

# WORKFORCE INNOVATION AND OPPORTUNITY ACT PLAN

for the

## SOUTHCENTRAL OHIO REGION



**AREA 11**  
Franklin County

**AREA 20**  
Fairfield, Hocking, Pickaway, Ross, and Vinton Counties

**Program Years 2017 - 2021**

March 1, 2017

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**Addenda:**

1. Area 11 Local Plan
2. Area 20 Local Plan

**Attachments:**

- A – Map of Ohio’s Workforce Development Regions
- B – Map of Ohio’s JobsOhio Regions
- C – Snapshots of HelpWanted Advertisements as of December 22, 2016
- D – Listing of Career and Technical Schools in the Columbus area
- E – Strategic Planning Summary
- F – Public Comments
- G – Supplemental Labor Market Information

## SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

### I. Descriptions of regional labor market information and other analysis:

#### 1. A regional analysis of:

- Economic conditions, including existing and emerging in-demand industry sectors and occupations; and

#### Regional Overview

The Southcentral Ohio Workforce Development Region is comprised of Local Workforce Area #11 (Franklin County) and Local Workforce Area #20 (Fairfield, Hocking, Pickaway, Ross, and Vinton Counties).<sup>1</sup> Overall, it is home to approximately 1,579,000 citizens<sup>2</sup>.

It includes the major city of Columbus, the capital and largest city in Ohio, and the 15<sup>th</sup> largest city in the US with a population of approximately 823,000. Located in Franklin County, Columbus is the fastest growing city in the Midwest and the first in the Midwest to recover all jobs lost in the recession. Additionally, the Southcentral Region also includes parts of rural Appalachia in Hocking, Ross, and Vinton Counties. The top private sector employers of the region are all located in Franklin County and include<sup>3</sup>:

Employer Name	Number of Employees
JP Morgan Chase and Co.	20,475
Nationwide	13,000
Honda of America Manufacturing, Inc.	10,701
Huntington Bancshares, Inc.	5,052
Cardinal Health	4,095
American Electric Power Company, Inc.	3,365
Alliance Data Retail Services	3,057
PNC Financial Services Group, Inc.	3,000
Abercrombie and Fitch Company	2,650
Express Script Holdings Company	2,441

In addition to these private sector employers, it also has many governmental, educational, and non-profit employers, such as the State of Ohio, the United States Government, The Ohio State University, and OhioHealth. Overall, it has a highly diversified economy with no single sector representing more than 18 percent of total employment, resulting in a very stable economic base and the opportunity for robust sector-based planning that addresses sector-specific needs and cross-sector talent development.

<sup>1</sup> A map of Ohio's Workforce Development Regions is included as **Attachment A**.

<sup>2</sup> Population estimates by county as of July 1, 2015 per US Census Quick Facts.

<sup>3</sup> Top Private Sector Employers, Columbus Region, [www.columbusregion.com](http://www.columbusregion.com).

## SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

It is important to note that the Southcentral Ohio Region straddles the JobsOhio Central and JobsOhio Southeast Economic Development Regions as outlined below:<sup>4</sup>

- JobsOhio Central Region: **Fairfield, Franklin, and Pickaway Counties** are included along with Delaware, Knox, Licking, Logan, Madison, Marion, Morrow, and Union Counties
- JobsOhio Southeast Region: **Hocking, Ross, and Vinton Counties** are included along with Adams, Athens, Belmont, Carroll, Coshocton, Gallia, Guernsey, Harrison, Highland, Holmes, Jackson, Jefferson, Lawrence, Meigs, Monroe, Morgan, Muskingum, Noble, Perry, Pike, Scioto, and Washington Counties.

### Household Income

**Figure 1. Southcentral Ohio Region Household Income in the Past 12 months**

#### Household Income in the Past 12 Months

Southcentral Ohio Region

(in 2013 Inflation-Adjusted Dollars)

Franklin, Fairfield, Hocking, Pickaway, Ross, and Vinton Counties

	Households	Families	Married Couple Families	Nonfamily Households
Total	600,086	364,633	256,318	235,363
Less than \$10,000	7.9%	5.4%	1.8%	12.8%
\$10,000 to \$14,999	5.0%	3.1%	1.3%	8.2%
\$15,000 to \$24,999	10.4%	7.8%	4.2%	15.2%
\$25,000 to \$34,999	10.4%	8.2%	5.9%	14.0%
\$35,000 to \$49,999	14.1%	12.9%	11.2%	15.9%
\$50,000 to \$74,999	18.7%	19.1%	20.0%	17.3%
\$75,000 to \$99,999	12.3%	14.7%	17.6%	8.1%
\$100,000 to \$149,999	12.8%	16.8%	21.9%	5.7%
\$150,000 to \$199,999	4.5%	6.3%	8.4%	1.5%
\$200,000 or more	4.1%	5.7%	7.8%	1.3%

Source: American Community Survey, 2011-2015 Five-Year Estimates

About 47.8 percent of households in the region make less than \$50,000 per year, and 23.3 percent make less than \$25,000 per year. Married couple households have the highest incomes on average, and nonfamily households have the lowest incomes.

Item 1 in **Attachment G** provides county-specific information.

<sup>4</sup> A map of Ohio's JobsOhio Regions is included as **Attachment B**.

## SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

**Figure 2. Per Capita Income and Percentage of Persons Living in Poverty**

County	Franklin	Fairfield	Hocking	Pickaway	Ross	Vinton
Per Capita	\$29,244	\$28,130	\$21,360	\$24,921	\$21,365	\$18,330
Persons In Poverty	17.1%	9.1%	15.7%	12.4%	17.8%	18.9%

Source: US Census Quick Facts, 2015

Per capita incomes range from a high of \$29,244 in Franklin County to a low of \$18,330 in Vinton County. The highest percentage of persons living in poverty is found in Vinton County at 18.9 percent with the lowest percentage found in Fairfield at 9.1 percent.

Item 2 in **Attachment G** provides county-specific information.

### Labor Market Trends

**Figure 3. Employment Change in the Southcentral Ohio Region**

	Second Quarter 2012	Second Quarter 2016	Change	Percent
Total	743,892	812,790	68,898	9.3%
Agriculture, Forestry, Fishing, and Hunting	508	621	113	22.2%
Mining, Quarrying, and Oil and Gas Extraction	524	379	(145)	-27.7%
Utilities	2,683	4,091	1,408	52.5%
Construction	23,176	28,432	5,256	22.7%
Manufacturing	47,486	49,143	1,657	3.5%
Wholesale Trade	28,193	30,192	1,999	7.1%
Retail Trade	79,526	81,040	1,514	1.9%
Transportation and Warehousing	34,825	41,449	6,624	19.0%
Information	14,624	14,844	220	1.5%
Finance and Insurance	47,224	50,513	3,289	7.0%
Real Estate and Rental and Leasing	10,903	11,979	1,076	9.9%
Professional, Scientific, and Technical Services	44,656	47,349	2,693	6.0%
Management of Companies and Enterprises	19,723	24,887	5,164	26.2%
Administrative and Support and Waste Management and Remediation Services	54,611	61,140	6,529	12.0%
Educational Services	14,750	14,917	167	1.1%
Health Care and Social Assistance	103,605	117,882	14,277	13.8%
Arts, Entertainment, and Recreation	8,882	10,752	1,870	21.1%
Accommodation and Food Services	67,445	75,361	7,916	11.7%
Other Services (except Public Administration)	22,783	25,229	2,446	10.7%
Public Administration	132,141	134,824	2,683	2.0%

Source: ODJFS-BLMI Quarterly Workforce Indicators

## SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

**Figure 3** on the previous page shows the employment change from second quarter 2012 to second quarter 2016 (not seasonally adjusted) for the Southcentral Ohio Region. From the second quarter 2012 to second quarter 2016, employment grew 9.3 percent, adding 68,898 jobs. The growth was led by Healthcare and Social Assistance which added 14,277 jobs; Accommodation and Food Services which added 7,916 jobs; Transportation and Warehousing which added 6,624; and Administrative and Support and Waste Management and Remediation services which added 6,529. Mining, Quarrying, and Oil and Gas Extraction lost 145 jobs.

Item 3 in **Attachment G** provides county-specific information.

### In-Demand Industry and Occupations

**Figure 4. Employment Projections by Major Industry Group<sup>5</sup>**

Significant Changes in Employment Projections by Major Industry Group								
Region	JobsOhio Central Region				JobsOhio Southeast Region			
Counties	Delaware, Fairfield, Franklin, Knox, Licking, Logan, Madison, Marion, Morrow, Pickaway, and Union Counties				Adams, Athens, Belmont, Carroll, Coshocton, Fairfield, Gallia, Guernsey, Harrison, Highland, Hocking, Holmes, Jackson, Jefferson, Lawrence, Meigs, Monroe, Morgan, Muskingum, Noble, Perry, Pike, Ross, Scioto, Vinton, and Washington Counties			
Industry Title	2012 Annual Employment	2022 Projected Employment	Change in Employment	Percent Change	2012 Annual Employment	2022 Projected Employment	Change in Employment	Percent Change
Healthcare & Social Assistance	135,900	177,000	41,100	30.2%	54,300	66,600	12,300	22.7%
Construction	29,900	37,600	7,700	25.8%	13,000	16,000	3,000	23.1%
Administrative Waste Services	68,300	82,600	14,300	20.9%	10,100	12,000	1,900	18.8%
Professional & Technical Services	56,200	67,300	11,100	19.8%	5,600	6,100	500	8.9%
Real Estate & Rental & Leasing	12,400	14,500	2,100	16.9%	2,400	2,600	200	8.3%
Transportation & Warehousing	44,000	51,100	7,100	16.1%	9,900	10,800	900	9.1%
Accommodation & Food Services	85,200	98,100	12,900	15.1%	28,400	30,800	2,400	8.5%
Utilities	3,200	2,600	-600	-18.8%	3,900	3,900	0	0.0%
Agriculture, Forestry, Fishing & Hunting	11,300	11,000	-300	-2.7%	20,500	20,100	-400	-2.0%
Information	17,000	17,200	200	1.2%	3,400	3,300	-100	-2.9%
Educational Services	82,100	87,400	5,300	6.5%	34,500	33,700	-800	-2.3%
Government	77,900	82,100	4,200	5.4%	28,000	27,700	-300	-1.1%

Source: Ohio Department of Job and Family Services (ODJFS), Bureau of Labor Market Information (BLMI), June 2015

<sup>5</sup> To make employment projections by major industry group, ODJFS-BLMI prepares mathematical models based on approximately 20 years' worth of employment data for primary industries.

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As shown in **Figure 4** on the previous page, from 2012 to 2022, the JobsOhio Central and Southeast Regions are both projected to have double-digit growth in Healthcare and Social Assistance; Construction; and Administrative and Waste Services. Additionally, they are both projected to see stagnant and decreasing needs in Utilities, Agriculture, Forestry, Fishing, and Hunting; and Information.

Of interest, the Southeast Region is projected to have declines in Educational Services and Government while the Central Region is projected to experience moderate growth.

Item 4 in **Attachment G** provides additional information on employment projections by major industry group.

**Figure 5. Employment Projections by Occupational Group<sup>6</sup>**

Significant Changes in Employment Projections by Occupational Group								
Region	JobsOhio Central Region				JobsOhio Southeast Region			
Counties	Delaware, Fairfield, Franklin, Knox, Licking, Logan, Madison, Marion, Morrow, Pickaway, and Union Counties				Adams, Athens, Belmont, Carroll, Coshocton, Fairfield, Gallia, Guernsey, Harrison, Highland, Hocking, Holmes, Jackson, Jefferson, Lawrence, Meigs, Monroe, Morgan, Muskingum, Noble, Perry, Pike, Ross, Scioto, Vinton, and Washington Counties			
Occupational Title	2012 Annual Employment	2022 Projected Employment	Change in Employment	Percent Change	2012 Annual Employment	2022 Projected Employment	Change in Employment	Percent Change
Healthcare Support Occupations	37,300	48,900	11,600	31.1%	16,000	19,600	3,600	22.5%
Healthcare Practitioners & Technical Occupations	62,700	79,200	16,500	26.3%	24,200	28,300	4,100	16.9%
Construction & Extraction Occupations	38,400	34,000	5,600	19.7%	18,300	20,700	2,400	13.1%
Computer & Mathematical Occupations	35,700	42,700	7,000	19.6%	2,000	2,100	100	5.0%
Food Preparation & Serving Occupations	89,400	102,700	13,300	14.9%	31,100	33,500	2,400	7.7%
Personal Care & Service Occupations	28,300	32,400	4,100	14.5%	8,800	9,900	1,100	12.5%
Architecture & Engineering Occupations	14,900	17,000	2,100	14.1%	3,300	3,600	300	9.1%
Community & Social Service Occupations	20,000	22,800	2,800	14.0%	8,300	9,300	1,000	12.0%
Farming, Fishing, & Forestry Occupations	1,800	1,700	-100	-5.6%	2,900	2,700	-200	-6.9%
Education, Training, & Library Occupations	62,100	67,900	5,800	9.3%	23,500	23,300	-200	0.9%

Source: ODJFS-BLMI, June 2015

<sup>6</sup> To make employment projections by major occupational group, ODJFS-BLMI applies industry staffing patterns to the mathematical projections of employment by major industry group.

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**Figure 5** on the previous page shows that both the JobsOhio Central and Southeast Regions are expected to see high employment in Healthcare Support Occupations; Healthcare Practitioners and Technical Occupations; and Construction Occupations. They are both projected to see stagnant and decreasing employment in Farming, Fishing, & Forestry Occupations. Interestingly, the Central Region is projected to have employment growth in Education, Training, & Library Occupations while the Southeast Region is expected to have a decline.

Item 5 in **Attachment G** provides additional information on employment projections by occupational group.

**Figure 6. Estimated Annual Job Openings by Key Occupational Groups<sup>7</sup>**

Estimated Annual Job Openings by Key Occupational Groups		
Region	JobsOhio Central Region	JobsOhio Southeast Region
Counties	Delaware, Fairfield, Franklin, Knox, Licking, Logan, Madison, Marion, Morrow, Pickaway, and Union Counties	Adams, Athens, Belmont, Carroll, Coshocton, Fairfield, Gallia, Guernsey, Harrison, Highland, Hocking, Holmes, Jackson, Jefferson, Lawrence, Meigs, Monroe, Morgan, Muskingum, Noble, Perry, Pike, Ross, Scioto, Vinton, and Washington Counties
Occupational Title	Estimated Annual Job Openings Based on 2012 – 2022 Projections	Estimated Annual Job Openings Based on 2012 – 2022 Projections
Office & Administrative Support Occupations	5,439	1,234
Food Preparation & Serving Related Occupations	4,706	1,387
Sales & Related Occupations	3,862	1,141
Transportation & Material Moving Occupations	2,973	782
Healthcare Practitioners & Technical Occupations	2,949	905
Production Occupations	1,864	828

Source: ODJFS-BLMI, June 2015

The greatest number of job openings in the JobsOhio Central and Southeast Regions are projected to occur in Office and Administrative Support Occupations; Food Preparation and Serving Related Occupations; and Sales and Related Occupations. There are also significant openings projected for Transportation and Material Moving Occupations; Healthcare Practitioners and Technical Occupations; and Production Occupations.

Item 6 in **Attachment G** provides additional information on estimated job openings by key occupational groups.

<sup>7</sup> Ibid.



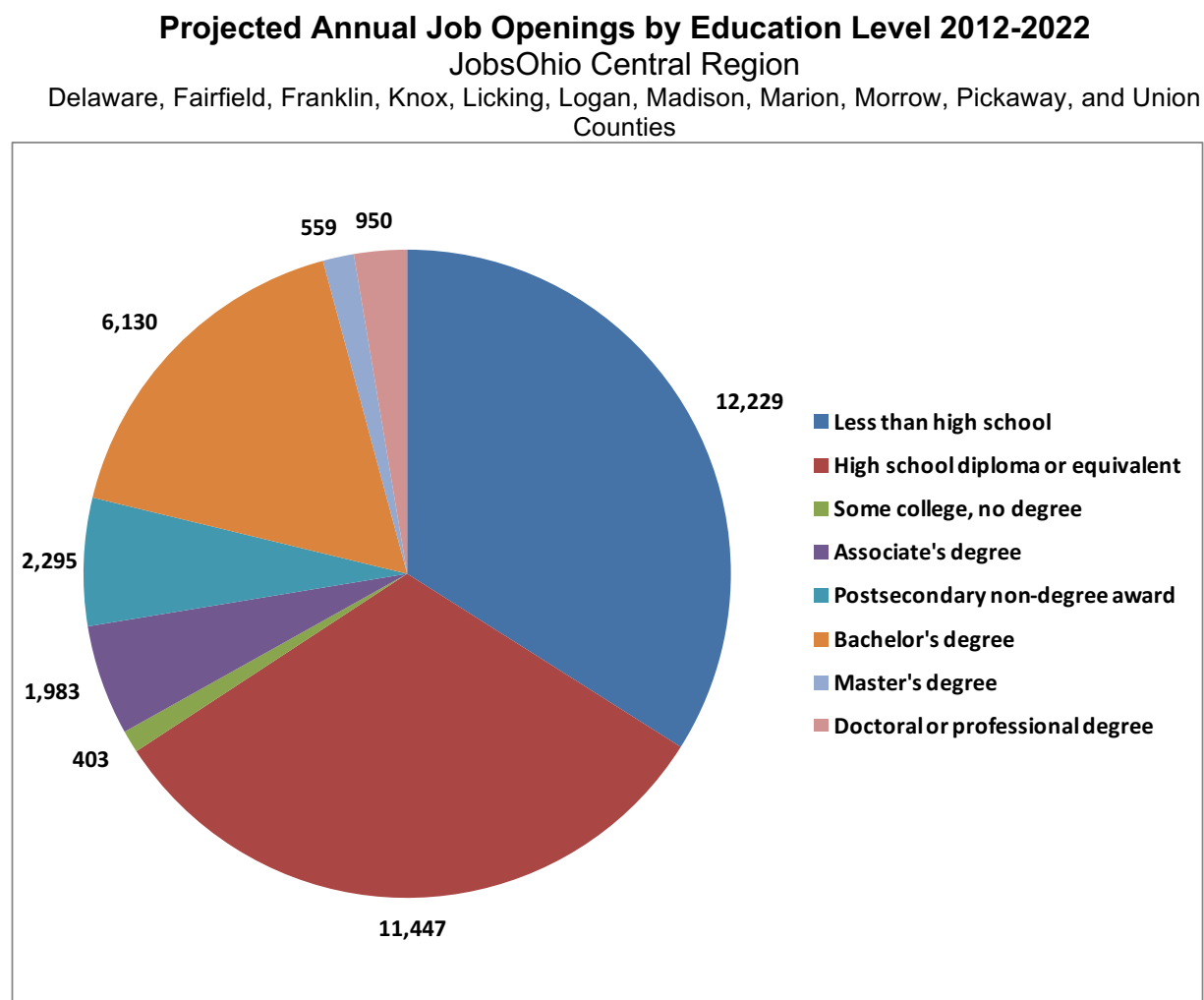
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- **Employment needs of employers in existing and emerging in-demand industry sectors and occupations.**

Occupations have typical education levels associated with them. For some occupations, such as lawyers and doctors, certain education levels are required, but for many occupations the 'typical' education level is based on the education of incumbents currently working in those occupations.

Specific skill information for projected job openings for the JobsOhio Central and Southeast Regions is provided in **Figures 7 and 8 below**. Additionally, the educational requirements, top certifications, and top skills from 158,558 HelpWanted Online job advertisements were assessed to document the specific employment needs of employers in the Southcentral Ohio Region. This information is found in **Figures 9, 10, and 11**.

**Figure 7. Projected Job Openings by Education Level 2012-2022 for JobsOhio Central Region**

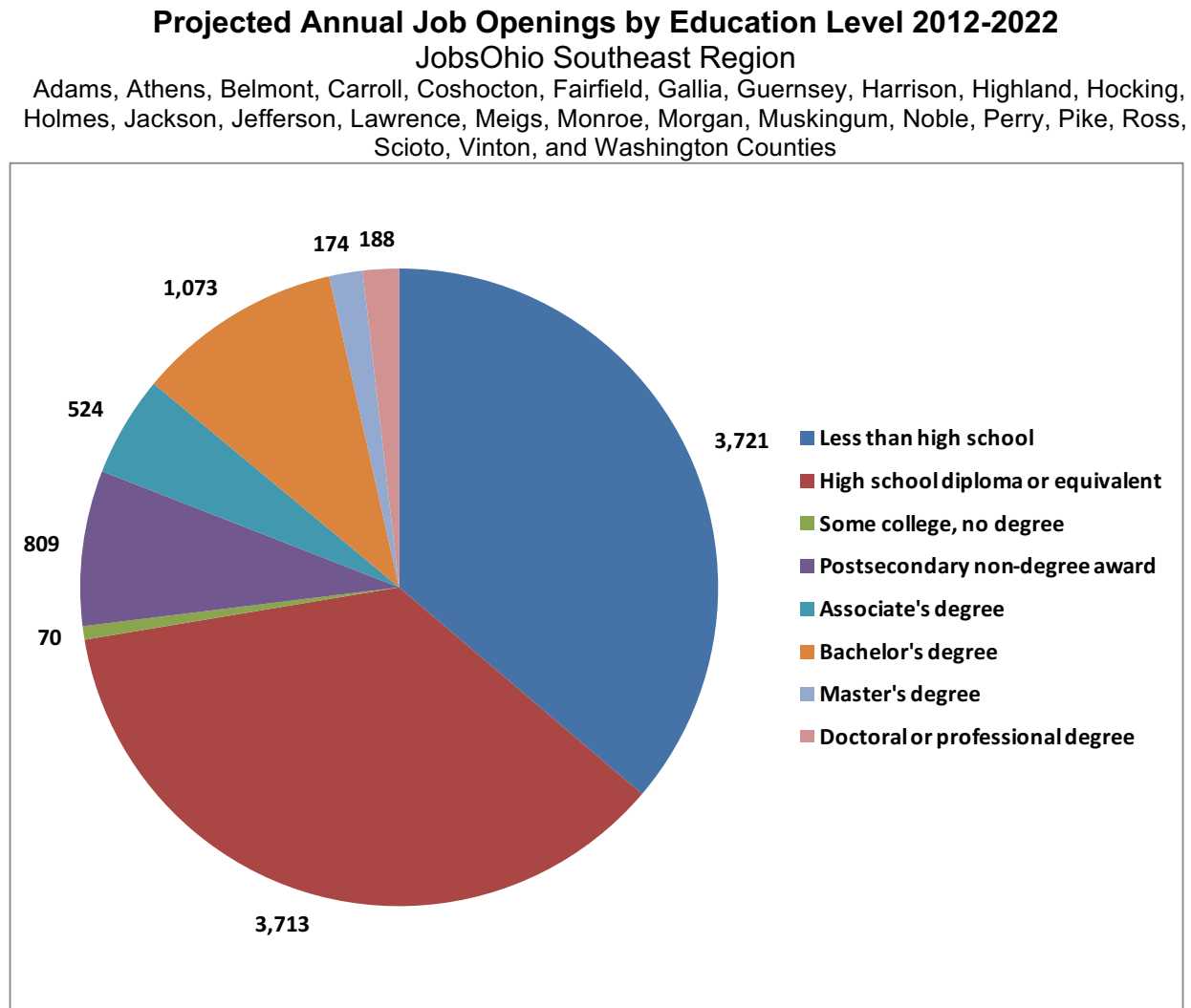


Source: ODJFS-BLMI, June 2015

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For the JobsOhio Central Region, long-term (2012 to 2022) occupational employment projections show the most annual job openings are expected to be in jobs associated with less than a high school education (12,229 annual openings, or 34.0 percent) and a high school diploma or equivalent (11,447 annual openings, or 31.8 percent). Many of these occupations have high turnover. Another 12,320 annual openings, or 34.2 percent, are expected in occupations requiring some form of post-high school education, ranging from some college to a doctoral or professional degree.

**Figure 8. Projected Annual Job Openings by Education Level 2012-2022 for Jobs Ohio Southeast Region**



Source: ODJFS-BLMI, June 2015

For the JobsOhio Southeast Region, long-term (2012 to 2022) occupational employment projections show the most annual job openings are expected to be in jobs associated with less than a high school education (3,721 annual openings, or 36.2 percent) and a high school diploma or equivalent (3,713 annual openings, or 36.1 percent). Many of these occupations have high turnover. Another 2,838 annual

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openings, or 27.6 percent, are expected in occupations requiring some form of post-high school education, ranging from some college to a doctoral or professional degree.

**Figure 9. Online Job Advertisements by Education Level**

<b>Online Job Advertisements by Education Level</b>		
Southcentral Ohio Region Fairfield, Franklin, Hocking, Pickaway, Ross, and Vinton Counties		
Education Range for All Available Advertisements	Number	Percent
GED/High School	65,414	41.3%
Associate Level	24,613	15.5%
Bachelor's Degree	54,366	34.3%
Master's Degree	3,190	2.0%
Doctoral Degree	2,799	1.8%

Source: 158,558 HelpWanted Online Advertisements 9/18/15 – 12/18/15

About 41.3 percent of the 158,558 jobs advertised online for the Southcentral Ohio Region require a high school diploma or equivalent. Another 34.3 percent of jobs advertised online require a Bachelor's degree. Job education levels are based on occupational research by the U.S. Bureau of Labor Statistics.

**Figure 10. Top 10 Job Certifications Listed in Online Job Advertisements**

<b>Top 10 Job Certifications Listed in Online Job Advertisements</b>		
Southcentral Ohio Region Fairfield, Franklin, Hocking, Pickaway, Ross, and Vinton Counties		
Certifications	Number of Ads.	Percent
Driver's License	13,723	8.7%
Commercial Driver's License (CDL)	7,638	4.8%
Certified Registered Nurse (RN)	5,943	3.7%
Certification in Cardiopulmonary Resuscitation (CPR)	2,964	1.7%
Continuing Education	2,513	1.6%
Occupational Safety & Health Administration (OSHA) Certification	2,217	1.4%
HAZMAT	1,961	1.2%
Basic Life Support	1,722	1.1%
Certified Public Accountant (CPA)	1,436	0.9%
Licensed Practical Nurse (LPN)	1,325	0.8%

Source: 158,558 HelpWanted Online Advertisements 9/18/15 – 12/18/15

Other than a driver's license, the most commonly requested certification in online jobs ads in the Southcentral Ohio Region is a commercial driver's license followed by a registered nurse license and certification in cardiopulmonary resuscitation (CPR).

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**Figure 11. Top 10 Job Skills Listed in Online Job Advertisements**

<b>Top 10 Job Skills Listed in Online Job Advertisements</b> Southcentral Ohio Region Fairfield, Franklin, Hocking, Pickaway, Ross, and Vinton Counties		
Skills	Number of Ads.	Percent
Quality Assurance	5,307	3.3%
Structured Query Language	4,105	2.6%
Java	3,583	2.3%
Quality Control	2,783	1.8%
Technical Support	2,683	1.7%
Customer Relationship Management	2,386	1.5%
Systems Development Life Cycle	2,297	1.4%
JavaScript	2,297	1.4%
UNIX	2,068	1.3%
Microsoft SQL Server	2,030	1.3%

Source: 158,558 HelpWanted Online Advertisements 9/18/15 – 12/18/15

Six of the top-10 job skills found in online advertisements in the Southcentral Ohio Region are computer related: structured query language, Java, systems development life cycle, JavaScript, UNIX, and Microsoft SQL server.

- 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.**

### Current Labor Force Employment Data

**Figure 12. Current Labor Force Employment by County, Rounded**

County	Civilian Labor Force	Employed	Unemployed	Unemployment Rate
Franklin	663,400	636,600	26,800	4.0%
Fairfield	76,400	72,200	3,200	4.2%
Hocking	13,400	12,700	700	5.3%
Pickaway	26,400	25,200	1,200	4.7%
Ross	34,000	32,200	1,900	5.5%
Vinton	5,500	5,100	400	7.0%
<b>Total</b>	<b>819,100</b>	<b>785,000</b>	<b>34,200</b>	<b>4.9%</b>

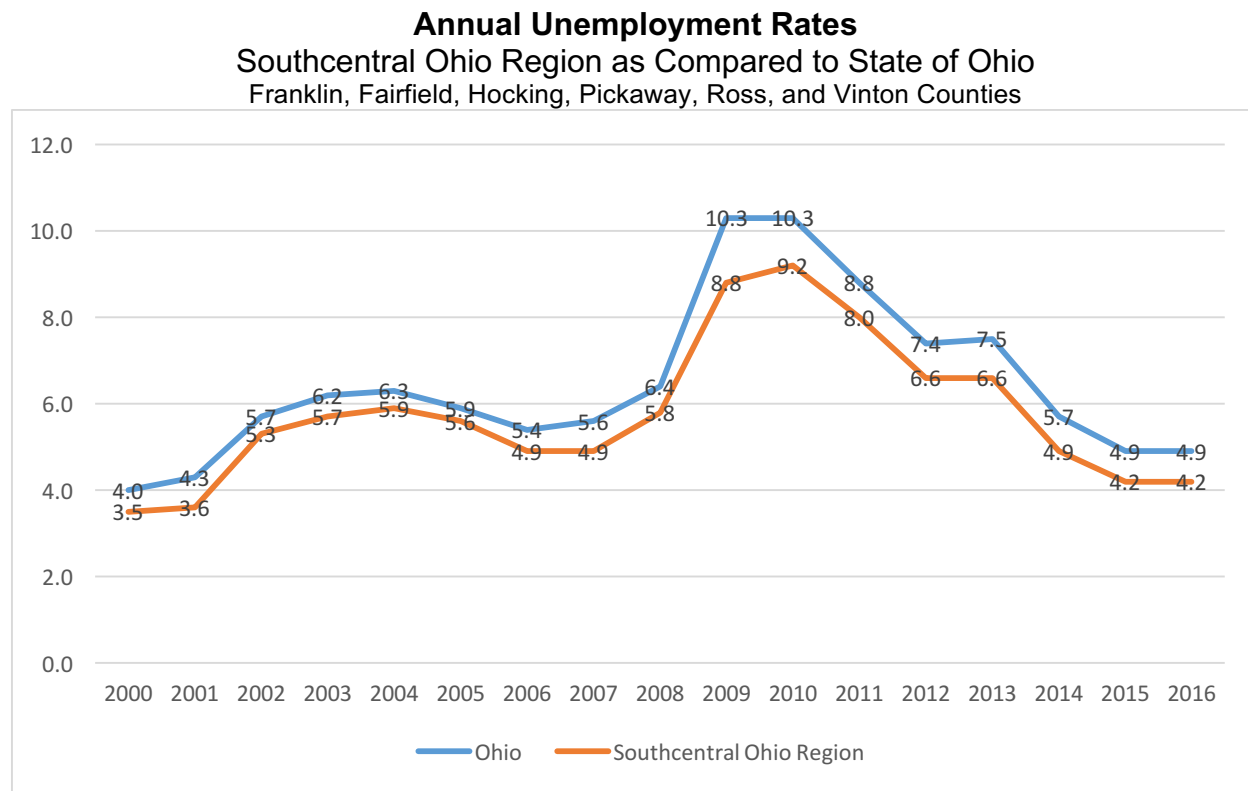
Source: OhioLMI.com, Average for 2016

Approximately 90 percent of the Civilian Labor Force of the Southcentral Ohio Region resides in Franklin and Fairfield Counties. During 2016, Franklin County had the lowest average annual unemployment rate at 4.0 percent and Vinton County had the highest at 7.0 percent. Additional information regarding unemployment rates is found in **Figure 13** on the following page.

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## Current Labor Force Unemployment

**Figure 13. Annual Unemployment Rates**



Source: Local Area Unemployment Statistics

From 2000 to 2016, annual unemployment rates for the Southcentral Ohio Region stayed below the Ohio rate. Since 2009 recession, the unemployment rate averaged about 1.0 percentage point below the Ohio rate. In 2016, it was 4.2 percent compared to 4.9 percent for Ohio.

Item 7 in **Attachment G** provides county-specific information.

Of significance, with an average unemployment rate of about 7.0 percent (or approximately 400 people), Vinton County is currently designated as a Labor Surplus Area. This classification is assigned by the US Department of Labor to identify those areas where the average unemployment rate for a two-year period is at least 20 percent higher than the national unemployment rate for the same period.

The Ohio Development Services Agency has also identified Hocking, Ross, Vinton as Distressed Counties and Columbus as a Distressed City. This classification refers to a county of any size; or a city with a population of 50,000 or more; that meets two of the following criteria:

1. Unemployment rate is 125 percent or greater than the most recent US 5-year average unemployment rate;

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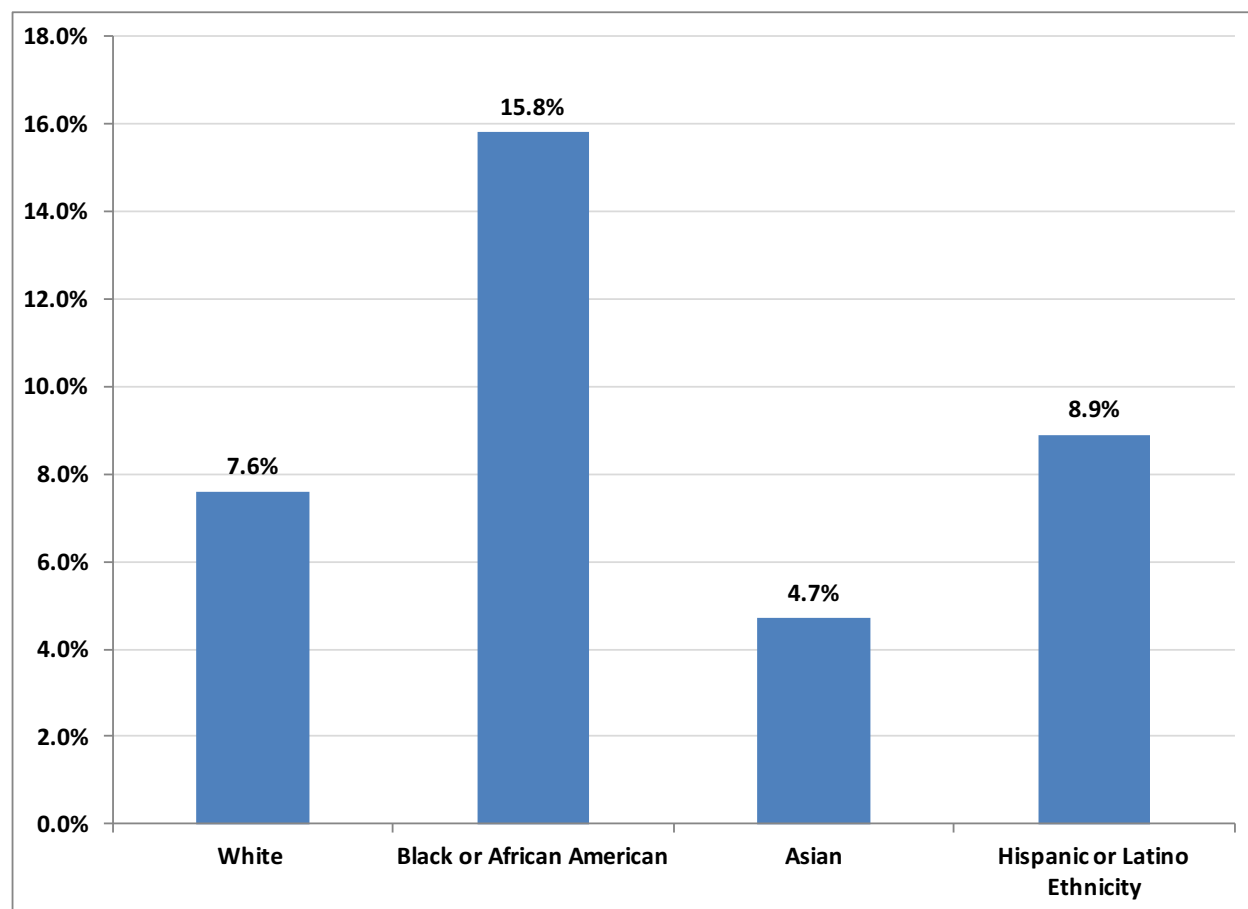
2. The per capita income is at or below 80 percent of the US per capita income;
3. If the area is a county, the percentage of transfer payment income to total county income is at least 25 percent and if the area is a city, persons with incomes below the federal poverty level are at least 20 percent.

**Figure 14. Southcentral Ohio Region Unemployment Rate by Race and Ethnicity, 2009-2013 Average**

### Unemployment Rate by Race and Ethnicity 2009-2013 Average

Southcentral Ohio Region

Franklin, Fairfield, Hocking, Pickaway, Ross, and Vinton Counties



Source: American Community Survey, 2009-2013 Five-Year Estimates

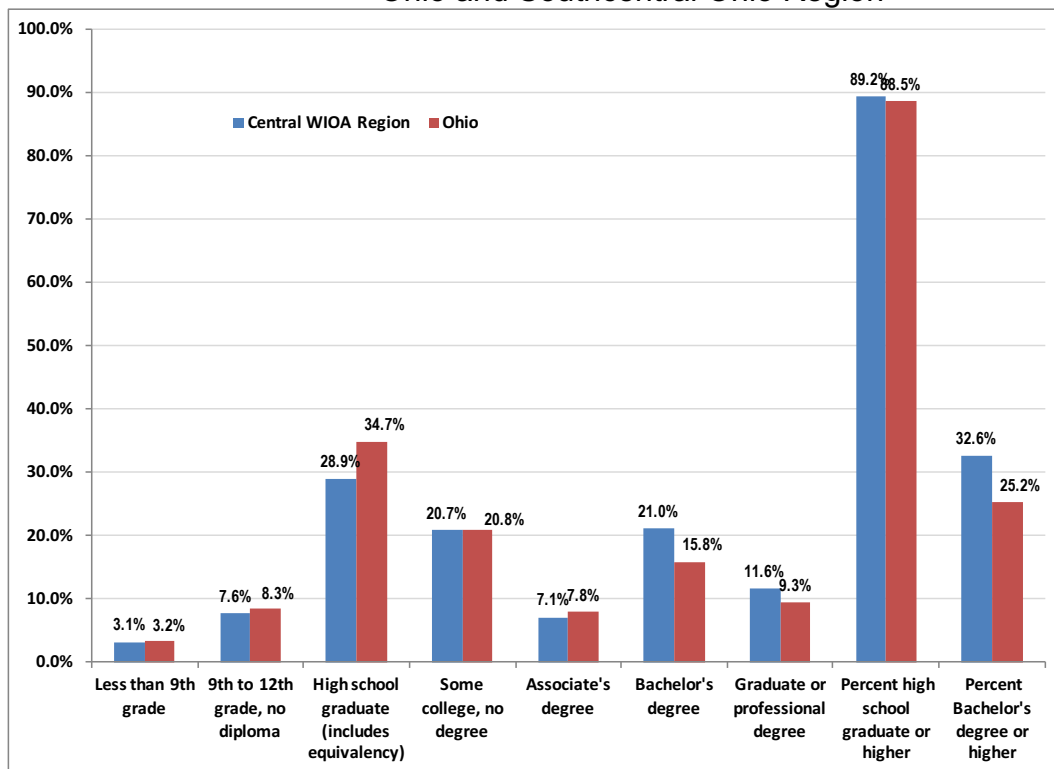
Unemployment rates varied widely among racial and ethnic groups in the Southcentral Ohio Region. The five-year averages (2009-2014) were 7.6 percent for Whites, 15.8 percent for Blacks/African-Americans, 4.7 percent for Asians, and 8.9 percent for Hispanic-Latinos.

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## Educational Attainment

**Figure 15. Ohio and Southcentral Ohio Region Educational Attainment, 25 and Older**

**Educational Attainment for Individuals Aged 25 and Older  
Ohio and Southcentral Ohio Region**



Source: American Community Survey, 2009-2013 Five-Year Estimates

About 89.2 percent of those 25 and older in the Southcentral Ohio Region have a high school diploma or higher compared to 88.5 percent for Ohio; 32.6 percent have a Bachelor's degree or higher compared to 25.2 percent for the State of Ohio.

**Figure 16. Southcentral Region Educational Attainment by Age Group**

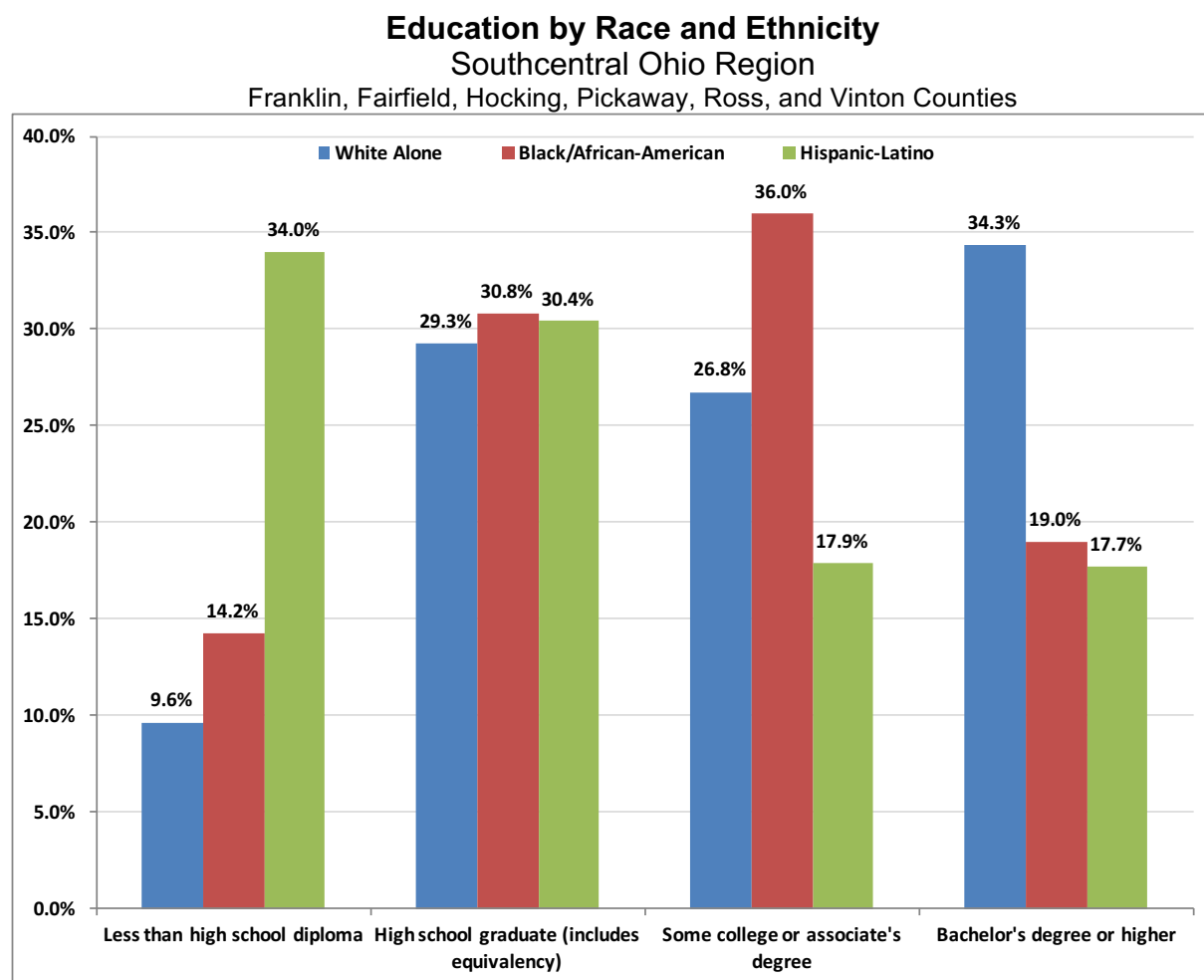
**Southcentral Region**  
Educational Attainment by Age Group  
Franklin, Fairfield, Hocking, Pickaway, Ross, and Vinton Counties

	Ages 25 to 34		Ages 35 to 44		Ages 45 to 64		Age 65 and Older	
	High School Grad or Higher	Bachelor's Degree or Higher	High School Grad or Higher	Bachelor's Degree or Higher	High School Grad or Higher	Bachelor's Degree or Higher	High School Grad or Higher	Bachelor's Degree or Higher
Southcentral WIOA Region	91.0%	39.4%	91.4%	35.4%	90.5%	31.4%	81.4%	21.9%
Ohio	90.9%	33.8%	92.4%	33.5%	91.4%	27.4%	80.5%	19.5%

Source: American Community Survey, 2009-2013 Five-Year Estimates

The 35-to-44 age group has the highest percentage of educational attainment with 91.4 percent possessing at least a high school diploma. However, the 25-to-34 age group has the highest percentage of those with a Bachelor's degree or higher at 39.4 percent.

**Figure 17. Southcentral Ohio Region Education by Race and Ethnicity**



Source: American Community Survey, 2009-2013 Five-Year Estimates

In the Southcentral Ohio Region, 9.6 percent of whites, 14.2 percent of Blacks/African-Americans, and 34.0 percent of Hispanic-Latinos have less than a high school diploma. About 34.3 percent of whites, 19.0 percent of Blacks/African-Americans, and 17.7 percent of Hispanic-Latinos have a Bachelor's degree or higher.

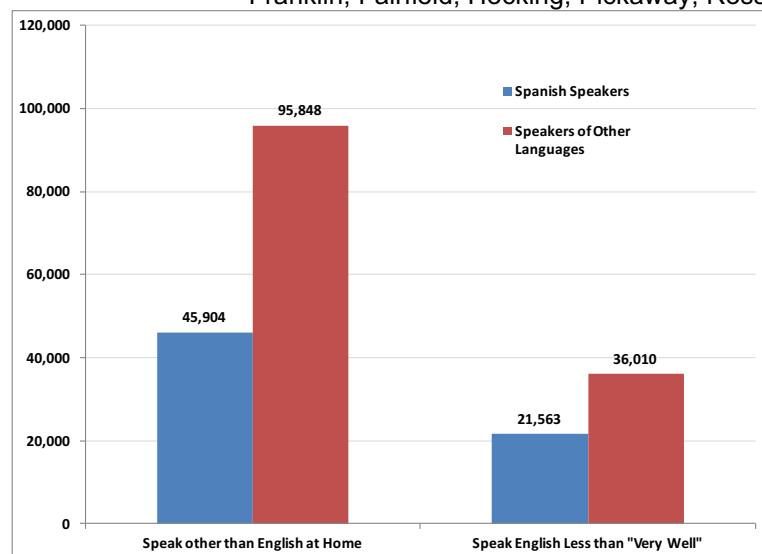


# SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

## Language Skills

**Figure 18. Language Spoken at Home and Ability to Speak English**

Language Spoken at Home and Ability to Speak English  
**Southcentral Ohio Region**  
 Franklin, Fairfield, Hocking, Pickaway, Ross, and Vinton Counties



Source: American Community Survey, 2009-2013 Five-Year Estimates

In the Southcentral Ohio Region, more than 141,000 individuals ages five and older (approximately 9.6 percent of the total population ages five and older) speak a language other than English in the home. More than 21,000 Spanish-speakers and another 36,000 speakers of other languages speak English less than “very well,” which could affect their ability to find work.

**Figure 19. Language Spoken at Home by Educational Attainment**

**Southcentral Region**  
 Language Spoken at Home by Educational Attainment  
 Franklin, Fairfield, Hocking, Pickaway, Ross, and Vinton Counties

	Speak only English	Speak Spanish	Speak other Indo-European	Speak Asian and Pacific Island languages	Speak other languages
Less than High School	9.9%	32.5%	8.6%	12.0%	19.8%
High School or Equivalent	29.8%	29.0%	14.5%	14.7%	26.4%
Some College/Associate Degree	28.6%	18.5%	22.1%	13.8%	25.2%
Bachelor's Degree or Higher	31.7%	19.9%	54.8%	59.4%	28.6%

Source: American Community Survey, 2009-2013 Five-Year Estimates

For the Southcentral Ohio Region, those speaking Asian or Indo-European languages other than English and Spanish are more likely to have a Bachelor’s degree or higher. Spanish speakers are more likely to have less than a high school diploma.

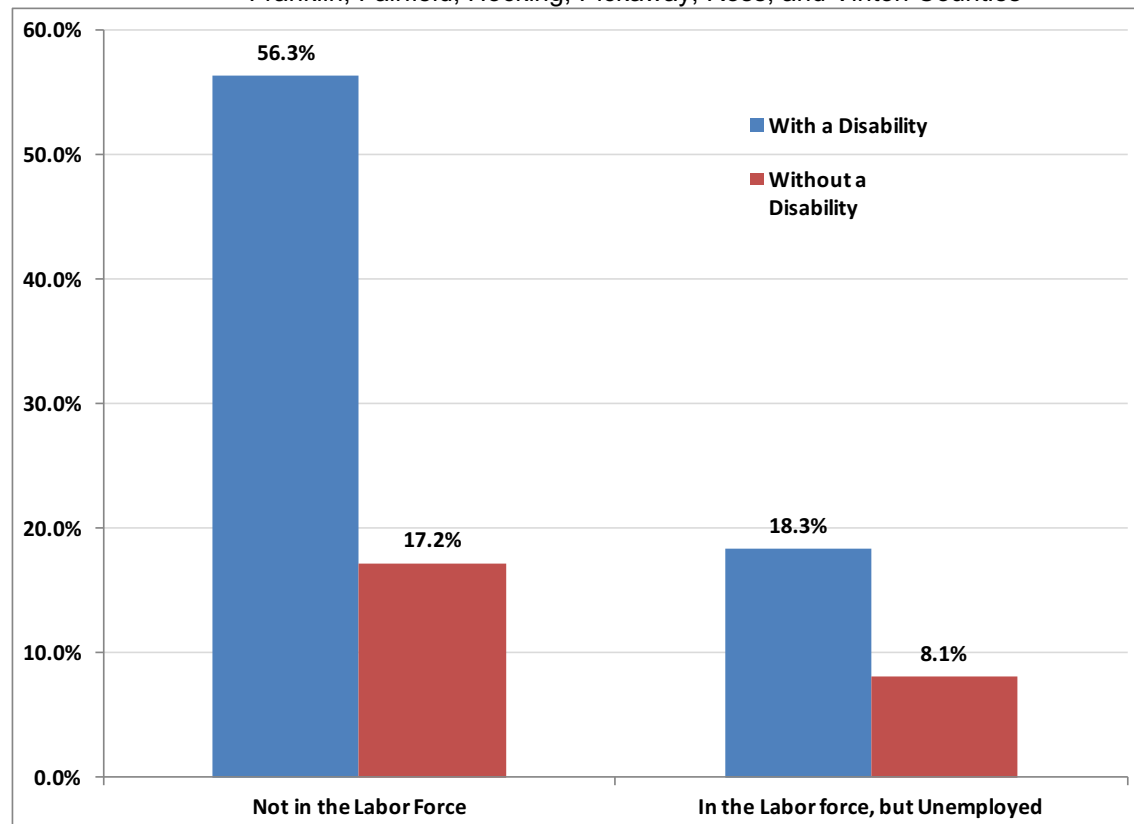
## SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

**Figure 20. Southcentral Ohio Region Disability and Work Status**

### Southcentral Ohio Region

#### Disability and Work Status

Franklin, Fairfield, Hocking, Pickaway, Ross, and Vinton Counties



Source: American Community Survey, 2009-2013 Five-Year Estimates

Those with disabilities face challenges in the labor market. Among those with a disability, 56.3 percent were not participating in the labor force (2009-2013 average) compared to 17.2 percent for those without a disability. (Note that older individuals may be more likely to have a disability and be out of the workforce because of retirement.) Those with a disability and who are in the labor force are more likely to be unemployed than those without a disability, 18.3 percent unemployed for those with a disability compared to 8.1 percent for those without a disability.

# SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

## Veterans Status

**Figure 21. Southcentral Ohio Region Veterans Data**

### Southcentral Ohio Region Veterans Data

Franklin, Fairfield, Hocking, Pickaway, Ross, and Vinton Counties

Period of Service					
Gulf War (9/2001 or later) Veterans	Gulf War (8/1990 to 8/2001) Veterans	Vietnam era Veterans	Korean War Veterans	World War II Veterans	Other Periods
10.0%	17.0%	35.8%	9.9%	7.5%	19.8%

Age				
18 to 34 years	35 to 54 years	55 to 64 years	65 to 74 years	75 years and over
7.7%	29.4%	24.7%	19.0%	19.2%

Education (25 and Older)			
Less than high school graduate	High school graduate (includes equivalency)	Some college or associate's degree	Bachelor's degree or higher
7.7%	32.7%	35.1%	24.5%

Other Information		
Unemployment rate, Civilian Labor Force 18-64	Below the poverty line, past 12 months	With any disability
8.0%	7.4%	25.1%

Source: American Community Survey, 2009-2013 Five-Year Estimates

Of the 96,005 veterans in the Southcentral Region, 61.7 percent are under the age of 65 and nearly 36 percent are from the Vietnam-era. Among veterans 25 and older, 32.6 percent have a high school diploma and 24.5 percent have a Bachelor's degree or higher. Veterans who are 18 to 64 years old display a five-year average unemployment rate of 8.0 percent. About 7.4 percent of all veterans live in poverty, and 25.1 percent have a disability.

## SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

### Commuting Patterns

Summary information on commuting patterns is not readily available for the Southcentral Ohio Region as whole. Therefore, information for the top five home counties for in-commuting and out-commuting workers is provided in the tables below on a county-by-county basis.

#### FRANKLIN COUNTY:

**Figure 22. Top Home Counties for In-Commuting Workers–2014 Franklin County**

County	# Workers	Age Range			Monthly Wage Range		
		29 or Less	30-54	55 or More	\$1,250 or Less	\$1,251 to \$3,333	More Than \$3,333
Delaware	49,813	15.6%	64.0%	20.4%	16.5%	21.4%	62.0%
Fairfield	30,946	19.6%	60.9%	19.5%	18.6%	30.6%	50.8%
Licking	28,841	10.7%	59.8%	19.5%	18.5%	32.2%	49.3%
Pickaway	11,567	21.9%	59.6%	18.5%	17.6%	36.2%	46.2%
Cuyahoga	10,374	31.5%	50.7%	17.8%	28.9%	32.5%	38.6%

Source: US Census Bureau 2016 LODES Data

**Figure 23. Top Home Counties for Out-Commuting Workers–2014 Franklin Cty**

County	# Workers	Age Range			Monthly Wage Range		
		29 or Less	30-54	55 or More	\$1,250 or Less	\$1,251 to \$3,333	More Than \$3,333
Delaware	33,855	28.9%	55.8%	15.3%	22.6%	32.9%	44.5%
Cuyahoga	12,018	31.8%	53.3%	14.9%	27.6%	33.2%	39.2%
Hamilton	9,896	31.4%	52.2%	16.4%	28.1%	32.4%	39.5%
Union	6,485	24.9%	59.8%	15.3%	15.5%	27.6%	56.9%
Licking	6,458	27.1%	54.6%	18.4%	22.9%	37.3%	39.8%

Source: US Census Bureau 2016 LODES Data

For Franklin County, Delaware County provided both the largest number of in-commuting workers at 49,813 and also out-commuting workers at 33,855, resulting in a net inflow of 15,958.

The percentage of all in-commuting and out-commuting workers across the Age Range was the greatest in the 30-54 category.

Moreover, with respect to the Monthly Wage Range, it was the greatest in the More Than \$3,333 category for all counties both in-commuting and out-commuting workers.

## SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

### FAIRFIELD COUNTY:

**Figure 24. Top Home Counties for In-Commuting Workers–2014 Fairfield County**

County	# Workers	Age Range			Monthly Wage Range		
		29 or Less	30-54	55 or More	\$1,250 or Less	\$1,251 to \$3,333	More Than \$3,333
Franklin	6,100	34.0%	50.3%	15.6%	34.1%	37.2%	28.7%
Licking	2,234	30.3%	51.4%	18.2%	36.5%	33.7%	29.9%
Perry	2,036	20.5%	58.3%	21.2%	17.2%	46.3%	36.5%
Hocking	1,811	20.0%	59.8%	20.2%	18.8%	47.1%	34.1%
Pickaway	845	31.2%	53.1%	15.6%	28.8%	39.3%	32.0%

Source: US Census Bureau 2016 LODES Data

**Figure 25. Top Home Counties for Out-Commuting Workers–2014 Fairfield Cty**

County	# Workers	Age Range			Monthly Wage Range		
		29 or Less	30-54	55 or More	\$1,250 or Less	\$1,251 to \$3,333	More Than \$3,333
Franklin	30,946	19.6%	60.9%	19.5%	18.6%	30.6%	50.8%
Licking	2,763	26.5%	55.1%	18.5%	27.5%	35.5%	37.1%
Delaware	1,506	25.4%	57.6%	17.0%	20.7%	31.2%	48.1%
Cuyahoga	1,251	21.2%	60.0%	18.9%	23.3%	28.6%	48.1%
Hamilton	1,086	25.2%	58.9%	15.8%	26.4%	29.2%	44.4%

Source: US Census Bureau 2016 LODES Data

Overall, Fairfield County's outflow of workers far exceeded its inflow, due primarily to the 30,946 workers who out-commuted to Franklin County.

The percentage of all in-commuting and out-commuting workers across the Age Range was the greatest in the 30-54 category.

With respect to the Monthly Wage Range, it was the greatest for in-commuting workers in the \$1,251 to \$3,333 category for Franklin, Perry, Hocking, and Pickaway Counties and in the \$1,250 or Less category for Licking County. For out-commuting workers, it was the greatest for all counties in the More Than \$3,333 category.

## SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

### HOCKING COUNTY:

**Figure 26. Top Home Counties for In-Commuting Workers–2014 Hocking County**

County	# Workers	Age Range			Monthly Wage Range		
		29 or Less	30-54	55 or More	\$1,250 or Less	\$1,251 to \$3,333	More Than \$3,333
Fairfield	520	22.9%	52.9%	24.2%	25.0%	42.7%	32.3%
Athens	458	24.7%	48.7%	16.6%	25.5%	53.1%	21.4%
Perry	313	24.0%	57.5%	18.5%	27.5%	52.7%	19.8%
Franklin	254	28.7%	51.2%	20.1%	26.4%	38.6%	35.0%
Vinton	174	28.7%	50.6%	20.7%	25.9%	56.9%	17.2%

Source: US Census Bureau 2016 LODES Data

**Figure 27. Top Home Counties for Out-Commuting Workers–2014 Hocking Cty**

County	# Workers	Age Range			Monthly Wage Range		
		29 or Less	30-54	55 or More	\$1,250 or Less	\$1,251 to \$3,333	More Than \$3,333
Fairfield	1,811	20.0%	59.8%	20.2%	18.8%	47.1%	34.1%
Franklin	962	20.8%	58.5%	20.7%	23.3%	35.2%	41.5%
Athens	945	21.5%	60.1%	18.4%	24.1%	42.3%	33.5%
Pickaway	413	19.6%	61.7%	18.6%	22.3%	43.1%	34.6%
Ross	314	22.3%	56.7%	21.0%	22.0%	28.3%	49.7%

Source: US Census Bureau 2016 LODES Data

For the top home counties, Hocking County's outflow of workers far exceeded its inflow. Neighboring Fairfield County provided both the largest number of in-commuting workers at 520 and also out-commuting workers at 1,811, resulting in a net outflow of 1,291.

The percentage of all in-commuting and out-commuting workers across the Age Range was the greatest in the 30-54 category.

With respect to the Monthly Wage Range, it was the greatest for in-commuting workers in the \$1,251 to \$3,333 category across all counties. For out-commuting workers, it was the greatest for in the More Than \$3,333 category for Franklin and Ross Counties; and in the \$1,251 to \$3,333 category for Fairfield, Athens, and Pickaway Counties.

## SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

### PICKAWAY COUNTY:

**Figure 28. Top Home Counties for In-Commuting Workers–2014 Pickaway County**

County	# Workers	Age Range			Monthly Wage Range		
		29 or Less	30-54	55 or More	\$1,250 or Less	\$1,251 to \$3,333	More Than \$3,333
Franklin	1,870	25.6%	55.7%	18.7%	20.7%	30.7%	48.6%
Ross	1,688	17.6%	62.1%	20.3%	15.6%	40.5%	43.8%
Fairfield	1,014	17.9%	58.7%	23.5%	21.4%	32.2%	46.4%
Hocking	413	19.6%	61.7%	18.6%	22.3%	43.1%	34.6%
Fayette	356	19.4%	57.0%	23.6%	24.2%	38.5%	37.4%

Source: US Census Bureau 2016 LODES Data

**Figure 29. Top Home Counties for Out-Commuting Workers–2014 Pickaway Cty**

County	# Workers	Age Range			Monthly Wage Range		
		29 or Less	30-54	55 or More	\$1,250 or Less	\$1,251 to \$3,333	More Than \$3,333
Franklin	11,567	21.9%	59.6%	18.5%	17.6%	36.2%	46.2%
Ross	1,081	20.4%	59.6%	20.0%	20.0%	28.4%	51.6%
Fairfield	845	31.2%	53.1%	15.6%	28.8%	39.3%	32.0%
Delaware	631	29.8%	55.3%	14.9%	26.0%	31.4%	42.6%
Cuyahoga	420	22.4%	58.6%	19.0%	22.4%	28.8%	48.8%

Source: US Census Bureau 2016 LODES Data

For Pickaway County, the net outflow was significantly higher for its top five in- and out-commuting counties. Franklin County provided both the largest number of in-commuting workers at 1,870 and also out-commuting workers at 11,567, resulting in a net outflow of 9,697.

The percentage of all in-commuting and out-commuting workers across the Age Range was the greatest in the 30-54 category.

With respect to the Monthly Wage Range, it was the greatest for in-commuting workers in the More Than \$3,333 category for Franklin, Ross, and Fairfield Counties and in the \$1,251 to \$3,333 category for Hocking and Fayette Counties. For out-commuting workers, it was the greatest for in the More Than \$3,333 category for Franklin, Ross, Delaware and Cuyahoga Counties; and in the \$1,251 to \$3,333 category for Fairfield, County.

## SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

### ROSS COUNTY:

**Figure 30. Top Home Counties for In-Commuting Workers–2014 Ross County**

County	# Workers	Age Range			Monthly Wage Range		
		29 or Less	30-54	55 or More	\$1,250 or Less	\$1,251 to \$3,333	More Than \$3,333
Pike	1,532	18.3%	65.0%	16.6%	16.3%	33.8%	49.9%
Franklin	1,107	26.6%	53.3%	20.1%	28.2%	26.6%	45.2%
Pickaway	1,081	20.4%	59.6%	20.0%	20.0%	28.4%	51.6%
Scioto	683	17.6%	64.1%	18.3%	19.9%	33.5%	46.6%
Highland	590	20.8%	59.2%	20.0%	22.9%	38.0%	39.2%

Source: US Census Bureau 2016 LODES Data

**Figure 31. Top Home Counties for Out-Commuting Workers–2014 Ross County**

County	# Workers	Age Range			Monthly Wage Range		
		29 or Less	30-54	55 or More	\$1,250 or Less	\$1,251 to \$3,333	More Than \$3,333
Franklin	2,794	26.1%	57.6%	16.3%	24.9%	39.4%	35.7%
Pickaway	1,688	17.6%	62.1%	20.3%	15.6%	40.5%	43.8%
Pike	928	16.8%	52.5%	30.7%	19.3%	30.9%	49.8%
Highland	626	23.5%	51.1%	25.4%	31.0%	44.6%	24.4%
Hamilton	509	27.6%	57.3%	15.1%	25.5%	39.6%	35.0%

Source: US Census Bureau 2016 LODES Data

Overall, Ross County's net inflow and outflow was fairly consistent for its top five in- and out-commuting counties. It should be noted that Franklin County's outflow of 2,794 was over 82 percent higher than its inflow of 1,532.

The percentage of all in-commuting and out-commuting workers across the Age Range was the greatest in the 30-54 category.

With respect to the Monthly Wage Range, it was the greatest for in-commuting workers for all counties in the More than \$3,333 category. For out-commuting workers, it was the greatest for Franklin, Highland, and Hamilton Counties in the \$1,251 to \$3,333 category; and in the More Than \$3,333 category for Pickaway and Pike Counties.



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### VINTON COUNTY:

**Figure 32. Top Home Counties for In-Commuting Workers–2014 Vinton County**

County	# Workers	Age Range			Monthly Wage Range		
		29 or Less	30-54	55 or More	\$1,250 or Less	\$1,251 to \$3,333	More Than \$3,333
Jackson	281	12.5%	63.3%	24.2%	22.4%	34.2%	43.4%
Ross	123	16.3%	56.1%	27.6%	21.1%	39.8%	39.0%
Athens	115	17.4%	60.9%	21.7%	22.6%	42.6%	34.8%
Hocking	80	21.3%	45.0%	33.8%	23.8%	50.0%	26.3%
Meigs	43	20.9%	58.1%	20.9%	30.2%	34.9%	34.9%

Source: US Census Bureau 2016 LODES Data

**Figure 33. Top Home Counties for Out-Commuting Workers–2014 Vinton County**

County	# Workers	Age Range			Monthly Wage Range		
		29 or Less	30-54	55 or More	\$1,250 or Less	\$1,251 to \$3,333	More Than \$3,333
Ross	581	13.6%	69.2%	17.2%	16.2%	27.7%	65.1%
Jackson	536	22.0%	56.2%	21.8%	20.1%	57.5%	22.4%
Franklin	396	25.3%	58.3%	16.4%	26.3%	32.6%	41.2%
Athens	377	23.9%	54.9%	21.2%	27.9%	42.7%	29.4%
Hocking	174	28.7%	50.6%	20.7%	25.9%	56.9%	17.2%

Source: US Census Bureau 2016 LODES Data

For Vinton County, the net outflow was significantly higher than the inflow across all counties.

The percentage of all in-commuting and out-commuting workers across the Age Range was the greatest in the 30-54 category for all counties.

With respect to the Monthly Wage Range, it was the greatest for in-commuting workers for Jackson County; and in the \$1,251 to \$3,333 for Ross, Athens, Hocking Counties. It was almost evenly distributed across all three categories for Meigs County. For out-commuting workers, it was the greatest for Jackson, Athens, and Hocking Counties in the \$1,251 to \$3,333 category; and in the More Than \$3,333 category for Ross and Franklin Counties.

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### OhioMeansJobs (OMJ) Centers' Customer Analysis

In addition to the aforementioned analysis of the regional workforce as a whole, the following information shows the key demographics of the customers who were enrolled under the WIOA Adult, Dislocated Worker, and Youth Programs during Program Years (PY) 2015 and PY2014 at the OMJ Workforce Centers.

Please note, in **Figures 34, 35, and 36**, a customer may be included in more than one of the demographic categories based on his or her specific circumstances. For example, an individual may be included under the categories of offender, basic skills deficient, and school dropout if he or she possesses those specific characteristics. At the same time, a customer may not be included in one or more of these key demographics if they are not applicable to his background. Therefore, the percentages will not total 100% for each column.

**Figure 34. Key Demographics of Southcentral Ohio Region OMJ Customers Enrolled as a WIOA Adult**

SOUTHCENTRAL REGION				
Adult				
Category	2015		2014	
Offender	13	1.2%	297	12.4%
UI Exhaustee	11	1.0%	51	2.1%
Individual with a disability	16	1.5%	123	5.2%
Basic skills deficient	8	0.7%	12	0.5%
English language learner	9	0.8%	14	0.6%
School dropout	55	5.0%	248	10.4%
Homeless	14	1.3%	62	2.6%
Low income/TANF recipient	465	42.4%	856	35.9%
Foster care youth	6	0.5%	6	0.3%
Pregnant/Parenting youth	30	2.7%	16	0.7%
<b>Total Adult Participants</b>	<b>1,096</b>		<b>2,387</b>	

Source: ODJFS-Office of Workforce Development (OWD) Customers Enrolled in Program Years 2015 and 2014

The largest key demographic of the Southcentral Ohio Region's WIOA Adult participants was Low Income/TANF (Temporary Assistance for Needy Families) Recipient which was at 42.4 percent for PY2015 and 35.9 percent for PY2014. School Dropout was the next largest at 5.0 percent for PY2015 and 10.4 percent for PY2014. The percentage of Offenders enrolled decreased significantly from 12.4 percent in PY2014 to just 1.2 percent in PY2015.

Additionally, there was a sharp decrease in the overall number of Adult participants; falling from 2,387 in PY2014 to 1,096 in PY2015 (a decrease of 54.1 percent).

## SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

**Figure 35. Key Demographics of Southcentral Ohio Region OMJ Customers Enrolled as a WIOA Dislocated Worker**

<b>SOUTHCENTRAL REGION</b>				
<b>Dislocated Worker</b>				
<b>Category</b>	<b>2015</b>		<b>2014</b>	
Offender	10	1.9%	6	1.0%
UI Exhaustee	59	11.4%	68	10.8%
Individual with a disability	5	1.0%	4	0.6%
Basic skills deficient	1	0.2%	2	0.3%
English language learner	1	0.2%	1	0.2%
School dropout	8	1.5%	2	0.3%
Homeless	2	0.4%	4	0.6%
Low income/TANF recipient	61	11.8%	65	10.3%
Foster care youth	2	0.4%	2	0.3%
Pregnant/Parenting youth	0	0.0%	2	0.3%
<b>Total DW Participants</b>	<b>519</b>		<b>630</b>	

Source: ODJFS-OWD, Customers Enrolled in Program Years 2015 and 2014

UI Exhaustees (i.e., persons who have exhausted all of their eligible unemployment insurance compensation benefits) and Low Income/TANF Recipients comprised the greatest percentage of WIOA Dislocated Worker participants. UI Exhaustees comprised 11.4 percent of the total in PY2015 and 10.8 percent in PY2014; while Low Income/TANF Recipients made up 11.8 percent and 10.3 percent, respectively.

**Figure 36. Key Demographics of Southcentral Ohio Region OMJ Customers Enrolled as a WIOA Youth**

<b>SOUTHCENTRAL REGION</b>				
<b>Youth</b>				
<b>Category</b>	<b>2015</b>		<b>2014</b>	
Offender	79	11.1%	36	5.4%
UI Exhaustee	2	0.3%	4	0.6%
Individual with a disability	68	9.6%	41	6.2%
Basic skills deficient	254	35.7%	221	33.4%
English language learner	4	0.6%	8	1.2%
School dropout	165	23.2%	101	15.3%
Homeless	44	6.2%	21	3.2%
Low income/TANF recipient	557	78.3%	561	84.7%
Foster care youth	26	3.7%	21	3.2%
Pregnant/Parenting youth	112	15.8%	79	11.9%
<b>Total Youth Participants</b>	<b>711</b>		<b>662</b>	

Source: ODJFS-OWD, Customers Enrolled in Program Years 2015 and 2014

## SOUTHCENTRAL OHIO – REGIONAL WIOA PLAN

**Figure 36** on the previous page shows that with respect to the Southcentral Ohio Region’s WIOA Youth participants, the key demographic of Low-Income/TANF Recipients comprised 78.3 percent for PY2015 and 84.7 percent for PY2014.

Other key demographics included Basic Skills Deficient at 35.7 percent and 33.4 percent for PY2015 and PY2014, respectively, as well as School Dropout at 23.2 percent for PY2015 and 15.3 percent for PY2014 and Pregnant/Parenting Youth at 15.8 percent in P2015 and 11.9 percent in PY2014.

The percentage of Offenders enrolled increased to 11.1 percent in 2015 from 5.4 percent in 2014.

### Other Information

In analyzing its economic conditions, the Southcentral Ohio Region also considers the information contained in the HelpWanted online advertisements on the [www.OhioMeansJobs.com](http://www.OhioMeansJobs.com) website. These snapshots identify recent hiring trends on a county-by-county basis. Snapshots for the 120-day period ending December 22, 2016 are included as **Attachment C**.

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

- **The strengths and weaknesses of workforce development activities;**

In November and December of 2016, the Southcentral Ohio Region held a series of strategic planning meetings with key stakeholders from workforce development, business, economic development, education, training providers, labor, public programs, community organizations, OMJ partners, and others. The workforce system and its local and regional services were discussed and the following strengths and weaknesses were identified.

STRENGTHS	WEAKNESSES
Experience helping businesses/job seekers	County-think rather than region-think
Numerous ways to access services	No shared vision/unified message for region
Positive working relationships with education and training providers	Many customers don’t know system exists or what it does
Willingness to collaborate/participate in regional delivery	Programmatic planning rather than strategic planning
Partners’ varied programs and services	Policy and service variances between local areas (and sometimes the individual counties within a local area)
Ability to convene diverse groups to discuss workforce issues	Gaps in services between partners; silos
Knowledgeable of system, rules, players, and the region	Partners have different rules/regulations/priorities
Significant dollars for investment	Incomplete understanding of all partners’ programs/services/limitations/needs

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STRENGTHS	WEAKNESSES
Both local workforce directors have economic development backgrounds	Limited alternative education methods for students other than traditional degrees
Many education and training providers	Lack of region-wide transportation system
Willingness to make changes to better serve customers	Cost of Infrastructure
	No standardized method for communication between stakeholders
	May have duplication of efforts for business and other services

As discussed further in the response to **Section II. Descriptions of regional strategies, item 1.a. and 3. below**, as part of its planning process, the Southcentral Ohio Region is forming workgroups to address five key areas:

- Communications and Collaboration
- Business Services
- Job Seeker Services
- Policies and Practices
- Resources
- **The alignment of education and training programs with the employment needs of regional employers;**

The Southcentral Region is home to 59 college and university campuses with a total enrollment of more than 136,000 students and more than 20,000 graduates every year. Thus, the Region’s employers have access to one of the premier educational pipelines for college graduates at the 2-year, 4-year, and post-graduate levels. The opportunity for employers, assisted by the workforce development and education partners in the region, is to develop and connect to that talent source via internships, co-op programs and other means.

Regional employer demand data continues to show a high demand for industry-specific skills that can be supplied through career and technical education (CTE) programs for both youth and for adults. Specific occupational credentials below the college degree level provide direct access to multiple high-quality jobs and a step toward further credentials for those students who wish to pursue them.

**Attachment D** provides a listing of the occupational skills programs provided by CTE schools for youth and adults in the Columbus Region. CTE schools are guided by employer advisory groups that provide input on curriculum design and direct access to jobs for graduates.

The challenge for the workforce development system is to provide access to these programs for all population segments by providing career counseling aimed at high-demand occupations, removing barriers for program access, and providing ongoing

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support for education and training participants to enable completion of programs. The Job Seeker Services Workgroup will be responsible for collecting information on all education and training programs that have been supported by WIOA funds and the funds of core partners to identify the programs that have the strongest ties to employers' needs and the best success rates for producing graduates and job placements. The results of that analysis will be used by both regional Workforce Development Boards for policy development related to priorities and procedures for training funds and supportive services, with emphasis on providing region-wide consistency for customers of the system.

- **The capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment; and**

WIOA provides increased expectations and requirements for core services partners to share knowledge and resources and to coordinate strategies within the context of OhioMeansJobs services to customers. WIOA also provides a strengthened "priority of services" requirement to target limited resources toward those individuals with the most barriers to employment. The Job Seeker Services Workgroup will be responsible for assessing the combined capacity of services funded by WIOA and by the core services partners defined by WIOA to recommend new procedures and policies to the two regional Workforce Development Boards for review and action. The Workgroup will also review data from recent program years to review services levels and success rates in serving priority population segments (TANF recipients, veterans, returning offenders, non-English speakers, and others) to identify and address major gaps in services.

Ohio made a major advance following the passage of WIOA with Governor Kasich's signing of House Bill 62 on June 30, 2015, creating the Comprehensive Case Management and Employment Program (CCMEP) framework for serving low-income Ohioans between the ages of 16-24. The framework, using TANF and WIOA resources for youth, "is designed to transform the network of human services and workforce programs to find a *New Way to Work* for low-income Ohioans." While designed initially as a means of integrating services for young adults, the framework provides significant guidance that may be expanded to all OhioMeansJobs customers in the region.

The two Boards will also work in partnership with The Central Ohio Compact to identify and implement successful career pathways that address employers' skill needs. A key ingredient that has already been identified is the integration of remedial education with occupational training to improve graduation success. The learning from national best practices will be incorporated into the counseling processes for students as they select programs of study and counselors provide support to students who are in education and training programs. The regional Workforce Development Boards will participate as full partners with The Central Ohio Compact in implementing best practices for on-time graduation and stack-ability of credentials within a career pathways framework. The Boards will also incorporate these elements as key expectations in solicitation of OMJ Center Operators and service providers.

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- **The employment needs of employers.**

The Business Services Workgroup will work in partnership with Columbus 2020, Appalachian Partnership for Economic Growth (APEG), and others to join and/or convene employers on a sector basis to clarify current and future skill needs and to engage employers as partners in education and training.

In similar sessions that have been held with employers over the past few years, there has been a clear and consistent message from employers that “soft skills” are as critical an issue as occupational and technical training. Skills that continue to rate highly among employers include:

- Positive attitude
- Working well with others in teams
- Listening and following directions
- Attendance and punctuality
- Problem solving
- Time management
- Honesty
- Dependability
- Passing drug screenings
- Professional appearance/professional interactions with customers

The Job Seeker Services Workgroup in its assessment of current services and training providers will identify the current practices that are successful in incorporating soft skills training into occupational skills training programs. The Business Services Workgroup will continue to identify, on a sector-by-sector basis, critical needs for both technical and soft skills so that those can be addressed in services and training strategies and related procurement actions.

It is important to note that a significant action occurred in 2014 with JPMorgan Chase’s announcement of a \$2.5 million commitment to support private-public partnerships as part of The Central Ohio Compact. The grant is part of Chase’s five-year, \$250 million global *New Skills at Work* initiative and is the largest ever private-sector effort aimed at addressing the “skills gap” that exists across many industries, such as healthcare and advanced manufacturing. Metro Columbus is one of nine investment markets for the initiative. The two partnering Workforce Development Boards are committed to collaborating with The Central Ohio Compact in implementing several key action priorities that were developed during the Compact’s Summit in 2014, including:

- Creating a Scorecard and Progress Reports for accountability and transparency with the public;
- Bringing to light the biggest challenges faced by the region’s employers;
- Increasing communication vehicles among a wide array of groups involved in education, training, workforce development and social services;

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- Reaching out to the human services community to enable The Compact to address non-academic barriers to success; and
- Creating public-private partnerships for influencing policies that are tied to the objectives of The Compact.

The Southcentral Region’s Workforce Development Boards are positioned to bring the “voice of employers” into discussions with education and training providers to identify skill gaps and to ensure that degrees and other credentials produced by education and training providers have currency with the region’s employers. The two Boards will lead efforts to analyze return-on-investment (ROI) for uses of public funds and also to provide high-quality counseling to students to increase the value of credentials obtained and to decrease the student loan debt levels that continue to rise.

#### 4. An analysis of the operational data measures, and how the analysis is reflective of the planning region's service delivery system.

Currently, the Southcentral Region has not adopted any operational data measures in addition to the WIOA performance measures. Both Local Area 11 and Local Area 20 accepted the statewide WIOA measures as shown in the following chart:

**WIOA Performance Measures**

<b>ADULT</b>	<b>PY2016 &amp; PY2017</b>
Employment Rate Q2	79%
Employment Rate Q4	73%
Median Earnings	\$5,000
Credential Rate	50%
Measurable Skills Gain	Baseline
<b>DISLOCATED WORKER</b>	<b>PY2016 &amp; PY2017</b>
Employment Rate Q2	82%
Employment Rate Q4	79%
Median Earnings	\$6,600
Credential Rate	58%
Measurable Skills Gain	Baseline
<b>YOUTH</b>	<b>PY2016 &amp; PY2017</b>
Placed in Employment/ Training/Education Q2	49%
Placed in Employment/ Training/Education Q4	49%
Median Earnings	Baseline
Credential Rate	49%
Measurable Skills Gain	Baseline
<b>BUSINESS</b>	<b>PY2016 &amp; PY2017</b>
Effectiveness in Serving Employers	Baseline

As outlined in the response to **Section II., Descriptions of regional strategies, question 1 below**, the Southcentral Ohio Region will develop operational data measures (i.e., “planned outcomes”) to track, benchmark, and report the service delivery system’s outputs on a regularly scheduled basis. Once established, these



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measures will be an integral part of each WDB's strategy to become and remain a high-performing board as discussed in the responses in each of the **Local Plan Addenda, question 9**.

### **II. Descriptions of regional strategies:**

#### **1. Identification of the shared regional strategy to align available resources within a planning region by working with the core programs and other required partners.**

As part of the series of strategic planning meetings that were conducted with key stakeholders from workforce development, business, economic development, education, training providers, labor, public programs, community organizations, OMJ partners, and others during November and December of 2016, the group was driven by two guiding questions as it determined the strategies the region will undertake to align available resources and work with the core programs and other required partners.

- What can be done to more effectively and efficiently act as a region rather than as individual workforce areas?
- How is front-line customer service to job seekers and employers positively impacted by regional plans and actions?

As a result of this planning process, the group identified the following five key strategies for the Southcentral Region:

- 1. Communications and Collaboration** - To develop a unified voice for workforce development activities throughout the region
- 2. Business Services** - To develop a consistent approach for business services throughout the region
- 3. Job Seeker Services** - To develop a consistent approach for job seeker services throughout the region
- 4. Policies and Practices** - To develop a regional approach for public workforce policies and practices
- 5. Resources** - To maximize the available workforce resources throughout the region

Specific action items, planned operational outcomes, and planned operational outputs have been identified for each of these strategies. Additionally, regional workgroups are currently being established to carry out the necessary steps that will move each strategy forward. These workgroups will also be responsible for reporting progress to each of the Local Area Boards.

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For the Reader’s convenience, a detailed overview of each of the five strategies and their related action items, planned outcomes, and planned outputs is provided in **Attachment E**.

### **2. Description of how the planning regions, with the collaboration of the local workforce development boards, will support the goals and reform principle strategies identified in the Combined State Plan.**

The Combined State Plan created a vision and goals for the statewide system that sets the framework and reform principles for regional plans and local Board implementation strategies. The state strategic vision as stated in the Combined State Plan is: “To create a workforce system aligned to the needs of business, streamlined so individuals can easily move through various systems, and connected to regional and state economic development strategies.” To achieve the vision, the State established three strategic goals in accord with WIOA’s primary purposes.

The Governor also charged the Governor’s Executive Workforce Board to work with appropriate state agencies to “identify ways to prepare and continuously retrain Ohioans of all ages for the jobs of today and tomorrow.” That Board has now created specific recommendations for action.

This Southcentral Regional WIOA Plan is established within the context of the broader statewide goals and within the context of active economic and education initiatives that exist in the Greater Columbus labor market area. Shown below are major recommendations of the Governor’s Executive Workforce Board and key action priorities of the Southcentral Regional WIOA Plan within the framework of the three strategic goals of the Combined State Plan.

Strategic Goal One: Identify Business Needs
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#### *State Plan Priorities & Reform Principles:*

- Develop a reliable, consistent method for identifying the most in-demand jobs and the skills workers need to fill them
- Encourage employer participation in developing needs in each industry sector

#### *Recommendations of Governor’s Executive Workforce Board:*

- Formalize career exploration partnerships among employers, educators, community, and government; focus early with youth on employability and career readiness aimed at identified needs and opportunities
- Foster a statewide learning culture informed by the changing needs of business

#### *Action Priorities of the Southcentral Regional Plan:*

- Identify key sectors of focus based on job openings/projections, wages, skill levels, existing career pathways, and long-term opportunities

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- Engage with employer and economic development groups in the region to review labor market information and precisely define needs; join existing groups or convene new sector-based groups as needed
- Identify key occupations to target for action (note: some occupations, such as IT and sales, may cut across multiple business sectors)
- Organize business outreach on a region-wide basis via coordinated business service representatives, some with sector specialties, and via specialized surveys to obtain insights beyond existing labor market information

Strategic Goal Two: Connect Businesses & Workers
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### *State Plan Priorities & Reform Principles:*

- Implement reforms on a total system basis – Ohio’s workforce development initiatives are currently spread over 90 programs in 13 state agencies
- Increase relevance and usage of OhioMeansJobs.com as a primary connecting tool to bring employers and workers together
- Create more efficiencies in the system via common application, co-enrollment across programs, common case management, common assessments, and common messaging to system users

### *Recommendations of Governor’s Executive Workforce Board:*

- Promote local/regional/state collaborations among chambers of commerce, economic development groups, education groups, and workforce development partners
- Expand access points for employers and job seekers to obtain services from the workforce development system, forming new agreements with libraries, neighborhood groups, and others
- Increase business engagement via work-based learning connections (internships, co-op programs, tutoring, mentoring) to better connect employers with sources of talent in the educational pipeline
- Create an E-information and resources sharing tool on-line
- Create a more robust state-level data analytics infrastructure
- Develop means to share best practices for service delivery

### *Action Priorities of the Southcentral Regional Plan:*

- Build on the existing OMJ and national American Job Center brands to increase public awareness and expand services for matching employers and job seekers, both at physical sites and online
- Cross-train career advisors of multiple service and training partners to better equip them with knowledge of employers’ priorities, knowledge of services available from all partners, and tools for matching job seekers with job openings at all skill levels
- Determine the groups that should be at the table as the “regional workforce system” and communicate as a system with one voice to the business community in the region

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- Create a regional outreach plan (traditional media, social media, community events, etc.) to raise awareness and increase responsiveness to the business community
- Engage employers as partners in training strategies via expanded work-based learning approaches (internships, co-op programs, teacher externships, shared funding of incumbent worker training, and other approaches)
- Implement a robust “priority of services” protocol region-wide to create linkages between employers and under-served populations that can be new sources of talent (returning offenders, persons with disabilities, high school/college dropouts, TANF recipients, and others)

Strategic Goal Three: Align Training to Business Needs
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### *State Plan Priorities & Reform Principles:*

- Work in partnership with employers and educators to provide knowledge to students about high-demand, high-quality career opportunities
- Provide “directionally accurate” forecasts of jobs and skills needs
- Integrate soft skills, remediation, and job readiness training with occupationally specific skills training
- Increase career counseling capacity for students in school and for adults in the workforce; tie counseling to accurate forecasts of opportunities and needs
- Increase accountability of service and training providers in the system via common performance measures and transparency in reporting results

### *Recommendations of Governor’s Executive Workforce Board:*

- Require schools to offer project-based learning designed to address real-world applications of employers
- Establish regional workforce career exploration and counseling collaborations aimed at middle and high school students
- Require school leader engagement with business groups
- Encourage teacher externships
- Leverage best practices; reallocate funds to programs of proven effectiveness
- Address remediation needs through “transition classes” and “co-requisite remediation”
- Enhance Ohio’s career transition and training delivery system with integrated services among partners and multiple entry points for training

### *Action Priorities of the Southcentral Regional Plan:*

- Share information among training programs in the region
- Define “career pathways” as a working model for connecting education and training programs aimed at specific skill needs of employers in each key business sector
- Assess the current type of WIOA-supported training in the region; prioritize the types of training to be supported by Individual Training Accounts (ITAs), On-The-

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Job Training (OJT), and other training methods and provide career counseling to encourage training for high-priority occupational needs

- Increase participation in key Career/Technical Education (CTE) programs; work with training and education partners to create new programs as needed
- Streamline and standardize processes for both employers and job seekers for accessing training in the region
- Increase participation and cost sharing by employers for incumbent worker training to advance low-skilled workers and prevent future layoffs
- Identify training gaps that exist in the region and seek private and public funding sources to fill them
- Identify sub-regional (county-based and other) pockets of industry and occupational opportunity and address with local providers of education and training as appropriate

### **3. Establishment of joint regional service strategies, including developing common requirements and policies for work-based training (customized training, incumbent worker training, and on-the-job training) and for training services, through the use of individual training accounts. The planning region must also develop and use cooperative service delivery agreements.**

The Area 11 and Area 20 regional planning partners have created workgroups to further define and implement joint service strategies for coordinated and enhanced customer service. Priorities for addressing common requirements for each group include:

- **The Communications and Collaboration Workgroup** will create mechanisms for greater sharing of information and shortened feedback loops among service and training partners; the result will be a communications plan for ongoing, timely improvements to processes and ongoing training of region-wide staff to implement changes in procedures.
- **The Business Services Workgroup** will review administrative procedures for employer agreements for training (OJT, incumbent worker training, internships, and others) and seek input from employers on improvements that would lead to higher usage; recommendations will be created for standardizing and streamlining procedures for employers.
- **The Job Seeker Services Workgroup** will review existing administrative procedures (forms, templates, eligibility documentation, etc.), along with career counseling methods, to create recommendations for standardizing and streamlining procedures for job seekers.
- **The Policies and Practices Workgroup** will review and analyze current policies of the two boards on issues such as OJT requirements, ITA funding structure, allowable supportive services, and client tracking/referral to align policies of the two workforce areas for consistency with customers.

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- **The Resources Workgroup** will map current assets among partners in the two workforce areas and recommend actions for pooling and shifting resources within the region to ensure consistency in customer service region-wide.

Recommendations from each workgroup will be taken to each local Workforce Development Board for consideration and action. Key joint strategies will be documented in a cooperative service delivery agreement that will be continually updated as refinements are adopted.

#### **4. Utilization of shared strategies and mutual services in the planning region:**

- **Engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations;**

WIOA calls for increased engagement of employers as partners in education and training, not just as end users of the products of education, training, and job matching providers. Work-based learning opportunities via on-the-job training (OJT), internships, apprenticeships, transitional jobs, and avenues for combining work with classroom training will be a focal point for engaging employers. The Southcentral Region will develop a menu of options for employers, ranging from planning input on needs to full-scale registered apprenticeship programs in new occupations and with new target populations. Primary options for employers will include:

- Responding to surveys on skill needs and job openings
- Partnering with economic development and workforce development entities to attract new public and private sources of funding for training, often on a sector-specific basis
- Participation in career fairs, job fairs, and speaking engagements
- Partnering with specific K-12 schools and serving as mentors, speakers, and panel members in career programs
- Designing projects for schools to demonstrate the relevance of academics to real-world work
- Providing internships and other work experiences for college and high school students
- Sponsoring tours for students, parents, teachers, and counselors to promote high-quality job opportunities in the region

Through the employer engagement process, the local Workforce Development Boards will increase their visibility and credibility with regional employers as champions in identifying and addressing needs, and in connecting employers directly to education and service providers. This will also provide the base for employer champions in each sector to serve as advocates for policy changes at both the state and national level when such changes are necessary to address needs and seize new opportunities. Sector-based engagement will be particularly important to small and medium sized

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employers, as this will allow them to create a “critical mass” for development of training programs and demonstrating the combined job availability in key sectors and occupations.

- **Provision of business services to employers;**

The coordinated provision of services to employers has been identified by the regional planning team as an area for immediate action aimed at developing a consistent approach for business services throughout the region. A Business Services Workgroup is being formed and the following actions for work by the team have been determined:

- Analyze labor market information to identify key sectors and occupations in the region;
- Convene business/industry groups, chambers of commerce, and economic development organizations in the region to gather input on needs;
- Create a menu of regional business services that are available to employers to meet immediate and future needs;
- Implement a regional team for business services, including workforce development, economic development, education, and training partners; and
- Identify and develop business champions in each key industry sector to engage more employers in planning processes and as partners in training of emerging and incumbent workers.

In expanding services to employers, the Business Services Workgroup will explore the use of best practices, such as the Business Resource Network (BRN) structure in Ohio, to adapt successful practices to the regional environment. This will include identifying existing platforms for sharing of business contact information among business services representatives of partnering organizations. A key goal beyond better sharing of information will be a regional template for providing employers with coordinated solutions among partners and the creation of protocols among partners for ensuring that solutions are delivered in a timely manner to address the needs identified by employers.

Coordination of services among partners will require work on tools such as confidentiality agreements, standard forms, standards for customer responsiveness, and branding of services for increased employer awareness and visibility. Comprehensive proposals to respond to employers will also require the region’s workforce development partners to form new and expanded relationships with economic development, social services, and other organizations to address the full range of needs.

- **Coordination of workforce development programs and economic development;**

A primary goal of the regional workforce plan is to bring region-wide workforce development priorities and practices (labor supply side) into greater alignment with

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regional economic development goals and activities (labor demand side). The collaboration described in this plan provides the platform for ongoing coordination with Columbus 2020 that was launched in 2010 to foster economic and job growth in the broader Metro Columbus region, and also with the strategic priorities being implemented by the economic development partnership between APEG and JobsOhio. A strength in implementing this priority is the strong economic development background of the current executive directors of the Area 11 and Area 20 Workforce Development Boards. Both directors have been participants in development of the Columbus 2020 Regional Growth Strategy.

Columbus 2020 brought together hundreds of community leaders in the 11-county Columbus Region to create and launch the Regional Growth Strategy. Supported by a staff of 20 economic development professionals and allied organizations that include all of the local economic development organizations in the region, Columbus 2020 works to strengthen the regional economic base by:

- Building on and leveraging existing assets
- Attracting new investment
- Creating new business opportunities
- Continually improving the Columbus Region as a business destination

Funding partners include 300 private companies, 39 local governments, 4 academic institutions, and JobsOhio. The alignment of workforce development and economic development will leverage the significant strengths of the region in both jobs and talent.

The region’s talent pipeline contains one of the highest concentrations of college students in the nation, with 59 college and university campuses that enroll 136,000 students annually.

As described in the chart below, the Boards are committed to the development of strategies and programs that coordinate with the work plan of Columbus 2020.

<b>Columbus 2020</b>	<b>Workforce Boards</b>
<p><i>Generate opportunity now by:</i></p> <ul style="list-style-type: none"> <li>• Helping existing businesses expand and become more competitive</li> <li>• Attracting investment from market-leading companies worldwide</li> </ul>	<p><i>Generate opportunity now by:</i></p> <ul style="list-style-type: none"> <li>• Providing up-to-date labor availability information to support local employers and economic development organizations</li> <li>• Identifying current skill gaps and targeting existing resources of workforce development and education partners to fill them</li> </ul>



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<b>Columbus 2020</b>	<b>Workforce Boards</b>
<ul style="list-style-type: none"> <li>• Developing a distinct identity and brand that raises awareness of the Columbus Region as a business location</li>   <li>• Accelerating startups and high-growth businesses by connecting them with local resources, venture networks and consumers</li>   <li>• Identifying economic development challenges and opportunities through customized, objective research</li> </ul>	<ul style="list-style-type: none"> <li>• Mapping current talent development resources and presenting a clear menu of services to regional employers</li>   <li>• Attracting new resources from public and private sources for skills development in the region</li>   <li>• Developing a stronger brand identity for OhioMeansJobs as the place for all levels of jobs via on-line and at OMJ centers</li>   <li>• Providing resources to under-served populations to become key assets in the regional talent pipeline</li> </ul>
<p><i>Build economic capacity for the future by:</i></p> <ul style="list-style-type: none"> <li>• Supplying and training a talented workforce</li>   <li>• Increasing trade through export assistance and foreign investment</li>   <li>• Advocating for public-private infrastructure that drives commerce</li>   <li>• Supporting and attracting high-growth, technology-driven companies</li>   <li>• Promoting continued growth of the region’s manufacturing base</li> </ul>	<p><i>Build economic capacity for the future by:</i></p> <ul style="list-style-type: none"> <li>• Cross-training workforce development and economic development staff for common “messaging” to employers</li>   <li>• Convening and maintaining sector-based groups to identify training and education priorities and engage employers in work-based learning</li>   <li>• Coordinating business efforts between workforce development and economic development to share information leading to jointly-developed, customized solutions</li>   <li>• Promoting high-wage, “middle-skill” occupational options for students and parents; promoting high-quality career pathways in career/technical education (CTE) programs</li>   <li>• Expanding entrepreneurship training and resources for self-employment to support both the creation of new employers and the options for “free agency” employment that will be necessary in thriving regions</li> </ul>

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Columbus 2020 has implemented a dashboard to monitor outcomes and is currently reporting progress toward all goals and is ahead of schedule on the 10-year plan. The Boards will work to create a similar dashboard on a regional basis to track progress and increase accountability for results among workforce development and education partners in the region.

In addition to Columbus 2020 activities, the Southcentral Ohio Region also participates as an economic development partner with APEG and JobsOhio in implementing the strategic priorities for economic growth in the broader Appalachian region. Specifically, the partnership brings resources and incentives that can be leveraged by Area 20 counties in support of the regional plan. Assistance includes loans, state tax credits, training, roadwork assistance, and revitalization funds to support employers locating or expanding in the region. APEG is the only JobsOhio region formally affiliated with the Ohio Manufacturing Extension Partnership (MEP), which offers manufacturing companies innovation and improvement strategies designed to increase competitiveness. An additional APEG resource is the UpSkill Your Workforce grant program for incumbent workers in three key industries: polymers/chemicals; metal fabrication; and wood product manufacturing.

- **Management of regional rapid response activities;**

The Area 11 and Area 20 workforce areas will be working collaboratively to review and align multiple policies and protocols related to both job seeker services and business services. Multi-agency, multi-jurisdiction teams are being formed with a champion identified for each team. A coordinated approach to providing rapid response activities in a regional context will be addressed by both the Business Services and Job Seeker Services Workgroups.

The regional approach will work within the guidance recently provided by the state via the draft Workforce Innovation and Opportunity Act Policy Letter No. 15-15.1 on “Rapid Response Program Requirements – Employer Mass Layoff, Employer Closure, and Trade Adjustment Assistance Events.” The guidance covers both WARN Events and Non-WARN Events that call for actions to be implemented by the Rapid Response (RR) Team. Such events are viewed as regional in nature and will be addressed jointly by the two workforce boards within the planning region to provide clear, coordinated information and resources to impacted employers and workers.

The regional response will include the implementation of the RACI (Responsible, Accountable, Consulted, Informed) tool as outlined in the referenced draft state policy. As stated in the draft policy:

“The RACI tool, when applied to the RR process, looks at each role and function of RR and helps local teams determine who is:

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- **Responsible** – the individual who actually does the job;
- **Accountable** – the individual(s) who is/are ultimately accountable for the action, task, or function;
- **Consulted** – the individual(s) who need(s) to be consulted prior to a final decision or action taken; and
- **Informed** – the individual(s) who need(s) to be informed after a final decision or action is taken.”

The RACI tool will be utilized on a regional basis to delineate RR functions for each RR process or activity and the responsibility for completion of functions to establish a RR team protocol. The protocol will assist in ensuring communication among the team members and in providing flexibility in responding to the individual needs of employers and impacted workers in each event. Operational guidance from the *Ohio Rapid Response Operations Guidance* online tool will also be employed by regional team members.

Because of the specific protocols created by the state for RR activity, a collaborative approach to services for Area 11 and Area 20 will be one of the first joint action strategies put in place. The protocols, along with the RACI tool, will serve as a model for building coordinated response structures in other customer service activities on a regional basis.

- **Collaboration with JobsOhio;**

Columbus 2020 serves as the primary focal point for Southcentral regional economic development, coordination of local economic development organizations, and alignment with the state’s economic development priorities and resources. Coordination between the workforce development region and Columbus 2020 is described in the response to the **bullet point above, Coordination of workforce development programs and economic development.**

Columbus 2020 provides a base for region-wide work with industry sectors that are driving regional growth. These include Manufacturing, Logistics, Science/Technology, Headquarters/Business Services, and International Businesses. In addition to what has already been described for coordination of priorities with economic development, the two Workforce Development Boards of the region will work as partners with Columbus 2020 on several key areas of development:

- Columbus Internships;
- Leveraging the resources of regional staffing services as partners with OMJ;
- Addressing regional transportation issues;
- Assisting regional employers in connecting to all regional job boards; and
- Providing regional employers with comprehensive information on all education, training, and staffing resources available through public and private sources.

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Additionally, the APEG/JobsOhio partnership has also identified key industries within the Southcentral Ohio Region that include: Polymers/Chemicals; Energy Production; Food; Transportation/Aerospace; Forestry/Wood Products; Metals; Logistics; and Consumer Products. The Boards will work collaboratively with the staff of the three key program areas of APEG (JobsOhio, Manufacturing Extension Partnership, and SBA Regional Innovation Cluster Initiative) to ensure that regional employers have access to all resources and that training strategies are aligned with job creation.

- **Coordination with relevant secondary and post-secondary education programs and activities with education and workforce investment activities;**

The Workforce Development Boards of Area 11 and Area 20 fully embrace the challenge presented in WIOA for engaging multiple education/training partners in a career pathways framework aimed at addressing current and emerging needs of employers on a sector by sector basis. This is a role that extends well beyond directing the use of WIOA funding to determining the adequacy of sources of education and training across the entire spectrum of employer needs.

As with the regional economic development structure provided by Columbus 2020, the Southcentral Region also has a well-established platform for coordinating college/career readiness and success among K-12 school districts, higher education institutions, business leaders, and civic partners, as thriving regions will increasingly be sustained by an abundant supply of postsecondary credentials that align with a knowledge-based and service-related economy. The coordination platform, The Central Ohio Compact, has been led by Columbus State Community College since 2011. The chief staff person for the initiative, the Superintendent of School and Community Partnerships at Columbus State Community College, is an active member of the regional planning group for the WIOA regional plan. The Superintendent is assisting in ensuring that the collaborating Workforce Development Boards and their OhioMeansJobs partners are aligned and coordinated with the goals and strategies of the Compact.

Columbus State Community College has led The Central Ohio Compact since 2011 for the purpose of initiating a convergence of system-wide process solutions to retain students within the education pipeline by reducing or eliminating remediation, expanding early college opportunities, and guaranteeing a bachelor's degree pathway to universities in the region. The overall goal, originally created by the Lumina Foundation and now shared by multiple states and local areas across the country, is for 60 percent of adults to possess postsecondary credentials valued by employers by 2025. In the Columbus region a joint resolution has been adopted by numerous school districts and seven higher education institutions to achieve the goal. The Workforce Development Boards of Area 11 and Area 20 join in support of the goal and will fully support access to credentials valued by employers for all participants in the OhioMeansJobs network. It is projected that 59 percent of Ohio's jobs will require a postsecondary credential by 2020, yet only 36 percent of Ohio's adults currently hold such a qualification. Attainment

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rates in Central Ohio counties currently range from 22 percent to 61 percent with a regional average of 42 percent.

The Boards will promote the attainment of transferable and stack-able credentials for participants in all adult, dislocated worker, and youth programs, with particular emphasis on assisting high priority of service applicants with credentials for high priority occupations identified by employers. A primary focus area will be ongoing review by the boards of career/technical education (CTE) courses and enrollment levels related to demand. New information on CTE programs, enrollments, and outcomes is scheduled to be available on The Central Ohio Compact website in 2017. This data will assist the boards in tracking progress toward meeting the demand identified by employers.

Data in **Figure 17** points to a large number of individuals who began but did not complete college degrees, often acquiring debt from student loans in the process. The Job Seeker Services Workgroup will work on procedures and policies that identify these individuals and promote continuation of educational pathways to leverage investments in education that these participants have already made. Particular attention will be paid to the high number of African-American students who have some college but not a degree. National data analysis shows that African-Americans are particularly burdened with student loan debt that did not result in degree attainment.

The chart below shows areas of focus and key action steps of The Compact along with goals established by the workforce boards to support the initiative. Local priorities for WIOA spending will be created by the individual workforce areas and counties to align with specific needs of local employers.

<b>Compact Areas of Focus</b>	<b>Compact Action Agenda</b>	<b>Workforce Board Goals</b>
Human Services Engagement	<ul style="list-style-type: none"> <li>• Improve connections of students to agencies that provide services</li> <li>• Improve communication among agencies</li> <li>• Create an asset inventory of services</li> <li>• Create partnerships to advance school counseling</li> <li>• Involve partners in tools to engage students earlier in career &amp; college planning</li> <li>• Work to ensure equity in resources across communities &amp; districts</li> </ul>	<ul style="list-style-type: none"> <li>• Provide labor market information to partners in user-friendly formats</li> <li>• Expand the knowledge base among program partners &amp; provide ongoing training to front-line staff</li> <li>• Provide access to services for all job seekers on the full talent spectrum, from low-skilled to high-skilled</li> <li>• Engage all OhioMeansJobs partners in creating assessment tools &amp; “wrap-around services”; provide information on services to all members of The Compact</li> </ul>

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<b>Compact Areas of Focus</b>	<b>Compact Action Agenda</b>	<b>Workforce Board Goals</b>
Policy Alignment	<ul style="list-style-type: none"> <li>• Support instructional practices in addition to curriculum</li> <li>• Create bridges between education &amp; employers</li> <li>• Align high school graduation requirements with college admissions requirements</li> <li>• Align availability of grants &amp; loans to types of skills needed by employers</li> </ul>	<ul style="list-style-type: none"> <li>• Engage employers on a sector basis to identify needed policy changes</li> <li>• Engage employers as advocates for policy changes</li> <li>• Create regular dialogue between employer-led workforce boards &amp; the educators who are members of The Compact</li> <li>• Promote alignment of policies &amp; pathways that reduce student debt</li> </ul>
Employer/Career & Technical Education (CTE) Engagement	<ul style="list-style-type: none"> <li>• Increase information sources available to middle school students</li> <li>• Improve perception of CTE programs &amp; high-skill jobs they prepare students to access</li> <li>• Improve feedback loops with employers on hiring of local students</li> <li>• Ensure that K-12 educators and CTE program directors have a voice with policymakers</li> <li>• Connect employers &amp; educators in learning networks</li> <li>• Define and expand high quality work-based learning options</li> </ul>	<ul style="list-style-type: none"> <li>• Promote success stories of CTE program graduates</li> <li>• Work with employers on a sector basis to review the alignment of CTE programs &amp; credentials with actual skill needs</li> <li>• Arrange tours of employers for school teachers &amp; counselors; create externships</li> <li>• Arrange tours of employers for students &amp; parents; create internships</li> <li>• Create specific menu of options for employer commitments in support of schools</li> </ul>

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Compact Areas of Focus	Compact Action Agenda	Workforce Board Goals
Communications to Parents & Students	<ul style="list-style-type: none"> <li>• Provide clear &amp; accurate messaging on available jobs &amp; careers in the region</li> <li>• Expand engagement of employers in providing internships</li> <li>• Publicize the value of non-traditional career pathways</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with The Compact on messaging for parents &amp; students</li> <li>• Engage employers in creating a wide range of work-based learning opportunities: internships, co-op programs, summer jobs</li> <li>• Work with media on awards/publicity programs for students &amp; employers involved in non-traditional postsecondary pathways</li> </ul>

- **Coordination with WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, including the review of applications submitted under Title II will be reviewed;**

WIOA calls for a higher level of coordination between Title I and Title II activities to ensure that participants in basic education and English Learning Programs have access and direct connections to career pathways leading to high-quality jobs in the region. The Ohio Department of Higher Education (ODHE) Adult Basic and Literacy Education (ABLE) office will continue to award multi-year grants on a competitive basis, every three years, to eligible providers of education services. In compliance with WIOA, each local Workforce Development Board in the region will establish processes for review of local applications and make recommendations as appropriate as part of the state's procurement and award process. The local boards will also work with partners in the Central Ohio Compact framework to develop connections between adult basic education and literacy programs and occupational training programs leading to specific skill certifications valued by employers in the region. Such connections will also include development of programs that integrate remedial education with occupational training, as this has been identified nationally as a practice that leads to higher educational completion rates.

Data analysis from **Figures 7 and 8 above** shows an abundant supply of regional jobs requiring a high school diploma or less. Coordination with adult education programs will include a review of best practices for work-and-learn strategies that provide program participants with income while they are addressing educational deficiencies. The Boards will solicit assistance from employers who will provide the flexibility and encouragement for their workers to complete literacy programs while continuing to work.

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- **Strengthening linkages between the OhioMeansJobs delivery system and unemployment insurance programs; and**

The Area 11 and Area 20 Boards have a long history in coordinating workforce development programs with unemployment insurance programs, including implementation of Ohio's HB2 legislation, Unemployment Compensation Reemployment Services (UCRS) program, Reemployment Services and Eligibility Assessment (RESEA), Trade Adjustment Assistance, (TAA) and the Ohio Learn to Earn program. Core partner meetings in the local areas have been maintained to focus on coordination requirements and procedures to implement them.

Ohio's 2016 Combined State Plan states that "Ohio is in the process of developing policy directed to One-Stop Operators specifying requirements on the exchange of information and training across the core programs to ensure all partners understand the essential elements of the programs and have ongoing opportunities to engage one another. This policy will include a requirement for regular partner meetings during which designated partners will be called upon to provide information and training when needed for their respective programs."

During the state's monitoring process, evidence must be provided by local OhioMeansJobs partners that partnership meetings are being held on a regular basis and that UI program eligibility issues and referral processes are included and addressed at these meetings. One of the first priorities for the Job Seeker Workgroup of the two Workforce Development Boards in the region will be development of draft procedures and policies related to UI coordination for review and action by the local boards. These local policies will align with the new guidance that will be provided by the state. UI coordination also occurs through implementation of the state's new rapid response processes.

- **Ensuring priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.**

Workforce Innovation and Opportunity Act Policy Letter (WIOAPL) No. 15-08, Career Services for Adults and Dislocated Workers, and WIOAPL No. 15-09, Training for Adults and Dislocated Workers, states that priority for career and training services provided with WIOA adult program funds will be given to recipients of public assistance and other low-income and skills-deficient applicants. These policies implement the strengthened provisions under WIOA for ongoing prioritization of services for individuals who have the most barriers to employment. The local boards in the region, as part of the work of the Job Seeker Services Workgroup, will review policies and procedures to ensure that such priority is maintained and that service delivery staff are provided appropriate training for adhering to the procedures. The local areas will also coordinate with the state's Office of Workforce Development which will provide technical assistance and monitoring for implementation of the policies. Each local board will create a new Memorandum of Understanding (MOU) with TANF and adult education providers that



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specifically addresses priority of service provisions along with procedures for outreach to high-priority populations to ensure that information and referral processes encourage participation in WIOA-funded services.

The Job Seeker Services Workgroup will initially focus on analysis of root causes of decreases in OMJ Center service levels for Adults between 2014 and 2015 as shown in **Figure 34 above**. Recommendations for new policies, strategies, and partnerships will be presented to both regional Workforce Development Boards following the analysis.

### **5. Coordination amongst the planning region for administrative costs, including pooling funds for as appropriate, and WIOA Title I workforce investment activities with the provision of transportation (including coordination with transportation regions once developed by the Ohio Department of Transportation) and other appropriate supportive services in the planning region.**

Strategies have been identified by the regional planning team to create more administrative efficiencies in the region. The Resources Workgroup will be responsible for the following activities:

- Exploring the feasibility of pooling resources and sharing costs within the region for administration, outreach, procurement, monitoring, events, technologies, physical/website presences, and supportive services;
- Consideration of shifting funds and resources between the two local areas in the region to address specific needs that occur.

Additionally, transportation has been identified by the regional planning team as a major barrier for job seekers' access to training and jobs. A priority for the Job Seeker Services Workgroup will be to leverage alternatives that are available in the region for supportive services, including transportation resources. Transportation planning will occur not only between the two workforce boards of the region but also within the framework of Columbus 2020 to address worker mobility on a broader Metro Columbus basis. The work with Columbus 2020 will be the primary vehicle for connecting to the transportation regions being developed by the Ohio Department of Transportation.

### **6. Identification of how the planning region will provide training services, through the use of individual training accounts, in a mutual manner.**

The regional planning team has identified several priorities for coordinating, standardizing, and streamlining region-wide processes for development and approval of Individual Training Accounts (ITAs), as ITAs remain the primary method for providing occupationally specific skill training to address the needs of regional employers on a sector-by-sector basis. Initial priorities include:

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- Review of all training programs in the region to identify those that are meeting or failing expectations for outcomes;
- Utilize a standard approach for training and support services within the region, including regional processes for job seeker services and the use of standard forms, policies and procedures for providing career and training services;
- Promote consistency of services on a region-wide basis via standardization of customer intake/assessment, referral, tracking, and performance reporting; and
- Create a regional Asset Map that identifies current training programs and training gaps in light of the skill needs identified by the region's employers.

The Job Seeker Services Workgroup will take the lead in proposing uniform regional procedures for processing and approving ITAs for job seekers. The Policies and Practices Workgroup will take the lead in aligning policies of the two regional boards related to ITA funding levels, timelines, documentation required, tracking of results, and priorities for training. The Business Services Workgroup will lead the development of processes for the ongoing identification of current and future training needs of the region's employers, which will occur via coordinated outreach by business services staff in the two workforce areas and by industry-based forums focused on skill gaps, relevant certifications, and career pathways.

Job demand data points in **Figures 9, 10, and 11 above** show a growing number of high-quality jobs that require credentials beyond the high school diploma but less than an Associate's or Bachelor's degree. Both the Job Seeker Services Workgroup and the Business Services Workgroup will utilize this data in developing recommendations to the two regional Workforce Development Boards for prioritizing training programs that will be supported by ITAs.

### **7. The process the planning region undertook to provide a 30-day public comment period prior to submission of the regional plan and the individual local plans.**

In September 2016, the Boards for Area 11 and for Area 20 created a WIOA Regional Planning Team that was comprised of Board members from throughout the region who represented business, economic development, education, labor, and the public workforce system to lead its Regional WIOA Planning efforts.

This Team convened together along with representatives of the OMJ core partners, service providers, and other community stakeholders in a series of regional strategy sessions during November and December 2016. The information and input gathered during these meetings was compiled into the Draft Regional WIOA Plan and related Local Plan Addenda that were released for public comment on February 1, 2017.

It was published on the websites for Area 11 and Area 20 and was also directly distributed via email to representatives of businesses, labor organizations, and educational institutions in the region to gather their comments.

Comments were received from Fifth Third Bank and the Legal Aid Society of Columbus. These comments and the Region's responses are included as **Attachment F**.

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### **III. Assurances**

The Southcentral Ohio Planning Region makes the following assurances:

- The Local Workforce Development Boards within the planning region assure they will establish fiscal control and fund accounting procedures to ensure the proper disbursement of, and accounting for all funds received through the Workforce Innovation and Opportunity Act.
- The Local Workforce Development Boards within the planning region assure that they shall keep records that are sufficient to permit the preparation of reports required by the Act and shall maintain such records, including standardized records for all individual participants, and submit such reports as the State may require.
- The Local Workforce Development Boards within the planning region assure that they will collect and maintain data necessary to show compliance with the nondiscrimination provisions of the Act.
- The Local Workforce Development Boards within the planning region assure that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, regulations, written Department of Labor Guidance, written Ohio Department of Job and Family Services guidance, and all other applicable Federal and State laws.
- The Local Workforce Development Boards within the planning region assure that veterans will be afforded employment and training activities authorized in the Jobs for Veterans Act and 20 C.F.R. Part 1010.
- The Local Workforce Development Boards within the planning region assure they 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); C.F.R. Part 93 – Certification Regarding Lobbying (and Regulation); 29 C.F.R. Part 98 – Drug Free Workplace and Debarment and Suspension; Certifications (and Regulation).

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## IV. Signature Page

We attest that all aforementioned assurances have been met and that the Regional WIOA Plan for Southcentral Ohio and the accompanying Local WIOA Plan addenda for Local Area 11 and Local Area 20 for Program Years 2017 – 2021 represent the local workforce development boards' efforts to maximize resources available under Title I of the Workforce Innovation and Opportunity Act and to coordinate these resources with other State and Local programs in the planning region.

We certify that the local workforce development boards in the planning region will operate the WIOA program in accordance with the Southcentral Regional WIOA Plan and applicable federal and state laws, regulations, policies, and rules.

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Name	Date
Workforce Development Director, Area 11	

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Name	Date
Workforce Development Board Chair, Area 11	

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Name	Date
Chief Elected Official, Area 11	

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Name	Date
Workforce Development Director, Area 20	

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Name	Date
Workforce Development Board Chair, Area 20	

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Name	Date
Chief Elected Official, Area 20	