Light Duty Motor Vehicle Manufacturing	6,087	674	2,190	\$77,872
Casinos (Except Casino Hotels)	995	519	995	\$40,931
Continuing Care Retirement Communities & Assisted Living Facilities for the Elderly	2,041	466	620	\$34,227
Services for the Elderly & Persons with Disabilities	2,053	416	1,199	\$22,947
Office of Physicians	4,998	415	378	\$132,432
Warehouse Clubs & Supercenters	3,206	306	1,287	\$28,864
Outpatient Mental Health & Substance Abuse Centers	1,196	266	547	\$52,919
Drywall and Insulation Contractors	1,157	251	322	\$63,397

The table below displays the top ten occupations in terms of expected growth between 2016-2021; emerging occupations that are expected to offer the most growth over the next five years<sup>4</sup>. *Nursing, Psychiatric, and Home Health Aides* is projected to experience the most growth over the next five years. This occupation has had more growth in the past 10 years than any other occupation; nearly three times as much as *Personal Care Aides*. Although this occupation is expected to grow by the largest number, it is worth noting that the average hourly earnings (\$11.16 per hour) is the third lowest amongst the top ten occupations expected to grow in employment which is starkly different than the *Registered Nurses* and *Software Developers and Programmers* which make \$30.28 per hour and \$35.38 per hour, respectively.

Occupation	2016 Jobs	2016-2021 Growth	2006-2016 Change	Average Hourly Earnings
<b>Nursing, Psychiatric, and Home Health Aides</b>	6,059	577	1,348	\$11.16
<b>Personal Care Aides</b>	1,723	433	488	\$10.13
<b>Miscellaneous Assemblers &amp; Fabricators</b>	3,973	268	377	\$18.04
<b>Miscellaneous Healthcare Support Occupations</b>	3,247	218	195	\$15.17
<b>Registered Nurses</b>	6,936	186	441	\$30.28
<b>Gaming Services Workers</b>	146	83	110	\$11.52
<b>Drywall Installers, Ceiling Tile Installers, and Tapers</b>	279	79	50	\$24.39
<b>Grounds Maintenance Workers</b>	1,726	71	163	\$10.73
<b>Software Developers and Programmers</b>	886	65	34	\$35.38
<b>Licensed Practical &amp; Licensed Vocational Nurses</b>	1,786	63	122	\$20.43

<sup>4</sup> EMSI Analyst 2016.3/4-digit SOC

EXISTING IN-DEMAND INDUSTRY AND OCCUPATION

The top five industries with the largest number of employment in 2016 include *Restaurants and Other Eating Places; General Medical and Surgical Hospitals; Education and Hospitals (Local Government); Local Government, Excluding Education and Hospitals; and Education and Hospitals (State Government)*.<sup>5</sup>

With the exception of *Restaurants and Other Eating Places*, the top five industries in Lucas County have experienced a decline in employment over the last ten years, and that decline is projected to continue for the next five years. The additional five industries with the largest number of employment in 2016 are all projected to grow over the next five years. They have experienced success in growth in the last ten years with the exception of *Employment Services* which experienced a 2% decrease. It is worth noting that within the top ten industries over the last ten years, the current total earnings vary significantly from \$16,873 for *Restaurants and Other Eating Places* to \$132,432 for *Offices of Physicians*. The large number employed in health care is not surprising given that Toledo is home to two major hospital systems, ProMedica and Mercy Health, along with the University of Toledo Medical Center and the Toledo Health Clinic.

Industry	2016 Jobs	2006-2016 Change	2006-2016 % Change	2016-2021 Projections	Current Total Earnings
Restaurants and Other Eating Places	17,775	574	3%	(37)	\$16,873
General Medical & Surgical Hospitals	13,033	(1,612)	(11%)	(399)	\$59,981
Education & Hospitals (Local Government)	8,921	(291)	(3%)	(322)	\$68,472
Local Government, Excluding Education & Hospitals	8,104	(1,229)	(13%)	(255)	\$75,991
Education and Hospitals (State Government)	8,009	(830)	(9%)	(209)	\$76,128
Employment Services	6,652	(164)	(2%)	1,036	\$31,032
Management of Companies and Enterprises	6,169	1,816	42%	83	\$102,745
Motor Vehicle Manufacturing	6,087	2,190	56%	674	\$77,827
Offices of Physicians	4,998	378	8%	415	\$132,432
Other General Merchandise Stores	4,716	1,887	67%	374	\$25,883

<sup>5</sup> EMSI Analyst 2016.3/5-digit NAICS

The top five occupations with the largest number of employment in 2016 include *Fast Food and Counter Workers; Laborers and Material Movers, Hand; Secretaries and Administrative Assistants; Registered Nurses; and Retail Salespersons*.<sup>6</sup> Most of these occupations have experienced a decline over the last ten years and are projected to continue that decline into the next five years. Only occupation titles *Registered Nurses and Nursing, Psychiatric and Home Health Aides* are expected to see any growth over the next five years.

Occupation	2016 Jobs	2006-2016 Change	2006-2016 % Change	2016-2021 Projections	Median Hourly Earnings
<b>Fast Food and Counter Workers</b>	7,607	386	5%	(7)	\$9.26
<b>Laborers and Material Movers, Hand</b>	7,347	(947)	(11%)	(226)	\$11.56
<b>Secretaries and Administrative Assistants</b>	7,194	(818)	(10%)	(91)	\$16.50
<b>Registered Nurses</b>	6,936	441	7%	186	\$29.74
<b>Retail Salespersons</b>	6,747	(473)	(7%)	(163)	\$10.45
<b>Nursing, Psychiatric, and Home Health Aides</b>	6,059	1,348	29%	577	\$10.66
<b>Building Cleaning Workers</b>	5,945	(258)	(4%)	(60)	\$10.25
<b>Driver/Sales Workers and Truck Drivers</b>	5,293	(1,133)	(18%)	(360)	\$16.34
<b>Cashiers</b>	5,023	(226)	(4%)	(128)	\$9.45
<b>Waiters and Waitresses</b>	4,238	(24)	(1%)	(45)	\$9.20

<sup>6</sup> EMSI Analyst 2016.3/4-digit SOC

2. Knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations, as identified on the OhioMeansJobs.com, In-demand Occupations list.

In order to meet the employment needs of employers in the current top 10 industries in Lucas County, the labor force should possess different levels of educational attainment and training. The custom table below produced using EMSI (Economic Modeling Specialist Intl.) reveals the entry level education required and type of training necessary for the occupations.<sup>7</sup> Seven of the top ten industries require no formal entry-level education whereas two require a high school diploma or equivalent and one requires a bachelor’s degree. *Registered Nurses*, the only occupation that requires a bachelor’s degree. The remaining nine occupations require short-term on-the-job training of some type.

Occupation	2016 Jobs	Typical Entry Level Education	Typical On-the-Job Training
<b>Combined Food Preparation and Serving Workers, Including Fast Food</b>	7,170	No formal educational credential	Short-term on-the-job training
<b>Registered Nurses</b>	6,936	Bachelor's degree	None
<b>Retail Salespersons</b>	6,747	No formal educational credential	Short-term on-the-job training
<b>Cashiers</b>	5,006	No formal educational credential	Short-term on-the-job training
<b>Laborers and Freight, Stock, and Material Movers, Hand</b>	4,526	No formal educational credential	Short-term on-the-job training
<b>Janitors and Cleaners, Except Maids and Housekeeping Cleaners</b>	4,317	No formal educational credential	Short-term on-the-job training
<b>Waiters and Waitresses</b>	4,238	No formal educational credential	Short-term on-the-job training
<b>Office Clerks, General</b>	4,158	High school diploma or equivalent	Short-term on-the-job training
<b>Stock Clerks and Order Fillers</b>	3,425	No formal educational credential	Short-term on-the-job training
<b>Assemblers and Fabricators, All Other</b>	3,352	High school diploma or equivalent	Short-term on-the-job training

<sup>7</sup> EMSI Analyst 2016.3/5-digit SOC

When compared with the OhioMeansJobs In-Demand Occupations, the number of job openings across the state, *Registered Nurses* topped the list followed by *Customer Service Representatives* and *Office Clerks, General*. The chart below is a reflection of the in-demand occupations, provided by OhioMeansJobs.<sup>8</sup>

Occupation	2016 Jobs	Typical Entry Level Education	Typical On-the-Job Training
<b>Registered Nurses</b>	4,271	Associate’s degree	None
<b>Customer Service Representatives</b>	2,824	High school diploma or equivalent	Short-term on-the-job training
<b>Office Clerks, General</b>	2,578	High school diploma or equivalent	Short-term on-the-job training
<b>Nursing Aides, Orderlies, and Attendants (STNA)</b>	2,373	Certificate/Some College	None
<b>Licensed Practical and Licensed Vocational Nurses</b>	1,886	Certificate/Some College	None
<b>Heavy and Tractor-Trailer Truck Drivers</b>	1,684	High school diploma or equivalent	Short-term on-the-job training
<b>Secretaries and Administrative Assistants, Except Legal, Medical, and Executive</b>	1,588	High school diploma or equivalent	Short-term on-the-job training
<b>Accountants and Auditors</b>	1,546	Bachelor’s degree	None
<b>General and Operations Manager</b>	1,526	Associate’s degree	None
<b>Medical Secretaries</b>	1,515	High school diploma or equivalent	Moderate-term on-the-job training

<sup>8</sup> OhioMeansJobs All In-Demand Occupations/ <http://omj.ohio.gov/OMJResources/State-AllOpenings.stm>

3. 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 the workforce, including individuals with barriers to employment.

LABOR FORCE

As the labor force in Lucas County shrinks, there is legitimate concern that a labor gap is looming. The number of individuals has decreased over the last ten years by 8% or 17,017.<sup>9</sup> From 2006-2012, Lucas County experienced a decline in the workforce. There was minor growth in 2013, but a decline in 2014 and a slight increase in 2015. This same progression is reflected in the state of Ohio. In 2013, the state experienced a growth of 11,074 but since then, that number has declined. It is worth noting that 2015 experienced an increase in the number of individuals in the labor force for Lucas County in addition to Fulton and Wood Counties.

Area	2006	2007	2008	2009	2010	2011	2012
Lucas County	226,280	224,338	222,286	221,862	217,424	213,380	210,403
Fulton County	23,518	23,293	23,205	23,374	23,144	22,636	22,422
Henry County	16,149	15,931	15,696	15,709	14,635	14,399	14,119
Ottawa County	21,956	21,764	21,529	20,792	22,678	22,475	21,994
Wood County	69,042	69,423	68,912	65,711	68,548	68,376	68,679
Lenawee County	50,177	49,663	48,629	48,487	49,811	48,269	47,631
Monroe County	78,710	77,356	75,916	74,736	75,640	73,660	73,796
Ohio	5,945,482	5,990,292	5,965,166	5,906,768	5,846,886	5,771,469	5,706,059
U.S.	151,517,450	153,121,180	154,345,090	154,186,550	153,921,730	153,656,450	155,029,000

	2013	2014	2015
Lucas County	211,073	208,901	209,263
Fulton County	22,487	22,368	22,444
Henry County	14,049	13,750	13,538
Ottawa County	22,004	21,493	21,089
Wood County	69,201	69,170	69,446
Lenawee County	47,999	48,248	47,944
Monroe County	74,985	76,424	76,732
Ohio	5,717,133	5,702,698	5,700,344
U.S.	155,368,730	155,960,360	157,135,450

<sup>9</sup> U.S. DOL Bureau of Labor Statistics, 2010-2015: <http://www.bls.gov/data>

## UNEMPLOYMENT AND EMPLOYMENT

The average annual unemployment rate for Lucas County followed a similar trend to the national rate from 2006-2016, decreasing consistently since 2009 after the nation's "Great Recession." Since 2009, Lucas County's unemployment rate has steadily improved leading to its lowest level within the ten-year period at 5.3%.<sup>10</sup> Additionally, 2015 was the lowest annual unemployment rate for the state of Ohio at 4.9%. The state has also experienced a decreasing annual unemployment rate from 2006-2016 with the exception of 2013 when the rate increased by 0.1% (annual unemployment rate was 7.5%).

---

<sup>10</sup> U.S. DOL Bureau of Labor Statistics, 2010-2015: <http://www.bls.gov/data>

The total number of unemployed individuals in Lucas County reflects a similar trend as those employed within the state. From 2010-2012, unemployment gradually decreased in Lucas County and the state but increased in 2013, similar to the surrounding counties. Compared nationally, unemployment has been on the decline since 2010. In the last five years, the unemployment number in Lucas County decreased by 13,979 (-55%) which is comparable to the state (-54%). The national rate decreased by 44%.<sup>11</sup>

Area	2010	2011	2012	2013	2014	2015
Lucas County	25,094	21,102	17,536	18,337	13,384	11,115
Fulton County	2,739	2,180	1,734	1,787	1,318	1,102
Henry County	1,910	1,543	1,235	1,242	887	760
Ottawa County	2,797	2,488	2,095	2,137	1,641	1,392
Wood County	6,795	5,679	4,717	4,865	3,600	2,989
Lenawee County	6,493	5,008	4,005	3,793	3,112	2,301
Monroe County	8,869	6,979	5,731	5,563	4,664	3,345
Ohio	599,836	510,231	421,537	426,986	329,944	277,325
U.S.	14,807,750	13,738,500	12,500,500	11,457,250	9,598,333	8,287,167

EDUCATION AND SKILLS LEVEL

Among high demand jobs in Lucas County, approximately 16% require no formal education. Roughly 24% require a high school diploma or equivalent, and 44% require an associate’s degree or higher.<sup>12</sup>

The local data on educational attainment shows that 45% of individuals within the region have a high school diploma or less. The figure aligns with the percent of high demand jobs requiring a high school diploma or less (40%). Approximately 14% have completed a bachelor’s degree which is less than the percent required for high demand jobs (22%). However, the population in Lucas County that have at least completed a high school diploma (32%) is higher than that for those in high demand jobs (24%).

Educational Attainment (Q3 2016)		
Education Level	2016 Population	2016 % Population
Less Than 9 <sup>th</sup> Grade	10,469	4%
9 <sup>th</sup> Grade to 12 <sup>th</sup> Grade	27,273	9%
High School Diploma	92,823	32%
Some College	66,015	23%
Associate’s Degree	26,453	9%
Bachelor’s Degree	41,720	14%
Graduate Degree and Higher	25,885	9%

<sup>11</sup> U.S. DOL Bureau of Labor Statistics, 2010-2015 <http://www.bls.gov/data>

<sup>12</sup> EMSI Analyst 2016.3

The county averages for the percentage of individuals with disabilities at each level is fairly consistent to that of the state as a whole; however, Lucas County and surrounding counties have slightly more individuals with disabilities achieving an associate’s degree or some college and slightly less individuals with disabilities achieving high school graduation. The percentage of disabled individuals not in the labor force in Lucas County is nearly identical to the state, 72.8% to 72.9%, respectively.<sup>13</sup>

Area	% of Population w/Disability	% of Disabled not in Labor Force	Less Than H.S.	H.S. Grad	Associate’s Degree or Some College	Bachelor’s Degree
Lucas County	17.2%	72.8%	22.7%	37.3%	29.2%	10.9%
Fulton County	N/A	N/A	N/A	N/A	N/A	N/A
Henry County	N/A	N/A	N/A	N/A	N/A	N/A
Ottawa County	N/A	N/A	N/A	N/A	N/A	N/A
Wood County	11.3%	69.7%	15.8%	43.1%	26.3%	14.8%
Lenawee County	17.7%	74.0%	20.6%	40.2%	27.2%	12.0%
Monroe County	15.0%	77.2%	22.7%	39.9%	28.7%	8.8%
Ohio	15.8%	72.9%	23.2%	41.2%	24.4%	11.2%
U.S.	14.5%	73.3%	24.7%	34.3%	26.4%	14.6%

<sup>13</sup> U.S. Census Bureau, American Community Survey, Table S1811, 2010-2014 5-Year Estimates

INDIVIDUALS WITH BARRIERS TO EMPLOYMENT

Assisting county residents who have barriers to employment is vital to the success and advancement of a local workforce system’s development initiatives. Two barriers in particular, *Individuals Living in Poverty* and *English Language Learners* are addressed in the table below.

Area	Individuals Living in Poverty		English Language Learners
	% of Pop. Living in Poverty	% of Pop. Not in Labor Force/Unemployed	Speak English Less than Very Well
Lucas County	18.5%	69.5%	1.7%
Fulton County	11.0%	69.2%	0.6%
Henry County	11.4%	60.1%	1.0%
Ottawa County	9.0%	63.0%	0.8%
Wood County	15.1%	53.0%	1.4%
Lenawee County	13.0%	62.2%	1.3%
Monroe County	10.2%	71.8%	1.0%
Ohio	13.9%	68.9%	2.4%
U.S.	13.8%	68.6%	8.6%

The averages in Lucas County for percentage of individuals living in poverty and percentage of individuals not in the labor force or unemployed are higher than the state and national averages.<sup>14</sup> While the state and national average percentage rate for individuals living in poverty hovers just below 14%, Lucas County is nearly 5 points higher. This is comparatively higher than its surrounding counties with the exception of Wood County.

The average percentage of individuals that speak English less than “very well” in Lucas County is less than the state by 0.7% and significantly less than the national rate of 8.6%. This indication leads us to believe that the workforce area in Lucas County may experience less of a demand for assisting English language learners than other areas of the state, but given the higher poverty rate may have a need for other services to address barriers.

<sup>14</sup> U.S. Census Bureau, American Community Survey, Tables B17005, 2010-2014 5-Year Estimates and B16001, 2010-2014 5-Year Estimates.

4. An analysis of workforce development activities, including education and training in the region, including:

- The strengths and weaknesses of the workforce development activities
- Capacity to provide workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment; and
- The employment needs of employers.

STRENGTHS & WEAKNESSES OF THE WORKFORCE DEVELOPMENT ACTIVITIES

The Lucas County Workforce Development Board distributed a survey to different segments of the community including jobseekers, businesses, and community partners to assess their perspectives of operational strengths and weaknesses within the local workforce system in Lucas County. The greatest strength identified by jobseekers and businesses was the OhioMeansJobs website. For businesses, the website provides an avenue to easily post job opportunities and review applicants and was rated as the most widely used service. Nearly 68% of jobseeker respondents identified the OhioMeansJobs website as the most widely used service, but also identified it as the most significant feature of the Lucas County workforce system that could be improved. Suggestions for improvement included providing up-to-date job postings and accurate email information.

The weaknesses of workforce development activities as perceived by businesses and community partners related to the need to improve the way employment outreach can be made to jobseekers. Businesses noted the limited number of workshops such as interview preparation and resume building that are available. Community partners suggested that OhioMeansJobs Lucas County reinvest in the continuation of job fairs. It is worth noting that the weaknesses proposed by businesses and community partners are not reflective of the customer service delivery from OhioMeansJobs Lucas County but rather at how they are able to fill positions. The workforce system in Lucas County received several positive reviews from jobseekers, businesses, and community partners and solutions for improvement are either re-investment or maintenance of existing programs and services.

CAPACITY TO PROVIDE WORKFORCE DEVELOPMENT ACTIVITIES TO INDIVIDUALS; INCLUDING THOSE WITH BARRIERS TO EMPLOYMENT

The workforce system in Lucas County provides a number of workforce development activities to the community to address the education and skills need of the workforce, including individuals with barriers to employment.

Formerly known as *The Source*, OhioMeansJobs.com is the online portal that provides services for jobseekers and businesses in Lucas County. As outlined in the surveys, jobseekers utilize the OhioMeansJobs website more than any other service and there they are able to search and apply for job postings, learn about developing soft skills, and upcoming workshops. For businesses, they can access OhioMeansJobs Lucas County to promote job postings and receive referrals, become a participant at recruiting events, learn about training funds and other resources, and become a part of WorkReady Lucas County.

WorkReady Lucas County is a program designed to identify highly skilled workers and provide an opportunity for individuals to enhance their skills and become assets to WorkReady employees seeking qualified workers. WorkReady Lucas County uses the National Career Readiness Certification (NCRC) program to measure and certify a person’s skills in applied mathematics, reading for information and locating information. Because the county is expected an influx of hundreds of new high-paying manufacturing jobs in the next 18 months, WorkReady Lucas County has created an arm from WorkReady titled *WorkReady Lucas County Manufacturing* to prepare the necessary individuals to fulfill those manufacturing positions when they become available. The website provides individuals with an orientation sign-up sheet and checklist to be considered for employment. An example of that checklist is displayed below.

ITEMS TO BE CONSIDERED FOR EMPLOYMENT	Date Complete
Have or create a resume that highlights work experience and work skills	
Create an individual online profile at OhioMeansJobs.com and complete an OMJLC	
Registration either online (CFIS) or a paper application	
Complete a Work Support Questionnaire	
Attend a “ <i>WorkReady Lucas County Manufacturing</i> ” orientation	
Take a WorkKeys Pre-Test or have proof of Bronze Level Certificate	
Pass a background check	
Eligible to work in the United States	
Have proof of high school diploma or GED or equivalent	
Have a plan to get to work on time each day	
Pass a drug test	
Be able to complete physical repetitive tasks	
Be able to lift up to 50 pounds	
Complete an online application for a manufacturing position with the employer	
<b>ITEMS THAT WILL STRENGTHEN CANDIDACY FOR EMPLOYMENT</b>	
Upgrade basic computer skills	
Ability to complete a practice online application on a computer	
Earn a WorkKeys Certification of at least of Bronze Level	
Identify three people and their contact information who can be a positive work reference	
Complete Employment Survival Skills Training	

In order to provide jobseekers and residents of the county with reliable transportation to and from work, Lucas County has created the *Lucas County WorkReady Express Transportation Program (WorkReady Express)*.<sup>15</sup> This program is open to Lucas County residents who either have a job already or have received a job offer but have not yet started to work. *WorkReady Express* provides workers in Lucas County a temporary means of transportation by collaborating with counselors from local Financial Opportunity Centers to develop strategies for purchasing or repairing a vehicle. This program was made possible through a number of community partners in the county including ProMedica Health Systems, Black & White Transportation, Mathews Ford Oregon, Owens Corning, Mercy Health, Lucas Metropolitan Housing Authority, Mosser Construction, Inc., and Local Initiatives Support Corporation (LISC).

<sup>15</sup> <http://www.workreadylucascounty.com>

EMPLOYMENT NEEDS OF EMPLOYERS

In the survey distributed to businesses, 31 respondents outlined their concerns and needs of the workforce in Lucas County. The respondents could select all that apply with the largest concerns identified including *Lack of Interested Candidates* (18); *Lack of Employee Technical Skills* (15); *Lack of Employee Soft Skills* (12); *Alignment of Education and Industry Needs* (6); *Aging Population* (4); and *Other* (3). In an open-ended response, survey participants were asked to specify workforce needs they foresee in the next five years. TPMA collected the responses and organized them into five categories as depicted in the chart.

Workforce Needs	
Skilled/Professional Workers	8
Recruitment	3
Willingness to Work	2
Succession	1
Public Transportation	1

5. A description of the local Lucas County Workforce Development Board's strategic vision to support regional economic growth and economic self-sufficiency, including:

- Collaboration with Jobs Ohio and the support to the Jobs Ohio regional goals;
- Goals for preparing an educated and skill workforce, including individuals with barriers to employment; and
- Goals relating to the performance accountability measures based on performance indicators.

The vision of the Lucas County Workforce Development Board is for the region to have economic prosperity through a diverse, trained, career-ready workforce that addresses the current and future needs of individuals and business. The Lucas County Workforce Development Board is focused on supporting regional economic growth and economic self-sufficiency through employer engagement and demand-driven services, and the training and development of jobseekers.

The Lucas County Workforce Development Board’s Strategic Plan has several goals and strategies related to regional growth. Related goals include creating innovative and meaningful communication to jobseekers, employers, and partners. Lucas County has a strategy of engaging small and medium businesses and exploring opportunities to share information with employers. The Lucas County Workforce Development Board and staff will implement a variety of activities including quarterly policy meetings, annual events, manufacturing day and apprenticeship week activities to engage more businesses and support regional goals for economic development and growth. In addition, the OhioMeansJobs Lucas County will identify a list of key businesses to market programs and services. The Lucas County Workforce Development Board and staff will also provide training to businesses on topics of interest such as unemployment law.

The first goal is to develop a pipeline of work-ready individuals based upon the needs of employers. Another goal of the strategic plan is to develop relationships with employers to recognize and achieve workforce needs. A specific strategy is to expand locally focused sector partnerships that are championed by business and industry to drive career pathways. Additionally, the Lucas County Workforce Development Board will develop, promote, and expand economic development partnerships. An additional strategic plan goal is to develop and implement a more customer-centric, streamlined, team-based service approach. The mission, vision, and goals of the Lucas County Workforce Development Board reflect the emphasis on regional growth, meeting employer demand, and development and employment of jobseekers.

#### COLLABORATION WITH JOBSOHIO AND REGIONAL GOALS

JobsOhio is designed to drive job creation and new capital investment in Ohio through business attraction, retention, and expansion efforts. Values of JobsOhio include collaboration, partnerships, and outstanding customer service. JobsOhio has six economic development partners and these regions have unique strengths, perspectives, and experience, but come together to strategically serve companies. The JobsOhio Regional Network for Lucas County is the Regional Growth Partnership (RGP), which represents northwest Ohio and advocates for business development in Toledo and surrounding cities. The vision of RGP is “Northwest Ohio and the adjoining Michigan region will be a premier global location for business and a leader in knowledge-based economic growth.” In addition, the mission of RGP is “We will be the primary, private sector contributor to a collaborative regional economic development enterprise driving growth in jobs, capital investment, and wealth to Northwest Ohio and Southeast Michigan.”

The Lucas County Workforce Development Board’s Strategic Plan supports and complements RGP’s commitment to the region’s long-term growth and success. The Lucas County Workforce Development Board and RGP are focused on job creation and retention, and have an emphasis on the workforce system as well as universities and community colleges becoming more responsive to students and business.

#### GOALS FOR PREPARING AND EDUCATED AND SKILLED WORKFORCE, INCLUDING INDIVIDUALS WITH BARRIERS TO EMPLOYMENT

The fourth goal of the strategic plan is to develop innovative and meaningful communication to jobseekers, employers, and partners. Lucas County will explore opportunities to share information and leverage social media to communicate one-stop activities such as job fairs, training programs, workshops, and service. Increasing awareness of programs and services will inform jobseekers of the opportunities available to increase their education, skills, and training. The first goal is to develop a pipeline of work-ready individuals based on the needs of employers. The Lucas County Workforce Development Board will collaborate with business and industry to promote the value and applicability of industry-recognized credentials. The Lucas County Workforce Development Board will also work in partnership with a network of educational institutions to expand best practices and provide career pathways to support the talent pipeline in the county. The Lucas County Workforce Development Board is focused on developing an educated and skilled workforce that meets employer needs and results in self-sufficiency.

Individuals in Lucas County face a variety of barriers and assisting residents who have barriers is vital to Lucas County being able to develop an educated and skilled workforce that results in regional growth and individual prosperity. Common barriers include low educational attainment, having a disability, and living in poverty. As noted earlier, 45% of individuals in the region have a high school diploma (32% have a high school diploma) or less (13% have less than HSD). The percentage of population with a disability is 17.2% and the percentage of disabled individuals not in the labor force in Lucas County is 72.8%. Additionally, 18.5% of the population lives in poverty, which is higher than the state and national averages which hover just below 14%. Of those living in poverty, 69.5% are not in the labor force or are unemployed.

OhioMeansJobs Lucas County provides a variety of programs and services to support individuals with barriers to employment. Jobseekers can participate in workshops focused on job search skills, resume

development, interviewing skills, career exploration, financial management, and computer skills. Individuals can also participate in the WorkReady Lucas County program, which is designed to create a pool of workers with the skills and abilities needed by employers. The program helps individuals with barriers refresh or improve their skills in applied mathematics, reading for information, and locating information. Individuals completing the program receive the National Career Readiness Certificate. Additionally, individuals can also be enrolled into education and training programs, participate in work-based learning opportunities, and receive supportive services.

A specific example of the focus on individuals with barriers is the Lucas County WorkReady Transportation Program to provide individuals with reliable transportation to and from work. The program is available to residents who either have a job or have received a job offer but have not yet started work. The Lucas County Workforce Development Board focuses on serving individuals with the greatest need and with barriers to employment. Through an assortment of customized programs and services and coordination with partners, Lucas County is focused on preparing an educated and skilled workforce.

#### GOALS RELATING TO THE PERFORMANCE ACCOUNTABILITY MEASURES BASED ON PERFORMANCE INDICATORS

The Lucas County Workforce Development Board has multiple goals connected to employer engagement, serving as a central hub for workforce development activities, and providing holistic, customer-centric career services. The combined strategy will assist in understanding employer needs and preparing a workforce to meet current and anticipated needs. Additionally, the Lucas County Workforce Development Board will be working with partners including educators to ensure that education and training programs are producing work-ready individuals that will succeed in employment. Lastly, alignment of programs and services with partners will help coordinate regional workforce activities such as sector partnerships. The strategies for the Lucas County Workforce Development Board should result in meeting or exceeding performance measures. The coordinated efforts and strategy will result in employment placement and retention, credential attainment, skill gains, and employer satisfaction. Please see attachments for the WIOA and CCMEP Performance Negotiations for Program Year 2016 and 2017.

*6. A strategy to work with entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals.*

OhioMeansJobs Lucas County will align local resources, working with core programs and required partners, to successfully implement the strategies of the strategic plan.

Working with committees comprised of individuals from economic development, business, community leadership, and workforce staff, the Lucas County Workforce Development Board will team with WIOA core and program partners to create a job readiness and life skills workforce training programs, making program participants better equipped to enter the workforce. Core partners include: Title I Adult, Dislocated Worker, and Youth Programs; Comprehensive Case Management and Employment Program (CCMEP); Adult Basic and Literacy Education (ABLE) Wagner-Peyser Employment Services; Vocational Rehabilitation Program; Senior Community Service Employment Services Program; Post-Secondary Vocational Education; Trade Adjustment Assistance; Jobs for Veterans State Grant Program; Unemployment Insurance Program; and Temporary Assistance for Needy Families Program (TANF). Co-enrollment and common applications and assessments will also allow for better referral and access to remedial education and credentialing training.

OhioMeansJobs Lucas County will continue to improve the level of access to and quality of career counseling by creating a stronger flow of internal communications to local partners and staff. This includes making sure staff and partners are up to date on data collection trends, and providing training and workshop series on in-demand occupations and future job opportunities.

The Lucas County Workforce Development Board will implement the State of Ohio's youth workforce program, the CCMEP, coordinating case management and creating a more unified experience for jobseekers aged 16-24 years old. CCMEP will provide the operational framework to deliver integrated, comprehensive case management and employment services. CCMEP seeks to improve employment and education outcomes by helping participants overcome barriers to employment and develop in-demand skills to better serve local employers. CCMEP will provide employment and training services based on a comprehensive assessment of participants' employment and training needs and will provide services based on an individualized opportunity plan. Because CCMEP combines the resources of TANF and WIOA, it creates a better-coordinated, person-centered case management system. Co-enrollment and common case management are two of the best practices that can be applied to assist these jobseekers in a more cohesive way across partners of the OhioMeansJobs delivery system.

*Descriptions of the Local Workforce Development System:*

1. *The workforce development system in the local area, including the identification of the following:*
  - The programs that are included in the system; and
  - How the local Lucas County Workforce Development Board will work with the entities carrying out the core programs and other workforce development programs to support service alignment; and
  - Location of the comprehensive OhioMeansJobs Lucas County and any affiliated or specialized centers in the local workforce development area.

PROGRAMS & PARTNERS INCLUDED IN THE OHIOMEANSJOBS LUCAS COUNTY SYSTEM<sup>16</sup>

<b>Program</b>	<b>Partner Name</b>
Adult and Dislocated Worker Programs	Lucas County Department of Planning and Development
Comprehensive Case Management and Employment Program (Youth program)	Lucas County Department of Planning and Development
Employment Services	Ohio Department of Job and Family Services
Adult Basic and Literacy Education	Owens Community College
Vocational Rehabilitation Program	Opportunities for Ohioans with Disabilities
Senior Community Employment Services Program	PathStone Corp.
Post-Secondary Vocational Education	Northwest State Community College Owens Community College Penta Career & Technical Center – Adult Education
Trade Adjustment Assistance	Ohio Department of Job and Family Services
Jobs for Veterans State Grants Program	Ohio Department of Job and Family Services
Unemployment Insurance Program	Ohio Department of Job and Family Services
Temporary Assistance for Needy Families Program (TANF)	Lucas County Department of Job and Family Services

<sup>16</sup> Descriptions retrieved from the Lucas County Department of Planning & Development (<http://co.lucas.oh.us/index.aspx?NID=64>) & Lucas County Workforce Policies webpage (<http://co.lucas.oh.us/index.aspx?nid=198>)

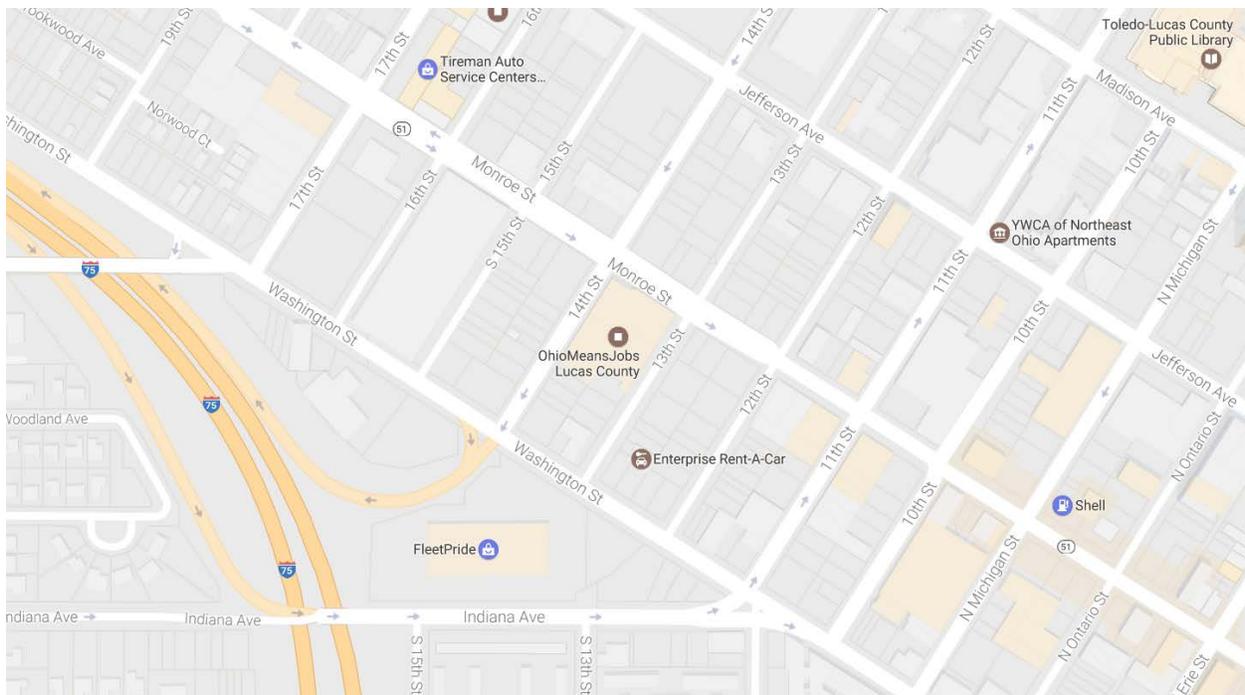
HOW THE LUCAS COUNTY WORKFORCE DEVELOPMENT BOARD WILL WORK WITH PARTNERS TO CARRY OUT PROGRAMS TO SUPPORT SERVICE ALIGNMENT

Through a partnership of government, non-profit, and private sector workforce and economic development organizations, the opportunity to utilize services available through OhioMeansJobs Lucas County will be provided to the universal customer. This customer includes all jobseekers (from entry-level to executive level) and small businesses to major corporations. OhioMeansJobs Lucas County will work with the entities carrying out the core programs and other workforce development programs to support service alignment by working collaboratively to help jobseekers find quality employment, employed workers find better jobs, and businesses to find skilled and job-ready employees.

Two of the Lucas County Workforce Development Board's strategic plan goals which directly address support service alignment are 1) team-based career services which are customer centric and streamlined, and 2) establishing OhioMeansJobs Lucas County as the hub of workforce activities.

LOCATION OF OHIOMEANSJOBS CENTER

OhioMeansJobs Lucas County, operated by the Lucas County Department of Planning and Development, is located at 1301 Monroe Street, Toledo, OH 43604-5815



2. *How the local Lucas County Workforce Development Board will work with entities carrying out core programs to:*

- Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;
- Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and
- Improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable)

EXPAND ACCESS TO PROGRAMS AND SUPPORT SERVICES FOR ELIGIBLE INDIVIDUALS (PARTICULARLY ELIGIBLE INDIVIDUALS WITH BARRIERS TO EMPLOYMENT), AND FACILITATE THE DEVELOPMENT OF CAREER PATHWAYS AND CO-ENROLLMENT IN CORE PROGRAMS.

The Lucas County Workforce Development Board will continue to work with partners to reach eligible individuals, particularly eligible individuals with barriers to employment. The Lucas County Workforce Development Board will also work with partners to continue to build career pathways, co-enroll eligible clients with Job and Family Services to engage TANF clients, and continue collaborative efforts with Opportunities for Ohioans with Disabilities (BVR) and veterans’ services. The aforementioned agencies are all located in the OhioMeansJobs building, which provide opportunity for collaboration and convenient access to services for clients.

The Lucas County Workforce Development Board's strategic plan includes goals, which address training, education, employment, and support services, as well as the development of career pathways and co-enrollment in programs. Strategic goals which address this include: 1) providing proactive and adaptable business services and solutions through meaningful employer engagement, 2) preparing a pipeline of work-ready individuals based upon the needs of employers, 3) providing holistic, customer-centric, streamlined, and team-based career services, and 4) establishing the Lucas County Workforce Development Board as the central hub of workforce development activities in the region.

IMPROVE ACCESS TO ACTIVITIES LEADING TO INDUSTRY RECOGNIZED CREDENTIALS, AND CERTIFICATES WHICH ARE PORTABLE AND STACKABLE

Owens Community College holds classes at the OhioMeansJobs Lucas County and two community colleges are represented on the Lucas County Workforce Development Board, improving the access to activities, which lead to credentials. Additionally, the ABLE/GED program of Penta Career & Technical Center has a classroom in the OhioMeansJobs Lucas County. The Ohio Department of Higher Education (ODHE) recognizes the GED as a stackable credential and has created a system that provides a state-recognized education pathway that provides individuals college credits for prior public post-secondary education and/or industry-recognized credentials.

3. *The strategies and services will be used in the local area:*

- *To facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations;*
- *To support a local workforce development system that meets the needs of businesses in the local area;*
- *To provide better coordination between workforce development programs and economic development;*
- *To collaborate with JobsOhio and the support to the JobsOhio regional goals;*
- *To strengthen linkages between the OhioMeansJobs delivery system and unemployment insurance programs; and*
- *To implement initiatives such as incumbent worker training programs, on-the- job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers.*

FACILITATE ENGAGEMENT OF EMPLOYERS IN WORKFORCE DEVELOPMENT PROGRAMS, INCLUDING SMALL EMPLOYERS AND EMPLOYERS IN IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS, AND SUPPORT A LOCAL WORKFORCE DEVELOPMENT SYSTEM THAT MEETS THE NEEDS OF BUSINESS IN THE LOCAL AREA

One of the goals of the Lucas County Workforce Development Board’s strategic plan is for the OhioMeansJobs Lucas County center to engage employers in the development and implementation of programs that will provide the pipeline needed to gain work-ready individuals to fill skills gaps of both small employers and employers in in-demand sectors and occupations. Also, the Lucas County Workforce Development Board’s plan includes a goal for the center to be recognized as the hub of workforce activities. Employers will recognize the OhioMeansJobs Lucas County center as a place for them to be engaged in activities that address the development of career pathways and training programs that will directly fill their employment gaps.

PROVIDE BETTER COORDINATION BETWEEN WORKFORCE DEVELOPMENT PROGRAMS AND ECONOMIC DEVELOPMENT

Lucas County Department of Planning and Development combines the OhioMeansJobs Lucas County and workforce and economic development functions within one department, resulting in the benefit of staff members engaging with employers and jobseekers on a daily basis.

One of the strategies in the plan is to leverage opportunities to share information more systematically among jobseekers, employers, and partners. Quarterly partner consortium meetings are an action item of this strategy that provides the opportunity to better advise and inform communications between workforce development and economic development activities. Additionally, the strategy to convene workforce system partners to coordinate regional workforce activities will help create the leveraging of existing partner meetings to coordinate activities

#### COLLABORATE WITH JOBSOHIO AND THE SUPPORT TO THE JOBSOHIO REGIONAL GOALS

JobsOhio and the OhioMeansJobs Lucas County partner regularly, especially related to work which encompasses tasks associated with regional demand occupations responsibilities. Nevertheless, the Lucas County Workforce Development Board recognizes the opportunity for continuous improvement and will continue its work with JobsOhio through the Regional Growth Partnership to develop, promote, and expand economic development partnerships. Aggressive engagement activities with employers via online surveys, interviews, and meetings are just some of the action steps related to the strategy to collaboratively engage business to assess workforce needs and utilize the knowledge for continuous improvement.

#### STRENGTHEN LINKAGES BETWEEN THE OHIOMEANSJOBS DELIVERY SYSTEM AND UNEMPLOYMENT INSURANCE

With the Wagner-Peyser staff located in the OhioMeansJobs Lucas County center location, referral is direct. Yet, the Lucas County Workforce Development Board recognizes the necessity to implement action that addresses the need to assess current customer flow and the service delivery model so that opportunities for improvement can be identified. This action is part of the strategy to implement a customer-centric service delivery model providing holistic career services. That is why the Lucas County Workforce Development Board plans to have front line staff from both OhioMeansJobs Lucas County and Wagner-Peyser meet on a regular basis to address service delivery, best practices, and challenges.

#### IMPLEMENT INITIATIVES SUCH AS INCUMBENT WORKER TRAINING PROGRAMS, ON-THE-JOB TRAINING PROGRAMS, CUSTOMIZED TRAINING PROGRAMS, INDUSTRY AND SECTOR STRATEGIES, CAREER PATHWAYS INITIATIVES, UTILIZATION OF EFFECTIVE BUSINESS INTERMEDIARIES, AND OTHER BUSINESS SERVICES AND STRATEGIES DESIGNED TO MEET THE NEEDS OF REGIONAL EMPLOYERS

With employer engagement, OhioMeansJobs Lucas County plans to 1) assess employer workforce needs and utilize the knowledge for continuous improvement, 2) develop and implement a life skills program that is recognized by business and industry, 3) work in partnership with a network of educational institutions such as K-12, career and technical education, and post-secondary education to expand best practices and provide career pathways for jobseekers, 4) align and coordinate business services across all partner programs and services, and 5) expand industry-driven sector strategies that are championed by business and industry to drive career pathways. These strategies address the local plan initiatives for compliance.

*4. How the local Lucas County Workforce Development Board will strategize to implement the goals and reform principles of the Combined State Plan.*

The Lucas County Workforce Development Board will strategize to implement the goals and reform principles of the Combined State Plan by forming committees to carry out the actions associated with strategic goals and will meet regularly to ensure goals are accomplished. There will be five committees; one responsible for each goal. The strategies will have action steps, timelines, roles and responsibilities, and benchmarks.

*5. The examination of how the local Lucas County Workforce Development Board will coordinate local workforce development activities with regional economic development activities that are carried out in the local area and how the local Lucas County Workforce Development Board will promote entrepreneurial skills training and microenterprise services.*

As previously mentioned, Lucas County Department of Planning and Development combines the OhioMeansJobs Lucas County and workforce and economic development functions within one department, resulting in the benefit of staff members engaging with employers on a daily basis. The Lucas County Workforce Development Board will continue its relationship with Toledo Regional Chamber of Commerce’s Small Business Development Center (SBDC), which is federally funded and provides entrepreneurial and microenterprise services and training. Referrals are currently made to the SBDC.

*6. An explanation of the OhioMeansJobs delivery system in the local area, including:*

- *How the local Lucas County Workforce Development Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers;*
- *How the local Lucas County Workforce Development Board will facilitate access to services provided through the OhioMeansJobs delivery system through the use of technology and other means;*
- *How entities within the OhioMeansJobs delivery system, including OhioMeansJobs Lucas County operators and partners, will comply with 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, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and*
- *The roles and resource contributions of the OhioMeansJobs Lucas County partners.*

THE LOCAL LUCAS COUNTY WORKFORCE DEVELOPMENT BOARD WILL ENSURE THE CONTINUOUS IMPROVEMENT OF ELIGIBLE PROVIDERS OF SERVICES THROUGH THE SYSTEM AND THAT SUCH PROVIDERS WILL MEET THE EMPLOYMENT NEEDS OF LOCAL EMPLOYERS, WORKERS, AND JOBSEEKERS

The Lucas County Workforce Development Board monitors services and sets the criteria for the youth providers to ensure the continuous improvement of eligible providers of services through the system and to ensure providers meet the employment needs of local employers, workers, and jobseekers.

THE LOCAL LUCAS COUNTY WORKFORCE DEVELOPMENT BOARD WILL FACILITATE ACCESS TO SERVICES PROVIDED THROUGH OHIOMEANSJOBS DELIVERY SYSTEM THROUGH THE USE OF TECHNOLOGY AND OTHER MEANS

Access to the OhioMeansJobs website is available via the internet and through computers at the OhioMeansJobs Lucas County resource room. Dedicated labs are utilized to assist individuals with computer skills to give the technology skills needed to use the OhioMeansJobs website more effectively. The Lucas County Workforce Development Board also collaborates with the library system to refer jobseekers who may need additional computer training and access at no cost.

ENTITIES WITHIN OHIOMEANSJOBS DELIVERY SYSTEM, INCLUDING OHIOMEANSJOBS LUCAS COUNTY OPERATORS AND PARTNERS, WILL COMPLY WITH SECTION 188 OF WIOA, IF APPLICABLE, AND APPLICABLE PROVISIONS OF THE AMERICANS WITH DISABILITIES ACT 1990 REGARDING THE PHYSICAL AND PROGRAMMATIC ACCESSIBILITY OF FACILITIES, PROGRAMS, SERVICES, TECHNOLOGY, AND MATERIALS FOR INDIVIDUALS WITH DISABILITIES, INCLUDING PROVIDING STAFF TRAINING AND SUPPORT FOR ADDRESSING THE NEEDS OF INDIVIDUALS WITH DISABILITIES

Lucas County's OhioMeansJobs center is certified ADA compliant and meets the expectations for addressing the needs of individual with disabilities. Additionally, both the mental health agency and local Job and Family Services (JFS) are in the same building with OhioMeansJobs Lucas County, making access to services for those with disabilities convenient.

Staff members from different programs within OhioMeansJobs Lucas County are crossed-trained to more effectively and efficiently address client needs. Monthly training meetings are held for the OhioMeansJobs Lucas County staff and bringing in staff from partner programs is now being considered.

ROLES AND RESOURCE CONTRIBUTIONS OF THE OHIOMEANSJOBS LUCAS COUNTY PARTNERS

The roles and resource contributions by each OhioMeansJobs partner are addressed in the local MOU and are reviewed annually. In the attachments, you will find the most recent MOU explaining performance and cost sharing commitments of each center partner.

*7. An assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.*

The Lucas County Workforce Development Board assesses the adult and dislocated worker employment and training activities by utilizing the State of Ohio's demand occupations data cross-referenced with labor market information (LMI) data. Additionally, OhioMeansJobs Lucas County assures the livable wage of \$13.50 (currently) is attainable upon completion of the adult and dislocated worker employment and training activities in the local area. The strategic plan includes a strategy to expand industry-driven sector strategies to drive career pathways with activities such as identifying emerging sectors as targets and development of new sector partnerships, which ultimately leads to an improved assessment of employment and training activities.

*8. An explanation of how the local Lucas County Workforce Development Board and the State coordinates statewide rapid response activities.*

The OhioMeansJobs Lucas County center and Ohio's Rapid Response teams coordinate to address WARN Act activities. The entities reach out to one another based on who receives the information first. The lead contacts are the Director of Business and Workforce Services for the Lucas County Department of Planning & Development on behalf of the county and the Program Delivery Manager for the Ohio Department of Job and Family Services on behalf of the state.

Additionally, the Lucas County Workforce Development Board also has a working relationship with a neighboring county (Wood County) in relation to rapid response activities.

*9. A reference to the Comprehensive Case Management and Employment Program (CCMEP) plan for each county within the local area. (This requirement is fulfilled if each county within the local workforce development area submitted the CCMEP county plan as required in rule 5101:14-1-03 of the Administrative Code.)*

- *If a CCMEP county plan is not required to be submitted, the local plan must include a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.*

OhioMeansJobs Lucas County will implement the State of Ohio's youth workforce program, the Comprehensive Case Management and Employment Program (CCMEP), to provide the operational framework to deliver integrated, comprehensive case management and employment services. Assisting individuals to overcome barriers to employment and providing in-demand skills to better serve local employers allows for the opportunity to improve employment and education outcomes. The CCMEP combines the resources of TANF and WIOA creating a better-coordinated, person-centered case management system. Individuals receive employment and training services based on a comprehensive assessment of their employment and training needs, and services based on an individualized plan. The Lucas Department of Planning and Development contracts with the YMCA for in-school youth programs and with Harbor Behavioral Health for out-of-school youth programs. Lucas County Workforce Development Board submitted the CCMEP county plan as required in rule 5101:14-1-03 of the

Administrative Code and it has been approved. As of this report, the Lucas County Workforce Development Board is waiting to hear back from the state concerning some minor changes the state requested.

*10. How the local Lucas County Workforce Development Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.*

Working in partnership with a network of educational institutions including K-12, career and technical education, and post-secondary education to expand best practices and provide career pathways for job seekers, the Lucas County Workforce Development Board will engage education partners to collaborate on existing career pathways and align them with business and industry identified credentials. The Lucas County Workforce Development Board currently works with Toledo Public Schools and the Department of Labor (DOL) grant the school received called *Youth Career Connect*. There are five schools participating in the initiative addressing in-demand occupations such as precision machining, advanced electronics and transportation and supply chain management. OhioMeansJobs Lucas County provides LMI data and connects schools and business. Additionally, post-secondary providers complete the required Eligible Training Provider paperwork necessary for approval by the State of Ohio for addition to the Workforce Inventory of Education and Training (WIET) and OhioMeansJobs Lucas County makes referrals to those schools based on client and business needs.

*11. How the local Lucas County Workforce Development Board will coordinate WIOA Title I workforce investment activities with the provision of transportation, child care, and other appropriate supportive services in the local area.*

The Lucas County Workforce Development Board follows a supportive service policy wherein OhioMeansJobs Lucas County coordinates with Lucas County Department of Job and Family Services (LCDJFS) support services and other agencies to provide referrals to clients. Currently, a pilot program exists for those needing transportation to work. WorkReady Express uses Black & White Transportation to shuttle employees to and from their job site. This public-private initiative links employees with temporary workplace transportation, skill certification, and the Financial Opportunity Center in order to ensure that the employee has the tools necessary to maintain steady employment and find a reliable way to work on their own.

As a strategy to leverage opportunities to share information more systematically among jobseekers, employers, and partners, the OhioMeansJobs center also plans to add transportation, child care, and other appropriate supportive services in the local area to the OhioMeansJobs Lucas County website. This will allow the client easy access to the activities addressed in the WIOA Title I provision.

*12. How the local Lucas County Workforce Development Board, in coordination with the OhioMeansJobs Lucas County operator, maximizes coordination, improves service delivery, and avoids duplication of Wagner-Peyser Act services and other services provided through the OhioMeansJobs delivery system.*

The strategic plan implemented by OhioMeansJobs Lucas County includes an approach for implementing a customer-centric service delivery model, which will assess current customer flow and identifies opportunities for improvement. Monthly partner meetings will be conducted for staff to discuss team-based service delivery, best practices, and challenges. The Wagner-Peyser staff is located in the OhioMeansJobs Lucas County and the collaborative working environment provides the opportunity to coordinate activities and avoid duplication.

*13. How the local Lucas County Workforce Development Board will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, including how the local Lucas County Workforce Development Board will carry out the review of local applications submitted under Title II.*

In compliance with the state requirement to include workforce investment activities with adult education and literacy activities under WIOA Title II, Lucas County provides a dedicated space for the Penta Career Center ABLE/GED program in the OhioMeansJobs Lucas County center building. The strategic plan includes action steps that will engage both employers and education partners in the development of a "life skills" curriculum to create a seamless connection to training programs. The ABLE/GED program addresses both the adult education and literacy activities of WIOA Title II and is part of a pathway to training and career development.

*14. The executed cooperative agreements which define how service providers will carry out the requirements for integration of and access to the entire set of services available in the local OhioMeansJobs system. This includes cooperative agreements between the local WDB and other local entities with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.*

The executed cooperative agreements which define how service providers will carry out the requirements for integration of and access to the entire set of services available in the local OhioMeansJobs system are addressed in the local MOU and are reviewed annually. Please see attachments for the most recent MOU. Additionally, the policies governing partner compliance can be found on the Workforce Policies page of the Lucas County website:

<http://co.lucas.oh.us/index.aspx?nid=198>

*15. An identification of the fiscal agent.*

The Lucas County Department of Planning & Development is the Lucas County Workforce Development Board's fiscal agent.

*16. The competitive process that will be used to award the subgrants and contracts for WIOA Title I activities.*

The Lucas County Workforce Development Board uses the open-bidding process whereby a Request for Proposals (RFP) is publicly posted. The Lucas County Workforce Development Board follows the county procurement policies, which can be found at: <http://co.lucas.oh.us/DocumentCenter/View/45284>

*17. The local levels of performance negotiated with the State.*

For PY 2015, OhioMeansJobs Lucas County exceeded the standard rates for seven of the eight performance measures. The rates for Performance Measures for Adult Entered Employment, Adult Retention Rate, Adult Average Earnings, Dislocated Workers Entered Employment, Dislocated Workers Retention Rate, Dislocated Workers Average Earnings, Youth Placement in Employment or Education, Youth Certificate or Diploma were exceeded, and the eighth performance measure for Youth Literacy and Numeracy was met.

**AREA 9 Performance Report Annual PY 2015**

Performance Measure	Numerator	Denominator	Rate	PY 14 Standard (Exceeds)	80% of Standard (Meets)	Results (E/M/F)
Adult Entered Employment	80	90	88.9%	79.0%	63.2%	E
Adult Retention Rate	119	132	90.2%	89.0%	71.2%	E
Adult Average Earnings	\$1,462,282	78	\$18,747	\$15,800	\$12,640	E
DW Entered Employment	45	48	93.8%	81.0%	64.8%	E
DW Retention Rate	42	44	95.5%	92.5%	74.0%	E
DW Average Earnings	\$520,955	27	\$19,295	\$19,250	\$15,400	E
Youth Placement in Employment or Education	150	200	75.0%	67.0%	53.6%	E
Youth Certificate or Diploma	134	193	69.4%	63.0%	50.4%	E
Youth Literacy and Numeracy	44	84	52.4%	56.0%	44.5%	M
Populations	Adults	Dislocated Workers	Youth	Out-of-School Youth	In-School Youth	Total
PY 2015 Participants	198	60	579	447	132	837
PY 2015 Exiters	105	36	246	221	25	387
PY 2015 Exit Rate	53.0%	60.0%	42.5%	49.4%	18.9%	46.2%

*18. The actions the local Lucas County Workforce Development Board will take toward becoming or remaining a high-performing Workforce Development Board.*

The Lucas County Workforce Development Board will take the following actions to become a high-performing board. These steps and actions support and align with the goals, strategies, and actions of the Lucas County Workforce Board Strategic Plan.

- Focus on implementing, monitoring, and updating the Lucas County Workforce Development Board Strategic Plan
- Frame Lucas County Workforce Development Board meetings around strategic initiatives and utilize a consent agenda
- Develop a comprehensive talent attraction, development, and retention strategy for the region and prepare a pipeline of work-ready individuals based upon the needs of employers
- Encourage innovation
- Establish the Lucas County Workforce Development Board as the central hub for workforce development activities and be positioned as the “go to” source for labor market information and use that intelligence for decision making
- Be business-driven and use a sector-based approach to engaging regional employers
- Be diverse and a reflection of the community
- Track progress, effectiveness of initiatives, and customer satisfaction and adjust accordingly
- Include community members on committees implementing the strategic plan
- Understand and build on partner strengths to align services and leverage resources for a common regional agenda

*19. How training services will be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts, and how the local WDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.*

OhioMeansJobs Lucas County works with the individual to provide them with an individual training plan. Individuals complete an assessment to determine program eligibility, are provided a demand occupation list, a list of approved training providers, and information to guide them to the state website for additional useful information. The policy related to individual training accounts can be found here: <http://co.lucas.oh.us/documentcenter/view/59839>

*20. How OhioMeansJobs centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA.*

OhioMeansJobs Lucas County is expanding the use of the state-provided Ohio Workforce Case Management System (OWCMS) to track intake and activities. Training for the system software is provided by the state to local staff members as needed. Addressing this compliance item is one of the strategies in the OhioMeansJobs Lucas County plan to prioritize professional development of front-line staff.

*21. The direction given to the OhioMeansJobs Lucas County operator to ensure 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.*

Enforcement of the Lucas County Workforce Development Board's service policy ensures 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 including veterans, the disabled, those with language barriers, etc. One of the key strategies addressing this compliance item is the development and implementation of a life skills program that is recognized by business and industry. The policy related to priority can be found at: <http://co.lucas.oh.us/index.aspx?nid=198>

*22. The process used by the local Lucas County Workforce Development Board to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations. The required public comment process is outlined in section 108(d) of WIOA.*

The process used by the Lucas County Workforce Development Board to provide a 30-day public comment period prior to submission of the plan will comply with the requirement of the law. To that end, the Lucas County Workforce Development Board Strategic Plan will be posted online and will be publicized as so, including advertisements in minority-focused publications. The Board will also use social media, including LinkedIn and Twitter, and will share the availability of the plan for review with various business organizations such as the Toledo Regional Chamber of Commerce and other community-based chambers.

## SECTION 6: MONITORING PROGRESS AND PLAN UPDATE

---

As the implementation of the strategic plan moves forward, the Lucas County Workforce Development Board will be intentional about tracking progress and measuring success. Metrics will be established in evaluating progress toward the goals set forth in the strategic plan. Progress will be monitored at regular intervals by the assigned committees and reported on at the regular Lucas County Workforce Development Board meetings. Workforce staff will maintain frequent communication with committee and board members to ensure action steps are being implemented and the focus is maintained. Utilizing implementation tools, the workforce staff and Board will have consistent and standardized monitoring.

The Lucas County Workforce Development Board's Strategic Plan will be reviewed annually so that the Board can adjust the strategy actions if necessary. During year two, the Lucas County Workforce Development Board will conduct a comprehensive review of the strategic plan and prepare and submit modifications to the plan to reflect any changes related to:

- Labor market and economic conditions;
- Other factors affecting the implementation of the regional or local plan, including but not limited to:
  - Significant changes in local economic conditions;
  - Changes in the financing available to support WIOA Title I and partner-provided WIOA services;
  - Changes to the local Board structure; and
  - The need to revise strategies to meet performance goals.

If the Lucas County Workforce Development Board decides, after review of the plan, that a modification is unnecessary, the plan shall be e-mailed to the state, indicating that the review of the plan was completed and modifications to the plan were not necessary.

## SECTION 7: ASSURANCES

---

The Lucas County Workforce Development Board understands the seriousness of compliance as it relates to the Requirements of the Local Plan and the Assurances which must be provided, therefore the Lucas County Workforce Development Board:

- Assures 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.
- Assures 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.
- Assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of the Act.
- Assures 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.
- Assures that veterans will be afforded employment and training activities authorized in the Jobs for Veterans Act and 20 C.F.R. Part 1010.
- Assures 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).