



**Area 8 - Auglaize, Hardin, Mercer,
Van Wert Counties**

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AREA 8 WORKFORCE DEVELOPMENT BOARD OF AUGLAIZE, HARDIN, MERCER AND VAN WERT COUNTIES -LOCAL PLAN 2017-2021

Area 8 Local Plan 2017-2021

AREA 8 WDB <http://www.mercercountyohio.org/WIOA/index.htm>

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INTRODUCTION

The Auglaize, Hardin, Mercer, and Van Wert County Workforce Development Board (Area 8), authorized by the Workforce Innovation and Opportunity Act (WIOA, Pub. L. No. 113 – 128, July 22, 2014), serves as a strategic convener to promote and aligned relationships between the Commissioners, Industry, City Leaders, economic development, education, and workforce partners to participate in and implement talent development solutions to meet the needs of Area 8 businesses and job seekers as part of an unified, well-rounded, customer-centered, and successful business-driven workforce development system.

During the 2016 and 2017 program years Area 8, through its Ohio Means Jobs (OMJ) Center partners implemented a comprehensive One-Stop model that integrates WIOA and TANF programs into a seamless service delivery system and will work to refine specific strategies by focusing on the following fundamental elements:

Career Pathways - creating and providing information to career searchers that outlines a planned sequence of education and or training that advances an individual's knowledge, skills and abilities within in a designated career area.

Business Driven - developing work-based learning experiences across a range of work experiences, temporary employment, professional internships, and on-the-job training, while focusing on industry in-demand occupations.

A Workforce System -integrating WIOA and TANF employment and training programs through a holistic, customer-centered design that seamlessly aligns services and resources across the community into one comprehensive One-Stop system.

Training Providers - providing clear and transparent information to prospective students regarding career pathways and the preferred education and training programs by industry/occupation.

The Area 8 Plan was completed in alignment with the Community Partners, the goals and vision of the Area 8 Workforce Development Board and in accordance with the WIOA regulations. Through this plan, Area 8 will propose innovative methods of training and serving the job seekers and businesses in the Four County area. This plan will be overseen by the Director and utilized as a guide to evaluate the implementation and effectiveness of specific strategies.

REQUIREMENTS FOR LOCAL PLANS DESCRIPTIONS OF THE LOCAL WORKFORCE DEVELOPMENT SYSTEM VISION:

A local area analysis of:

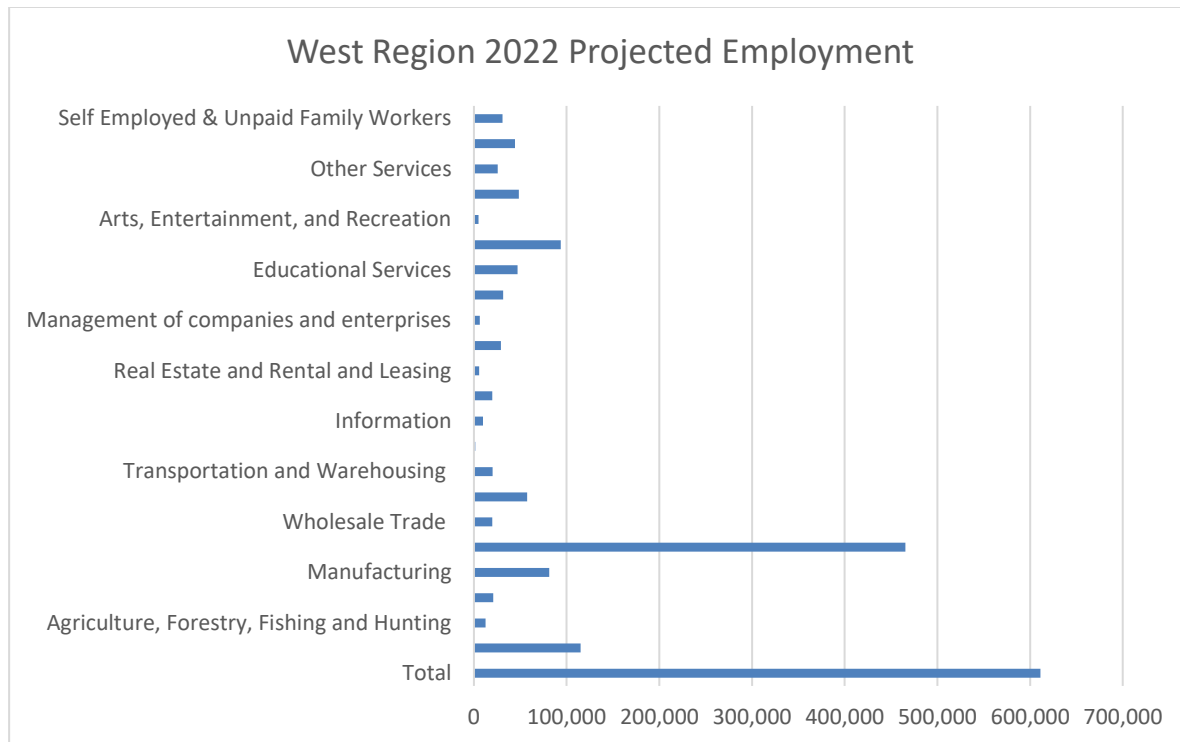
- *Economic conditions, including existing and emerging in-demand industry sectors and occupations; and*
- *Employment needs of employers in existing and emerging in-demand industry sectors and occupations.*
- *As appropriate, a local area may use an existing analysis, which is a current description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

1. REGIONAL ANALYSIS OF ECONOMIC CONDITIONS AND EMPLOYMENT NEEDS

JOBSONIO WEST REGION EMPLOYMENT PROJECTIONS BY MAJOR INDUSTRY GROUP-AUGLAIZE, MERCER AND 10 OTHER COUNTIES

Source: Ohio Department of Job and Family Services, Bureau of Labor Market Information, June 2015.

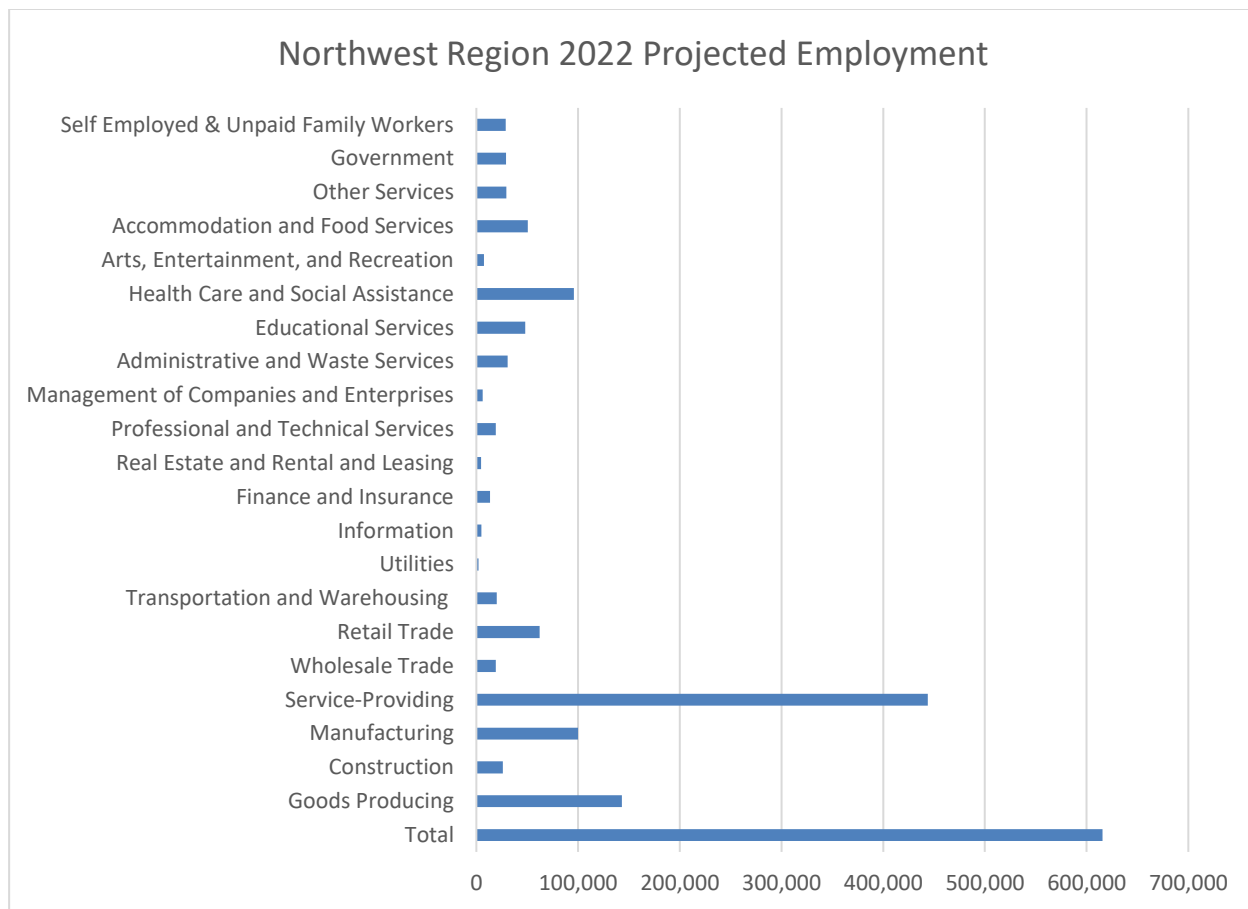
From 2012 to 2022, total employment is projected to increase 6.7 percent, equal to 38,500 jobs. Construction is expected to be the fastest growing industry group at 28.0 percent; it is expected to add about 4,600 jobs. Professional and technical services is expected to grow 25.4 percent, adding 5,900 jobs. Administrative and support and waste management and remediation services is expected to add 5,500 jobs (+21.2%). Health care and social assistance is expected to grow 19.7 percent, adding 15,400 jobs. Manufacturing, which was the largest sector in 2012, is expected to lose about 1,200 jobs. (The administrative and waste services industry includes temporary help agencies.)



2. JOBSOHIO NORTHWEST REGION EMPLOYMENT PROJECTIONS BY MAJOR INDUSTRY GROUP- HARDIN, VAN WERT-AND 15 OTHER COUNTIES

Source: Ohio Department of Job and Family Services, Bureau of Labor Market Information, June 2015.

From 2012 to 2022, total employment is projected to increase 6.7 percent, equal to 38,800 jobs. Construction is expected to be the fastest growing industry group at 27.6 percent, about 5,600 jobs. Professional and technical services is expected to grow 22.4 percent, adding 3,500 jobs. Administrative and support and waste management and remediation services is expected to add 5,200 jobs (+20.3%). Healthcare and social assistance is expected to grow 18.5 percent, adding 15,000 jobs. (The administrative and waste services industry includes temporary help agencies.)



3. JOBSOHIO WEST REGION EMPLOYMENT PROJECTIONS BY OCCUPATIONAL GROUP- AUGLAIZE, MERCER AND 10 OTHER COUNTIES

Source: Ohio Department of Job and Family Services, Bureau of Labor Market Information, June 2015.

The healthcare support occupations group is expected to be the fastest growing with an increase of 22.5 percent, or 4,900 jobs. Healthcare practitioners and technical occupations will add 4,800 jobs (+13.6). Office and administrative support occupations is expected to add 3,600 jobs (+4.4%). Construction and extraction occupations are expected to add 3,200 jobs for a growth rate of 19.4 percent.

4. JOBSOHIO NORTHWEST REGION EMPLOYMENT PROJECTIONS BY OCCUPATIONAL GROUP - HARDIN, VAN WERT-AND 15 OTHER COUNTIES

Source: Ohio Department of Job and Family Services, Bureau of Labor Market Information, June 2015. The healthcare practitioners and technical occupations group is expected to add 5,400 jobs (+15.4%); the healthcare support occupations group is expected to add 4,200 jobs (+17.1%). The fastest grouping occupational group is expected to be the construction and extraction occupations group at 18.4 percent, which is about 3,900 jobs. Food preparation and serving occupations is expected to grow by 3,400 jobs (+6.5%).

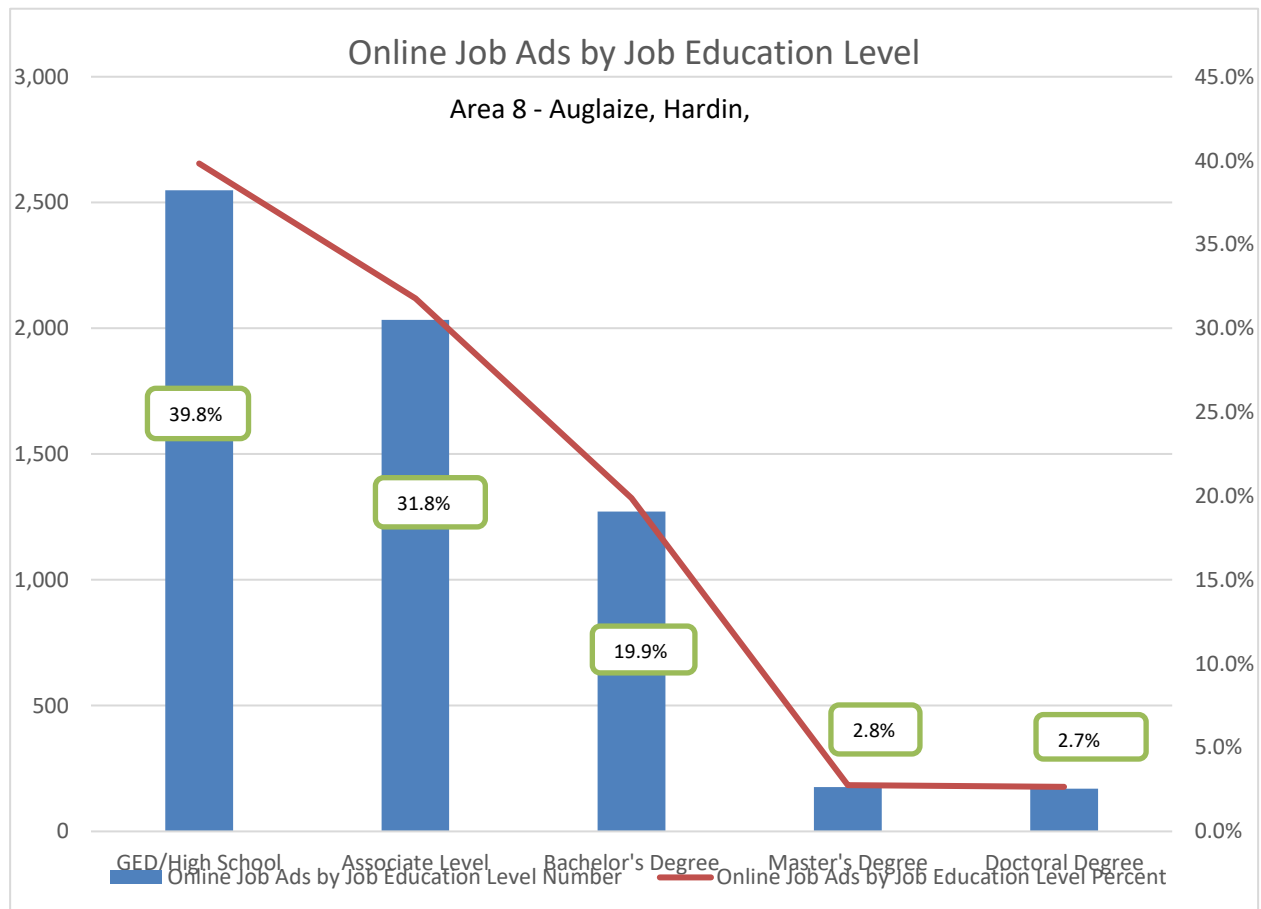
AREA 8 -KNOWLEDGE AND SKILLS NEEDED TO MEET THE EMPLOYMENT NEEDS OF THE EMPLOYERS IN THE REGION, INCLUDING EMPLOYMENT NEEDS IN IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS, AS IDENTIFIED ON THE OHIOMEANSJOBS.COM, IN-DEMAND OCCUPATIONS LIST.

5. EDUCATIONAL REQUIREMENTS, TOP CERTIFICATIONS AND TOP SKILLS FROM HELP WANTED ONLINE JOB ADS ARE USED TO ASSESS CURRENT WORKFORCE SKILLS AS IDENTIFIED BY EMPLOYERS.

ONLINE JOB ADS BY JOB EDUCATION LEVEL (SEPT. 18 TO DEC. 18, 2015)

Source: Help Wanted OnLine

About 39.8 percent of jobs advertised online in Area 8 require a high school diploma or equivalent. Another 31.8 percent of jobs advertised online require an associate level degree. Job education levels are based on occupational research by the U.S. Bureau of Labor Statistics.



TOP 10 ONLINE JOB AD CERTIFICATIONS (SEPT. 18 TO DEC. 18, 2015)

Source: Help Wanted On-Line

Aside from the commonly requested driver's license, the three most commonly requested certifications in online jobs ads in Area 8 were: a commercial driver's, registered nurse license, and HAZMAT certification.

TOP 10 ONLINE JOB AD SKILLS (SEPT. 18 TO DEC. 18, 2015)

Source: Help Wanted On-Line

The top-10 job skills mentioned in online job ad in Area 8 were diverse: material handling, quality assurance, technical support, critical care, electrical systems, quality control, preventative maintenance inspections, management information systems, acute rehabilitation, and lean manufacturing.

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.

6. ANNUAL UNEMPLOYMENT RATES FOR OHIO AND AREA 8, 2000-2014

Source: Local Area Unemployment Statistics

From 2000 to 2014, annual unemployment rates for Area 8 mostly stayed below the Ohio rate. Since 2009, unemployment in Area 8 has averaged 0.5 percentage points below the Ohio rate. In 2014, Area 8's unemployment rate was 4.5 percent compared to 5.7 percent for Ohio.

Note: 2015 data will be available in 2017 and can be accessed by using the Civilian Labor Force Estimates Query Tool: <http://ohiolmi.com/asp/laus/vbLaus.htm>.

7. UNEMPLOYMENT RATES BY RACE AND ETHNICITY

AREA 8 UNEMPLOYMENT RATE BY RACE AND ETHNICITY, 2009-2013 AVERAGE

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

Unemployment rates varied widely among racial and ethnic groups. 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.

8. DISABILITY AND WORK STATUS

AREA 8 DISABILITY AND WORK STATUS

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

Those with disabilities are challenged in the labor market. Among those with a disability, 66.8 percent were not participating in the labor force (2009-2013 average) compared to 24.7 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, 15.9 percent unemployed for those with a disability compared to 9.7 percent for those without a disability.

9. NON-ENGLISH SPEAKING

AREA 8 LANGUAGE SPOKEN AT HOME AND ABILITY TO SPEAK ENGLISH (POPULATION AGE 5 AND OLDER)

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

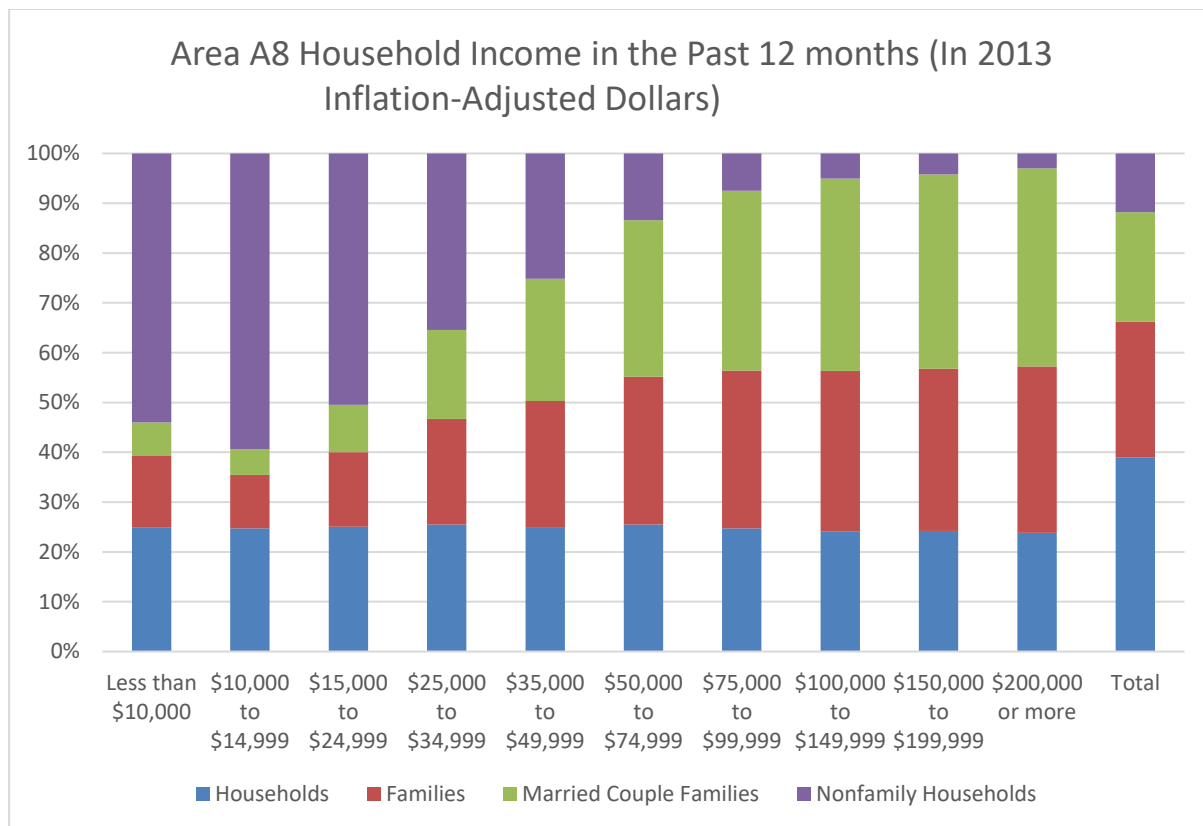
There are about 4,000 individuals ages five and older who speak a language other than English in the home. More than 400 Spanish speakers and 700 speakers of other languages speak English less than “very well,” which could affect their ability to find work.

10. HOUSEHOLD INCOME

AREA 8 HOUSEHOLD INCOME IN THE PAST 12 MONTHS (IN 2013 INFLATION-ADJUSTED DOLLARS)

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

About 51.1 percent of households in the region make less than \$50,000 per year, and 22.9 percent make less than \$25,000 per year. Married couple households have the highest incomes on average, and nonfamily households have the lowest incomes.



11. VETERANS

AREA 8 VETERANS DATA

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

About 54.0 percent of veterans in Area 8 are under the age of 65. About 50.5 percent of veterans 25 and older in Area 8 have a high school diploma and 11.3 percent have a Bachelor's degree or higher. Among veterans 18 to 64, the five-year average unemployment rate in Area 8 was 8.2 percent. About 5.3 percent of all veterans in Area 8 live in poverty, and 26.3 percent have a disability.

12. INDIGENOUS PEOPLES

SOUTHEAST WIOA INDIGENOUS PEOPLES

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

Indigenous peoples—American Indians, native Alaskans, native Hawaiians, and Pacific Islanders—may face barriers to employment. There are about 520 indigenous peoples in Area 8.

Labor Market Trends- An analysis of workforce development activities, including education and training in the region, including:

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

13. INDUSTRY TREND DATA

**AREA 8 INDUSTRY EMPLOYMENT CHANGE, THIRD QUARTER 2011 TO THIRD QUARTER 2014
(NOT SEASONALLY ADJUSTED)**

Source: Quarterly Workforce Indicators

From the third quarter 2011 to third quarter 2014, employment in Area 8 grew 4.8 percent, adding 2,640 jobs. Growth was led by manufacturing with 2,068 jobs (+12.3%) and healthcare and social assistance with 619 jobs (+9.2%). Losses were led by construction (-425), followed by real estate and rental and leasing (-176), retail trade (-138), and finance and insurance (-104).

14. EDUCATIONAL ATTAINMENT

OHIO AND AREA 8 EDUCATIONAL ATTAINMENT, 25 AND OLDER

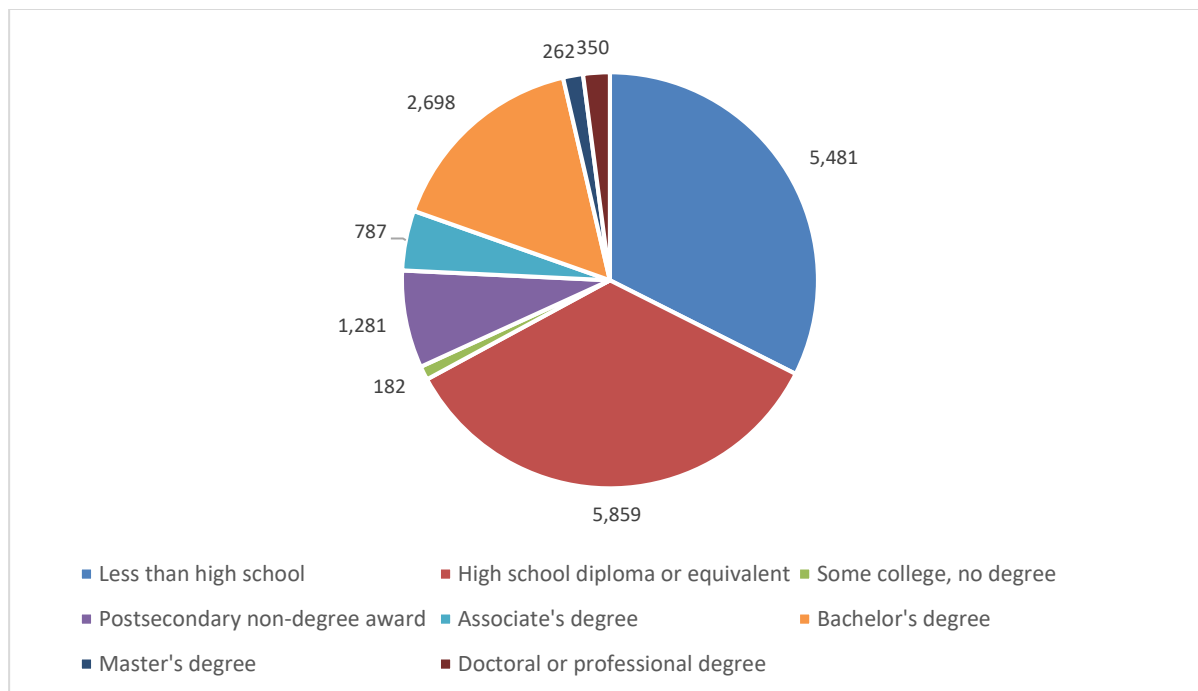
Source: American Community Survey, 2009-2013 Five-Year Estimates

About 90.2 percent of those 25 and older in the Area 8 have a high school diploma or higher compared to 88.5 percent for Ohio; 15.8 percent have a Bachelor's degree or higher compared to 25.2 percent for Ohio.

**15. JOBSOHIO WEST REGION PROJECTED ANNUAL JOB OPENINGS BY EDUCATION LEVEL, 2012-2022 -
AUGLAIZE, MERCER AND 10 OTHER COUNTIES**

Source: Ohio Department of Job and Family Services, Bureau of Labor Market Information, June 2015.

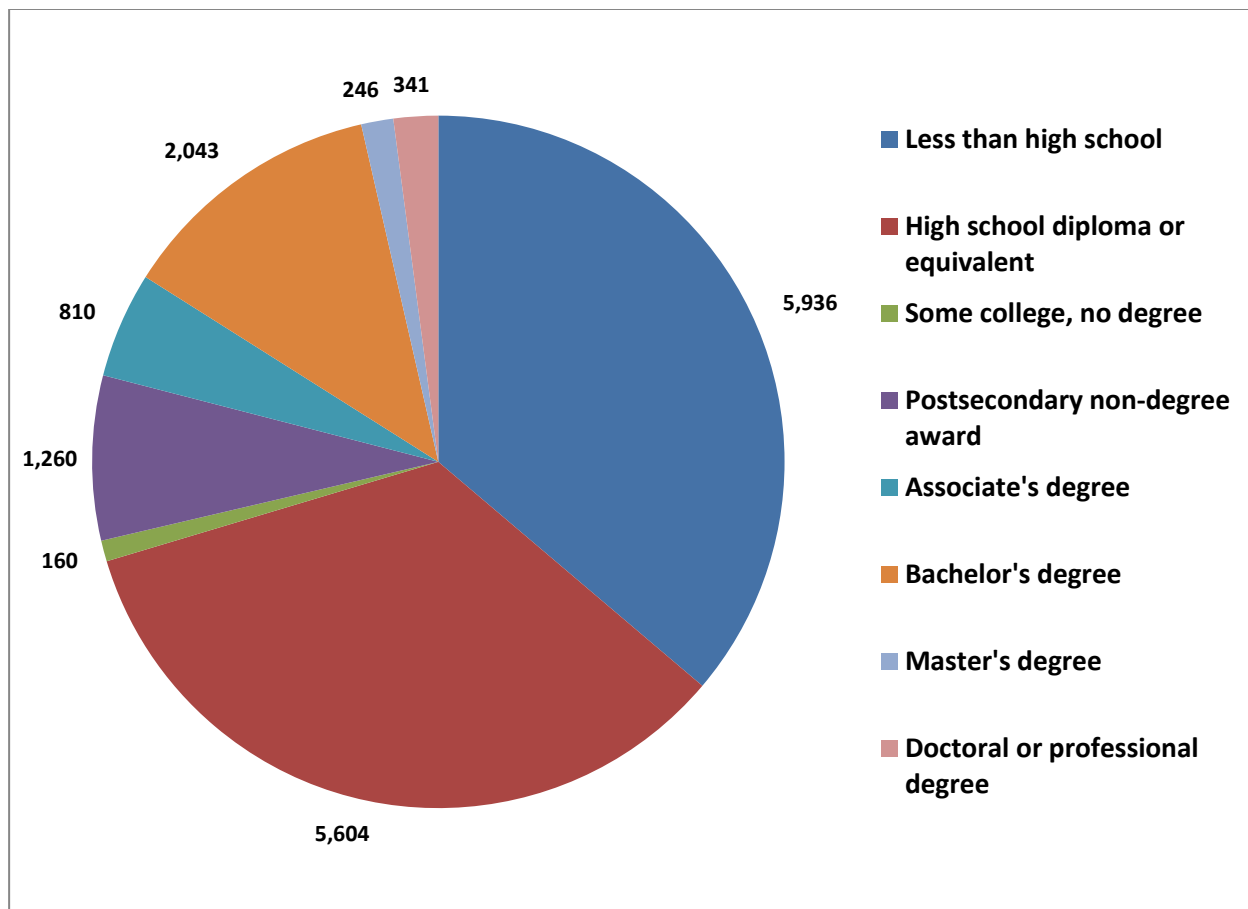
Occupations have typical education levels associated with them. For some occupations, such as lawyers and doctors, certain education levels are required, but for many occupations the 'typical' education level is based on the education of incumbents currently working in those occupations. Long-term (2012 to 2022) occupational employment projections show the most annual job openings are expected to be in jobs associated with a high school education or equivalent (5,859 annual openings) and a less than a high school diploma (5,481 annual openings). Many of these occupations have high turnover. Another 5,560 annual openings are expected in occupations requiring some form of post-high school education, ranging from some college to a doctoral or professional degree.



16. JOBSOHIO NORTHWEST REGION PROJECTED ANNUAL JOB OPENINGS BY EDUCATION LEVEL, 2012-2022 HARDIN, AND VAN WERT-PLUS 15 OTHER COUNTIES

Source: Ohio Department of Job and Family Services, Bureau of Labor Market Information, June 2015.

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. 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 (5,936 annual openings) and a high school diploma or equivalent (5,604 annual openings). Many of these occupations have high turnover. Another 4,860 annual openings are expected in occupations requiring some form of post-high school education, ranging from some college to a doctoral or professional degree.



17. AREA 8 REGION EDUCATIONAL ATTAINMENT BY AGE GROUP

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

About 94.4 percent of both the 25-to-34 and 35-to-44 age groups had at least a high school diploma. The 25-to-34 age group had the highest percentage of those with a Bachelor's degree or higher at 22.0 percent.

18. AREA 8 EDUCATION BY RACE AND ETHNICITY

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

In Area 8, 9.6 percent of whites, 25.9 percent of Blacks/African-Americans, and 14.6 percent of Hispanic-Latinos have less than a high school diploma or equivalent. About 15.7 percent of whites, 14.0 percent of Blacks/African-Americans, and 9.4 of Hispanic-Latinos had a Bachelor's degree or higher.

19. AREA 8 LANGUAGE SPOKEN AT HOME BY EDUCATIONAL ATTAINMENT

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

Those speaking Asian and Pacific Island languages in Area 8 are most likely to have a Bachelor's degree or higher. Those speaking Indo-European languages other than English and Spanish are more likely to have less than a high school diploma.

A DESCRIPTION OF THE LOCAL BOARD'S STRATEGIC VISION AND GOALS TO SUPPORT REGIONAL ECONOMIC GROWTH AND ECONOMIC SELF-SUFFICIENCY, INCLUDING:

On March the 3rd 2017 the Area Workforce Development Board completed the initial steps toward the development of a strategic focus. The Board drafted a Vision statement, confirmed its Mission and layout five draft goals and thirty draft objectives to be reviewed by the board and its partners. Upon finalization of the goals and objectives by the Board, the Board and its partners will align action steps needed to accomplish the defined goals and objectives.

The Area 8 Integrated Vision statement is:

To be a Business, Industry and Constituent driven organization that collaborates to have a competent and competitive workforce that helps employers grow while enabling the American Dream.

Our Mission:

**To Increase the employment, retention, earnings and occupational skills of our Job Seekers
To assist Employers in finding and retaining qualified workers.**

Measurable action steps will be developed with our partners after approval of these goals and objectives in the spring/summer 2017. The Region's Partners will consider and make recommendations for operational performance measures in addition to the WIOA measures. Such measures may include benchmark percentage levels for any populations that may be identified as priority groups for the Region as well as factors to evaluate programs to meet the data identified needs and formulate strategies for continual improvement.

1. Align WDB service delivery system to meet industry needs

- a. Maintain and Grow the business and industries accessing the workforce services through the Ohio Mean Jobs services centers.
- b. Work with Economic development leaders to align training with investment and growth areas.
- c. Work with education partners to evaluate, development and implement the current pathway/sector needs to insure unison with current and future growth areas.
- d. Develop, implement and monitor a forecasting instrument to meet current and future skill needs of area employers.
- e. Drive innovation and regional economic expansion with partners through Talent Development and Talent Attraction.

2. Evolve partnerships to align education, economic development and workforce development to meet employer needs.

- a. Strengthen alliances with Colleges, Career Centers, WOCORA, AMBE, WCOMC, WO-CAP, Jobs Ohio West and North West Areas and other industry based associations in our region.
- b. Identify, define and promote the main services and products for both individuals, and business and industry in conjunction with our OMJ centers and partners.
- c. Support the alignment of K-16 curricula for pathway development in Area 8 target areas, and that are in unison with high-demand, high-growth and living sustainable wages for individuals.
- d. Inform constituents on bench mark progress on the goals, objectives and actions steps within this document.

3. Grow Individuals with barriers to employment

- a. Identify, Implement and deliver high quality training services for emerging, incumbent and dislocated workers through the OMJ centers and administrative support.
- b. Identify and Implement a variety of pathways for workforce development that offer a larger menu of family-supporting careers.
- c. Increase the availability, awareness, and completion of adult basic education (ABE) and GED preparation courses.
- d. Improve the availability of transportation between low-income neighborhoods and employers.
- e. Identify and eliminate barriers for (1) displaced homemakers, (2) Indians, Alaska Natives, and Native Hawaiians, (3) older individuals, (4) ex-offenders, (5) homeless individuals, (6) individuals facing substantial cultural barriers, (7) eligible migrant and seasonal farmworkers, (8) individuals within 2 years of exhausting lifetime eligibility of TANF benefits, (9) single parents (including single pregnant women), and (10) long-term unemployed individuals.

4. Identify and secure revenue to support the identified goal areas

- a. Define foster and grow the WDB image with OMJ Centers in our service area to increase public awareness.
- b. Identify and evaluate opportunities for pioneering youth funding (with partners) that expand workforce intervention/prevention activities to Area 8 youth to impact the poverty cycle for youth and their families.
- c. Leverage the WDB, Econ Dev., Education system and other partners to advocate, and promote Area 8 to current, and future employers and funders and local, state and federal legislature.

- d. Develop data driven innovative and cost effective workforce strategies that meet constituent and employer needs.

5. Prepare the workforce for future and current economic needs

- a. Enhance access to youth programming that is provided in the lives of the youth and their families.
- b. Identify, assess and implement workforce development strategies that address youth critical issues i.e. out of school youth, partner on in school suspension, dropout rates etc....
- c. Explore and implement Work Based Learning activities for out of school youth including volunteerism, internships, employment etc..... while partnering with local in school providers to doing the same.
- d. Identify certifications and job skills that support intermediate employment opportunities and support said training programs.
- e. Stratify the employer employee age ranges to insure planning for preparation of attrition/ retirements to understand needed skill development.
- f. Other- Enhance our ability to respond to immediate needs and opportunities.

A STRATEGY TO WORK WITH ENTITIES THAT CARRY OUT THE CORE PROGRAMS AND REQUIRED PARTNERS TO ALIGN RESOURCES AVAILABLE TO THE LOCAL AREA, TO ACHIEVE THE STRATEGIC VISION AND GOALS.

DESCRIPTIONS OF THE LOCAL WORKFORCE DEVELOPMENT SYSTEM:

1. The workforce development system in the local area, including the identification of the following:

- **The programs that are included in the system.**

The Area 8 workforce development system is comprised of the following required partners per WIOA section 121(b)(1)(B) within Auglaize, Hardin, Mercer and Van Wert counties:

Partner Name	Program	Program Authority
WIOA	Administrative entity for WIOA funds	WIOA Title 1 Adult and Dislocated Worker Programs. Section 131
WIOA	Administrative entity for WIOA funds	WIOA Title 1 Youth Programs. Section 126
ODJFS	Recipient and providers of services of WIOA funds for the Migrant and Seasonal Farm Worker Program	WIOA Title 1 Migrant and Seasonal Farm Worker Programs. Section 167

North American Indian Center	Recipient and providers of services of WIOA funds for the Native American Program	WIOA Title I Native American Programs. Section 166
ODJFS	Recipient of funds under WIOA for the administration provision of Wagner-Peyser program activities. Unemployment Insurance, Reemployment Services, Trade Adjustment Assistance and Veterans employment and training programs	WIOA Title III Wagner-Peyser Act Programs. 29 USC 49
Apollo Career Center	Recipient of funds for post-secondary education of Adults under Ohio Board of Regents	WIOA Title 11 Adult Education and Literacy. Section 206
OOD (BVR)	Recipient of funds for the administration and provision of vocational rehabilitation services and employment assistance to eligible individuals with disabilities.	Rehabilitation Act, Title 1, Parts A & B Rehabilitation Services Commission. 29 USC 720
PathStones and Goodwill Easer Seals	Recipient and provider of services in Title V Older Americans Act Program (Senior Community Employment Program)	Older Americans Act Title V Senior Community Service Employment Program (SCSEP). 42 USC 3056
Apollo Career Center	Administrative entity of WIOA funds for Adult Education and Family Literacy Programs under the Ohio Board of Regents	Postsecondary Vocational Education — Carl D. Perkins Vocational and Applied Technology Education Act. 20 USC 2301
ODJFS	Recipient of funds under WIOA for the administration provision of Wagner Peyser program activities. Unemployment Insurance, Reemployment Services, Trade Adjustment Assistance and Veterans employment and training programs	Trade Act Title II, Chapter 2 — Trade Adjustment Assistance (TAA). 19 USC 2317, and North American Free Trade Agreement (NAFTA) 19 USC 2271

OJFS	Recipient of funds under WIOA for the administration provision of Wagner-Peyser program activities. Unemployment Insurance, Reemployment Services, Trade Adjustment Assistance and Veterans employment and training programs	Jobs for Veterans Act. 38 USC 41
ODJFS	Recipient of funds under WIOA for the administration provision of Wagner-Peyser program activities. Unemployment Insurance, Reemployment Services, Trade Adjustment Assistance and Veterans employment and training programs	Unemployment Insurance (UI) Programs. 5 USC 85 and ORC Chapter 4141
PathStones	Recipient of funds under WIOA for Migrant and Seasonal Farm Worker programs	WIOA Title I Migrant and Seasonal Farm Worker Programs, Section 167
Auglaize, Hardin, Mercer and Van Wert County Departments of JFS	Recipient of TAN F, OWF, PRC, Child Care funds for Transportation and Support Services programs	Social Security Act Title IV-A Programs. 42 USC 601. Subject to Subparagraph (C)

Area 8 Workforce Area does not currently operate a WIOA Title I Job Corps, Community Services Block Grant Employment & Training, or a Department of Housing and Urban Development (HUD) - Employment and Training program.

ADDITIONAL PARTNERS AS IDENTIFIED IN WIOA SECTION 131(B) (2) INCLUDE THE FOLLOWING:

Partner Name	Program-
Vantage Career Center	Adult Education
James A. Rhodes State College	Postsecondary Vocational Education - Carl D. Perkins Vocational and Applied Technology Education
Wright State University Lake Campus	Postsecondary Vocational Education - Carl D. Perkins Vocational and Applied Technology Education

2. How the local board will work with the entities carrying out the core programs and other workforce development programs to support service alignment:

The Area 8 Workforce Development Board’s plan to develop and continuously improve the workforce system encompasses and supports Area 8’s vision of economic growth and self-sufficiency of its residents. It believes it is paramount to build a system that is easy to navigate, enriched with resources and relevant to business/industry. The WDB recently held listening and targeted engagement sessions/communication within each of the four counties. In addition, the partners within the comprehensive OMJ center hold monthly meetings to continually share and discuss their individual programs and how to better align these programs and services into a system, instead of a collection of agencies. This ensures all partners learn together how to align the system services to meet business needs.

LOCATION OF THE COMPREHENSIVE OHIOMEANSJOBS CENTER AND ANY AFFILIATED OR SPECIALIZED CENTERS IN THE LOCAL WORKFORCE DEVELOPMENT AREA.

Area 8 currently has one comprehensive OhioMeansJobs Center, located in Mercer County, 220 W. Livingston St. Celina, Ohio 45822. The other three counties have affiliate sites. The following table describes the addresses and counties served for these four centers:

OhioMeansJobs Center Name	Address	Counties Served
Auglaize County OMJ Center	13093 Infirmary Road Wapakoneta, Ohio 45895	Auglaize Primary-all Area 8
Hardin County OMJ Center	175 W. Franklin Street Kenton, Ohio 43326	Hardin Primary-All Area 8
Mercer County OMJ Center	220 W. Livingston Street Celina, Ohio 45822	Mercer County Primary- Comprehensive site for all of Area 8
Van Wert County OMJ Center	114 E. Main Street Van Wert, Ohio 45891	Van Wert County Primary-All Area 8

The Auglaize County OMJ Center’s hours are from 8:30 am – 4:30pm Monday through Thursday. The Hardin County OMJ Monday-Thursday 8:00am-4:30pm and Van Wert OMJ Center is open and staffed M-F 8:00-4:30. The Mercer County OMJ Comprehensive Center is open Monday through Friday from 8:30 am until 4 pm. Each site allows for appointments to be made outside of the normal hours to meet a customer’s specific needs.

2. How the local board will work with entities carrying out core programs to:

- **Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;**

Comprehensive service providers throughout Area 8 will expand access to a seamless service delivery to eligible individuals through collaboration and partnership with mandated partner agencies and programs. Such agencies include: TANF, Vocational Rehabilitation, Department of Education, the Ohio Community College System, and the State Unemployment Insurance program.

- **Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and**

The development of career pathways in key areas of healthcare and social assistance, administrative and support services, construction/energy and Manufacturing, will be utilized to improve the successful participation in postsecondary and vocational education activities leading to an industry recognized certificate/certification.

The Area 8 workforce will focus on continuing to develop a unified, integrated workforce development system that includes: education and training providers, community and faith based organizations (CBO's), government agencies and businesses. Area 8 will build on current partnerships that include contracts and/or MOU's with ODJFS, the North American Indian Center, Apollo Career Center, Wright State Lack Campus, Rhodes State College, Vantage Career Center, Opportunities for Ohioans with Disabilities, , PathStones, Goodwill/Easter Seals Wagner-Peyser, Trade Adjustment Assistance, Veterans and West Ohio CAP. Cooperative efforts such as this will help ensure that Ohio citizens have access to educational and career pathway resources to aid in gaining meaningful employment. The MOUs will address efficient referral methods to effect co-enrollment into core programs as essential for the individuals to address their needs.

- **Improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).**

Area 8's workforce development strategies will not only take a sector-based approach but also a strengths-based, customer-centric approach that seeks to "meet job seekers where they are" in terms of work experience, skills and education. Through this model we will broker relationships with employers that will focus on creating a variety of entry points for entry-, mid-, and intermediate level job seekers including: work experience, transitional jobs, internships, apprenticeships and on-the-job training programs. Area 8 will focus on middle skilled occupations in high demand sectors, as well as on career pathways in areas with entry

level opportunities for individuals just entering employment or with limited employment history.

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

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

There are two types of activities where Area 8 will engage businesses—strategic and tactical.

The difference between the two can be seen in the chart below:

Strategic (Board)	Tactical (Partners)
<ul style="list-style-type: none"> • Asks “why” and “what” • Guiding/leading • Planning/Visioning • Big picture/macro • Looks broad 	<ul style="list-style-type: none"> • Asks “how” • Managing • Operations • Focused/micro • Looks deep
Examples of Strategic	Examples of Tactical to be implemented by Partners
<ul style="list-style-type: none"> • Serve as a member of <ul style="list-style-type: none"> ○ Sector partnership ○ WDB ○ WDB Committee(s) ○ Career Pathways Team • Help determine/vet <ul style="list-style-type: none"> ○ Key industry sectors ○ Demand Occupations ○ Skills requirements ○ Key workforce issues • Help create <ul style="list-style-type: none"> ○ Solutions to WF issues ○ Local/regional plan ○ Competency Models ○ Career pathways <ul style="list-style-type: none"> ▪ Ladders ▪ Lattices ○ Sector strategies 	<ul style="list-style-type: none"> • HR Services <ul style="list-style-type: none"> ○ Providing interview space ○ Job profiling ○ Job description development ○ Job matching ○ Job referrals • Training <ul style="list-style-type: none"> ○ Supervisor (interviewing tips, WOTC, UI information, labor laws, OSHA, etc.), ○ Incumbent worker ○ On-the-job training ○ Customized ○ Internships ○ Apprenticeships ○ Work and Learn

It is important for Area 8 to engage businesses for both the strategic and tactical activities. A strategic approach that will best help the Board and OMJ Center staff to develop awareness and understanding of employer demand and workforce needs is the facilitation of industry summits. An industry summit

brings together key community partners from workforce, education and economic development to listen to what employers are saying about their challenges to identifying a skilled workforce. A panel discussion is facilitated to learn more about these issues from employers and audience members are engaged to participate in the conversation. Throughout the year, the Area 8 WDB will convene panels of employers by industry sector to discuss their needs; also inviting K-12, Career and Tech Ed, and post-secondary institutions, Adult Education providers, and, OMJ Center staff so everyone can hear the message at the same time.

As a part of this planning process, the WDB has identified key in-demand industry sectors and occupations within the local area/region. During this initial year, at least one of those sectors will be targeted for a sector partnership initiative. The partnership will be comprised of “leaders” from key businesses within the in-demand industry sector, a “champion” from the WDB, and representatives from the partner agencies from within the local area. The purpose of the partnership is to:

- craft customized, workforce solutions tailored to the industry and region;
- coordinate collaborative planning and action;
- support workers to improve their range of employment related skills so they can compete for higher quality jobs;
- meet the needs of employers so they become more competitive; and
- create lasting change in the labor market system to the benefit of both workers and employers.

Sector-based strategies move away from focusing on any single employer or job-seeker. Rather, sector-based approaches proactively and strategically target investments – recognizing which industries are critical to Area 8’s future and then aligning partner investments to maximize that potential for community well-being. Successful sector strategies are about connection. They are a proven approach for meeting the needs of workers for good jobs and the needs of employers for skilled workers.

Alignment is a critical element of a successful sector implementation. Education, along with both public and private training investments and programs will be directly aligned to industry needs. Government and industry will work closely together to identify, attract and train qualified workers. Both policy and practice will be focused on specific outcomes and aligned.

This year Area 8 will also begin work on designing or educating on the competency models within one key industry sector. A competency **model** is a collection of competencies that together define successful performance in a job/job classification. A **competency** is the capability to apply or use a set of related knowledge, skills, and abilities required to successfully perform "critical work functions" or tasks in a defined work setting. Staff will use DOL competency model database as a starting point and ask local employers to validate or change the model as needed for their particular business. Once established, Area 8 will use the vetted competency models to:

- Connect with and learn more about the businesses
- Help businesses with some of their HR functions
- Increase staff knowledge about the local area's business needs
- Provide better career coaching
- Create career pathways/ladders/lattices
- Design assessment tools
- Align education/workforce/economic development
- Design curricula/training materials
- Certify skills

Area 8 will also engage businesses and educators in promoting and/or creating career pathways - a series of structured and connected education programs and support services that enable students, often while they are working, to advance over time to better jobs and higher levels of education and training. Working with the education system, the career pathways will include curricula vetted by local employers. This chunked curriculum will allow for individuals to work, then attend training to gain skills, leading to a promotion with a higher wage. This process can be repeated to gain additional skills, promotions and higher skilled/wage jobs.

Additionally, employers will be engaged directly through participation in the Board, providers of incumbent worker training, industry associations, through ground level feedback of employer information from the Local Elected Officials, the on-going work of staff in the OhioMeansJobs Centers and our OMJ partners. These entities are in daily contact with employers as they are investigating their job needs, exploring available positions, and connecting available job seekers.

- **To support a local workforce development system that meets the needs of businesses in the local area;**

Tactical workforce development activities will be addressed by the OMJ Center staff. The approach to these tactical activities will change from a "sales" approach to a "solutions management" approach. This approach includes four steps:

- Establishing a relationship with the business;
- Identifying the issues, they face;
- Determining solutions to their issues; and,
- Providing when invited the benefits of those solutions to the employer.

Staff and/or partners will establish a relationship by developing rapport (taking the time to get to know the contact person who hires and promotes), learning the corporate culture (taking tours, meeting at their office, learning the hierarchy and how hiring is done, reading their annual reports, newspaper articles about them, company brochures, websites), establishing trust (by under promising and over delivering, being organized, socializing, and most importantly listening), and, maintaining trust by making themselves available, following up, offering alternatives, doing joint problem solving and offering mutual commitment.

Staff and/or partners will then identify the issues they face by asking open-ended initial and follow-up/probing questions, listening to their answers, sorting and categorizing the key issues and summarizing them back to the employer.

Once they have identified the issues the employer faces, the staff will identify solutions (services) from the workforce development system that can solve those issues. These will be presented to the employer as benefits the business will receive by accessing those services

- **To provide better coordination between workforce development programs and economic development;**

Area 8 will assist local economic development agencies to promote and support business attraction, expansion and retention efforts by providing prospective employers with a thorough analysis of the available workforce by occupation and experience, wage data, industry growth, and other key metrics to help them determine if they will be able to meet their hiring needs. In addition, OMJ and WDB board members and staff will actively participate in economic development organizations, boards, and committees and maintain memberships with local chambers of commerce. Area 8 will meet with the Lead Economic Development Organizations (LEDO's) across the area on a quarterly basis to determine initiatives as well as to discuss key sector strategies.

The economic development and business organizations with which we are/will collaborate with include:

Auglaize	Hardin	Mercer	Van Wert
Wapakoneta Economic Development Office 30East Auglaize St. Wapakoneta, Ohio 45895	Chamber and Business Alliance Hardin County 225 S. Detroit Street, Kenton, OH 43326	Celina-Mercer Chamber of Commerce 121 East Logan Street Celina, Ohio 45822	Van Wert Area Chamber of Commerce 118 North Washington Street

			Van Wert, OH 45891
Southwestern Auglaize County Chamber of Commerce 22 S. Water St. - P.O. Box 3 New Bremen, OH 45869		Mercer County Community Development 101 North Main, Celina, OH 45822 (419) 586-4209	Van Wert Area Economic Development Corporation 145 E. Main St., Van Wert, Ohio 45891 (419) 238-2999
New Bremen Economic Development Village of New Bremen 214 North Washington Street New Bremen, Ohio 45869			
Wapakoneta Area Chamber of Commerce 30 E. Auglaize St. Wapakoneta, OH 45895 (419) 738-2911 Fax: (419) 738-2977 chamber@wapakoneta. com			
St. Marys Chamber of Commerce 301 E. Spring St., St Marys, OH 45885 Ph: 419-300-4611			
Economic Development Office City of St. Marys 101 East Spring Street St. Marys, Ohio 45885 Phone: 419-394-3303			

AS AN AREA, WE ARE WITHIN:

- ❖ 60% of the US population

- ❖ 50% of the Canadian population
- ❖ 63% of all US manufacturing
- ❖ 70% of all North American manufacturing
- ❖ 63% of all US retail operations
- ❖ 80% of all US corporate headquarters

Area 8 will work to create a relationship with each of the economic development organizations so they can turn to the WDB and its partners:

- for data necessary to demonstrate existing and future talent, so employers can be assured that these four counties have the human resources required to build a productive business;
- to help facilitate hiring or to orchestrate training which will build the workforce required with the necessary skills; and,
- to support the hiring and expansion for existing employers, as the OMJ Centers are familiar with all the schools, Career and Technical Education centers, post-secondary institutions, and the programs offered throughout the entire area.

Area 8 WDB and its partners' goal is to align the education and workforce systems with economic development so both are called upon for consultation by LEDOs when they are thinking about utilizing funds such as from redevelopment commissions to generate new workforce programs. In addition, Area 8 is interested in working LEDOs to provide incumbent worker training to assist their local employers to maintain their workforce, especially to keep the business in the area.

The LEDO's in two of our counties reported the following for 2015 and 2016 estimated capital investment, job creation and square footage for expansion or remodeling. Typifying the need for communication between OMJ centers and the LEDO to support our industry needs for a targeted workforce.

	Capital Investment	Job Creation	SF Expansion or Renovation
2015	\$173,700,000	332.8	831,700
2016	\$50,650,000	279	658,000

2015 and 2016: Estimated capital investment, estimated job creation, estimated square foot expansion

- **To collaborate with JobsOhio and the support to the JobsOhio regional goals;**

Area 8 is currently part of two JobsOhio areas. In addition to **serving Hardin and Van Wert counties**, the Northwest Ohio Regional Growth Partnerships (RGP) serves Allen, Crawford, Defiance, Fulton, Hancock, Henry, Lucas, Ottawa, Paulding, Putnam, Sandusky, Seneca, Williams, Wood, and Wyandot Counties). RGP mission is to be the primary, private sector contributor to a collaborative regional economic development enterprise driving growth in jobs, capital investment, and wealth to Northwest Ohio and Southeast Michigan. The Regional Growth Partnership's business development efforts are focused on six primary cluster industries:

Advanced & Alternative Energy, Advanced Materials & Manufacturing Technologies, Automotive, Bioscience, Food Processing & Agribusiness and Transportation & Integrated Logistics

The other two counties in Area 8, **Auglaize and Mercer**, are served by the West Ohio Dayton Development Corporation (DDC). This organization also serves the following counties - Champaign, Clark, Clinton, Darke, Fayette, Greene, Miami, Montgomery, Preble, and Shelby Counties. The mission of the Dayton Development Coalition is to recruit, expand and retain jobs in the Dayton region. Area 8 will work to assist this.

The Dayton Development Coalition is focused solely on growing the 14-county Dayton region—one of the most livable regions in America, bolstering job creation and prosperity by supporting entrepreneurial activity, retaining and attracting businesses, and advocating for and promoting the region's assets at the local, state and national levels.

In short, they look to open doors for businesses that are interested in locating to or expanding within our region. They connect entrepreneurs who have a bold vision for growth with the resources to take them to the next level. And they collaborate with our state and federal elected leaders to advance the economic priorities of our region. Together we are striving to raise the region's national profile, to the benefit of our members and the area's residents. Targeting nine key industries that are fuel the growth throughout

Aviation, Automotive, BioHealth, Business functions, Food Processing, Information Technology, Logistics, Polymers and Chemicals.

Area 8 integrates across both Jobs Ohio areas and will strategically work with both Jobs Ohio Areas to meet the Industry needs that we have in common and to expand our opportunities to include their targeted areas of focus.

The WDB staff, board and One Stop Operator(s) will collaborate with both JobsOhio agencies by serving on their boards, attending their meetings and determining how the goals of each can be supported and/or enhanced by the WDB goals.

Area 8 counties jointly show recent demand for Agriculture, Manufacturing, Transportation and Warehousing, Administrative and

**support and Waste Management and Remediation Services, as well as
Healthcare and Social Services.**

While the JobsOhio Northwest and West Region Employment Projections by Occupational Group for RGP and DDC are targeted from 2012 to 2022, employment areas that will see significant growth in these two regions are:

Construction and extraction occupations

Healthcare practitioners, technical occupations, and social assistance Healthcare support occupations.

Food preparation and serving occupations

Office and administrative support occupations (The administrative and waste services industry includes temporary help agencies.)

Professional and technical services

While manufacturing was the largest sector employer in 2012, it is expected to decline but will remain the highest sector employer.

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

To strengthen linkages between the OhioMeansJobs delivery system and Unemployment Insurance (UI) programs, Area 8 will continue to approach the staff that deliver these programs, the customers participating, and evaluate any outcomes of such programs. Services to UI recipients is a central part of Area 8's Basic services offerings, integrated into the Center's flow and seamless within the program delivery. To that effect, the staff members that coordinate these programs inside the OMJ Centers are fully integrated on teams that offer customers information about training, career advising, workshops, etc. In addition, these orientations for these programs often include a brief presentation about what additional services are available to these UI recipients.

and

To implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. Ideally connecting OMJ clients with these industry driven opportunities.

The Board recognizes a need to expand the OMJ Centers and Area 8 Board outreach to Ohio Communities that have individuals facing layoffs or who are interested in pursuing employment in our region. Creating an interstate referral system to meet our work force demands.

4. How the local board will strategize to implement the goals and reform principles of the Combined State Plan.

Area 8 understands and supports the following reform principles of the Combined State Plan:

- 1) Registration at OhioMeansJobs.com: Ensure that participants in all programs register at OhioMeansJobs.com or an OhioMeansJobs Center.
- 2) Common Application: Develop a single intake application for all programs.
- 3) Common Case Management System: Create a single case management system for use by all programs.
- 4) Common Performance Metrics: Measure progress and success uniformly across the state and identify best practices and improvement opportunities.
- 5) Common Assessment Strategy: Identify and implement a standard approach to assessing individual skills and abilities.
- 6) Job Readiness and Soft-Skill Training: Offer a uniform curriculum addressing job readiness and soft skills for participants in all programs.
- 7) Career Counseling: Expand access to high-quality career counseling for all participants and ensure that participants understand how best to transition to higher levels of training and credentials.
- 8) Remediation and High School Equivalency: Expand access to remediation and GED programs through a statewide outreach and recruitment campaign.
- 9) Local Unified Plan: Engage with local partners and employers to ensure that local workforce development boards create local unified plans that are responsive to the needs of students, adults and employers within their communities; clarify the role of each program; and define methods for improving outcomes.
- 10) Co-Enrollment: Where applicable, co-enroll individuals in all relevant programs.

Understanding that each of these lay the foundation for a more unified workforce system, Area 8 will implement each of these new processes as they are made available to the local areas.

5. The examination of how the local board will coordinate local workforce development activities with regional economic development activities that are carried out in the local area and how the local board will promote entrepreneurial skills training and microenterprise services. Regional Economic Development

Area 8 WDB is in a prime position to support/develop and align workforce services strategically with economic development and our local training /education system. Both workforce and economic development business services teams will collaborate with local businesses to address needs related to capital investment, talent attraction and development, and expansion and growth as well as retention and/or expansion activities as needed. Additionally, we will partner with local chambers,

industry, trade associations, High Schools, Career Centers, and Colleges to target pathways to employment and targeted in demand occupations.

ENTREPRENEURIAL SKILLS TRAINING AND MICROENTERPRISE SERVICES

BUSINESS ENTERPRISE CENTER

Through locally provided service centers like the Wright State University Lake Campus-Business Enterprise Center and the Small Business Development Center at Rhodes State College the WDB will partner in the promotion, referral and when appropriate the delivery of services for entrepreneurial skills training and microenterprise services.

Wright State University Lake Campus-Business Enterprise Center has supported area business with a wide range of Business Consultation, Industry Training, and Planning needs from Start up through continuation.

SMALL BUSINESS DEVELOPMENT CENTERS OF OHIO (SBDC)

Since 1985, the SBDC program has fostered a strong climate for small business growth with many local community partners including college and universities, economic development agencies, chambers of commerce, and other community organizations. Our statewide network offers a wide range of services including:

- Business assessment valuation
- Cash flow analysis
- Financial projections development
- Free one-on-one business counseling
- Identifying sources of capital
- Inventory control assessment
- Market feasibility and research
- Marketing strategy development
- Strategic business planning
- Workshops and training programs

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

- **How the local board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers;**

Due to the long term, low unemployment rate in AREA 8, the allocation for WIOA Adult and Dislocated Worker the WDB incorporated into the ODJFS offices in PY '16. The ODJFS County Directors assumed both the supervision of those services, as well as the One Stop Operator role. (One also is the service provider for the WIOA Youth/CCMEP program in Mercer County). As they had not been responsible for these activities in the past, they are currently learning the many aspects to the WIOA Title I-B programs, and overall WIOA law and regulations. Therefore, some initial training was provided. The WIOA Youth/CCMEP programs in three counties are provided by the West Ohio CAP Agency, who had been the youth service provider for all four counties during PY '15. Since continuous improvement starts with a series of goals and shared expectations, service provider standards and goals are written into their contract statement of work. Outcomes include system goals and program performance.

To ensure continuous improvement of service provision, WDB staff and the Fiscal Agent will/are reviewing the program outcomes monthly. Regular meetings will/are held with providers to discuss service delivery design, challenges and opportunities to be more effective in meeting the needs of business and job seekers. Each provider's strengths and successes are discussed, improved upon and replicated to strengthen the region. Any deficiencies are also fully disclosed with remedies jointly developed. In addition, the Board continually talks with and surveys employers to understand their needs and challenges. This allows for the development of solutions to share with the operators/service providers, so continuous improvements can be made. In addition, the OhioMeansJobs Comprehensive Center surveys the job seekers to determine what improvements can be made in the Center and with the services provided.

The WDB goal is to strategically use the WIOA support and other JFS funding to assist clients, employers and our LEDO in meeting our employment needs.

- **How the local board will facilitate access to services provided through the OhioMeansJobs delivery system using technology and other means;**

The Area 8 WDB will leverage OhioMeansJobs.com to ensure job seekers have 24-hour access to services. This will allow customers with transportation difficulties to access services from home or another preferred location - without having to enter the OMJ center.

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

Area 8's One Stop Operator(s) shall ensure that all facilities, technology, and services, partner services, employment placements and outreach materials are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity (EO) guidelines. Additionally, all funded vendors and the One-Stop Operator will be required to provide annual training to staff on addressing the needs of individuals with disabilities.

- **The roles and resource contributions of the OhioMeansJobs center partners.**

Area 8's goal is to create a unified, interconnected system of providers including community and faith based organizations, government agencies, education and training providers, as well as business. A vital element of this system will include incorporating WIOA Title I, II, III, and IV programs as well as mandated partners into the system in a streamlined manner that reduces duplication of services across programs. The Area 8 One-Stop Operator will be charged with convening all of the stakeholders and providing technical assistance, resource sharing and collaborative meetings and workshops in order to align the various partners.

Through this networked, interconnected, system of partners we will strive to best serve individuals in our targeted populations. Specifically, the WIOA partners will provide:

Title II: Adult education and literacy providers will develop the skills of individuals that are basic skills deficient and need career pathways assistance in a contextualized manner. We will additionally look to these partners to assist with English Language Learners.

Title III: These services will be utilized to strengthen customers' connections to the broader WIOA services and network, veterans' services, TAA services, job referrals and placement and Unemployment Insurance programs.

Title IV: The partnership with Vocational Rehabilitation will be strengthened in order to provide more support and access to services for individuals with disabilities. Vocational Rehabilitation resources will be leveraged in order to provide more support for training and employment goals as needed. The main activity to serve individuals with disabilities in WIOA is integrated employment opportunities. Integrated employment opportunities expect the same performance in a work setting of those that have disabilities with others that are not considered individuals with disabilities.

The chart below provides the partner, their program area, Location of services and services by WIOA code.

Partner	Program Name	Center	Services by WIOA Code**
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Adult DW	WIOA Title Section 131	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A1,2,3,6,7,8,9,11, 12
WIOA Youth	WIOA Title I Section 126	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A1,2,3,6,7,8,9,11,122 B1,2,5,6,7,8,10,12 C1,2,3,4,5,6,7,8,
ODJFS	WIOA Title III Wagner-Peyser Act Programs, 29 USC 49	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A2,3,4,5,6,7,8,9,10,1,12 B1,2,5,6,8,10,12 C1,2,3,4,5,6,7,8
ODJFS Trade	Trade Act Title II 19 USC 2317 and (NAFTA) 19 USC 2271	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A7 C1
ODJFS Veterans	Jobs for Vets 38 USC 41	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A7
OOD	Rehab Act Title I 29 USC 720	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A2,3,5,7,9 B1,2,5,8
NAIC	WIOA Title Section 166	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A7, 9
Auglaize JFS	SS Act Title IV A 42 USC 601 (C)	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A7,9 C3,4,6
Hardin JFS	SS Act Title IV A42 USC 601 (C)	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A7,9 C3,4,6
Mercer JFS	SS Act Title IV A42 USC 601 (C)	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A7,9 C3,4,6
Van Wert JFS	SS Act Title IV A42 USC 601 (C)	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A7,9 C3,4,6
Apollo Career Center	GED/ABLE Carl D. Perkins Vocational and Applied	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A11 B3,5,11

	Technology Education Act. 20 USC 2301		
Vantage Career Center	Vocational and Applied Technology Education - Act. 20 USC 2301	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A11 B3,5,11
Rhodes State College	Carl D. Perkins Vocational and Applied Technology Education Act. 20 USC 2301	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A11 B3,5,11
Wright State University -Lake Campus	Carl D. Perkins Vocational and Applied Technology Education Act. 20 USC 2301	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A11 B3,5,11
PathStone and Goodwill Easter Seals	Older Americans Act Title V (SCSEP) 42 USC 3056	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A3,9 B2
PathStone	WIOA Title I Migrant and Seasonal Farm Worker Programs, Section 167	Auglaize in Wapakoneta, OH Hardin in Kenton, OH Mercer in Celina, OH Van Wert in Van Wert, OH	A9 B3,4

****WIOA Career Services**

Service Number	Service Categories		
	A. Basic Career Services	B. Individualized Career Services	C. Business Services
1	WIOA Eligibility Determination	Comprehensive and Specialized Assessments of Skill Levels	Labor Exchange Activities/Labor Market Information
2	Outreach, Intake, and Orientation	Individual Employment Plan	On the Job Training Programs
3	Initial Assessment of Skill Levels	Group Counseling	Computer Lab Usage
4	Labor Exchange Services	Individual Counseling	Interviewing Space
5	Labor Market Information	Career Planning	Applicant Assessment
6	Provider Performance and Program Cost Information	Short-Term Prevocational Services	Provide Job Applications to Job Seekers

7	Referrals to & Coordination with other Workforce Development Programs	Internships/Work Experience	Advertise Job Postings in OMJ Center
8	Local Performance Information	Workforce Preparation Activities	OhioMeansJobs Training
9	Supportive Services' Information	Financial Literacy Services	
10	Unemployment Compensation filing information & assistance	Out-of-Area Job Search Assistance and Relocation Assistance	
11	Financial Aid Information not funded through WIOA	English Language Acquisition and Integrated Education and Training Programs	

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

The adult and dislocated worker workforce development activities provided in the region are developed and delivered in alignment with the needs and occupations in-demand of regional employers. In our demand-driven system, career counseling, skills assessment and skills gap analysis is conducted to determine the academic and career plan. The appropriate employment and training activities for each individual will be offered through the one-stop system. Employment and training activities include workshops, skill assessments, career awareness, pre-vocational services, training, supportive services, and work and learn opportunities are provided. The following paragraphs will highlight these activities.

There are several workshops available for individuals. There are basic workshops such as: Resume, Job Search, Interviewing, Career Interest, Digital Literacy and Work Ready. Workshop settings are the best tools for general information on these topics. Facilitated workshops provide individuals the opportunity to be in group settings to practice teamwork, communication and problem solving. These employability skills are at the top of the skills most requested by employers. Individuals who need additional assistance can receive individualized support through the open facilitated lab and Job Club like support.

Individuals seeking greater assistance in finding employment receive services that will guide them towards a career pathway. These services include career counseling to develop a career plan which identifies and outlines how to overcome barriers to employment, skill assessments to help them identify occupations that match with their skills, and pre-vocational services that can assist with preparing them to enter occupational training or a work activity.

And the final area of activities includes training. Training includes post-secondary, on-the-job training, and work and learn activities that lead to an occupation in demand. These activities contribute to the greatest success for the individuals and the employers, but only after the individual has been assessed for their ability to benefit from the training. Additionally, individuals who participate in these services

will have completed many of the above activities prior to starting the training, which will allow for the best prepared individuals.

Supportive services are also available for individuals as needed. Supportive services include such things as: transportation, childcare, books, and tools. WIOA funds are the funds of last resort; therefore, case managers will work with other community agencies to collaborate on funding.

8. An explanation of how the local board and the State coordinates statewide rapid response activities.

Rapid response activities will be a joint effort between state, local staff and the OMJ operator. The state/local area rapid response team is made up of the following mandated partners: a state-designated ODJFS Regional Rapid Response Coordinator (RRRC); a local area Rapid Response Coordinator (RRC) (representing the WDB / One-Stop system); the Ohio Department of Development (ODOD) Business Service Representative (BSR); and the State contracted designee.

The first three mandatory partners delineated above collectively decide the single point of contact for the employer to ensure consistency, efficiency and accountability. The single point of contact disseminates information to the other mandatory partners to ensure accurate and up to date information is available and communicated to other stakeholders, partners and the central rapid response unit. Rapid response begins when workers are informed, through media, individual notice, issuance of a Worker Adjustment and Retraining Notification (WARN), or plant/facility closure, that they are at risk of layoff. One or more of the following services are provided, as needed, for local employers and impacted workers:

- Preliminary steps upon notification of potential event (notification, research, strategy, plan development)
- Initial employer meeting
- Worker orientation sessions
- Worker needs surveys
- Labor Management Committees or Transition Committees
- Peer-to-Peer Assistance
- Transition Centers
- Job / Career / Education fairs
- Workshops including job search, resume, interviewing, computer classes, remedial education

Worker and employer reports are maintained and submitted to the state. Eligible workers served in the rapid response program are enrolled in the local formula funded dislocated worker program when staff-assisted services are needed.

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

ALL FOUR COUNTIES WITHIN AREA 8 SUBMITTED A CCMEP COUNTY PLAN.

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

The Board, in its agreement with the One Stop Operator(s), Contractors and its monitoring of implementation of those agreements, will require the development of strong partnerships with all core partners and with additional community stakeholders, including but not limited to secondary and post-secondary institutions. In an effort to deliver impactful and coordinated services with these stakeholders, the One Stop Operator will develop referral networks and will conduct ongoing resource mapping to ensure that delivery of services occurs without duplicated program offerings. The One Stop Operator will be charged with leading partnership coordination meetings with all partners to coordinate programs and clarify roles and responsibilities for each entity within a career pathways framework. This review is particularly important as new programs and services are considered, to ensure they are aligned to demand occupations. This information will be used to drive the design of training programs, especially for first generation college students and low income students.

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

Area 8, through its One-Stop Operator and contractors, will continue to provide supportive services including transportation assistance and public transportation passes, as well as assistance with books, tools, one-time clothing allowance, eyeglasses, and other approved assistance measures that will ensure the successful completion of training or the attainment and retention of employment.

In coordinating and collaborating with partners, WIOA resources will be used to provide supportive services when other funding is not available. WIOA requires staff to explore all avenues of possible support before using WIOA funds to offset needs. WIOA allows for the provision of supportive services to enable an individual to participate in career services and training services. Customer needs must be relevant and linked to program participation or to enable them to complete their plan of service. Supportive services such as transportation, work gear, licensure tests, child care, dependent care, and housing, may be necessary to enable an individual to participate in activities authorized and consistent with the provisions of the WIOA Title I-B. Supportive services for individuals are coordinated with community agencies as well as those partner agencies that share co-enrolled individuals such as adult

education, vocational rehabilitation, TANF, and Veterans programs. Before approving supportive services alternatives and partner organization services are explored.

Supportive service needs are determined on a case by case basis. The individual's financial situation is taken into account, an evaluation if the supportive service is required for participation or employment, and the overall availability of where the supportive service may be accessed make up the initial assessment. OMJ Center staff discusses possible assistance with any community based or partner organization having relevant services before finalizing the support service with the customer. Support services may be a one time or reoccurring payments depending on the need and type. Individuals must remain in good standing with the program for any subsequent consideration.

Transportation issues are one of the most common barriers to individuals participating in activities as well as those seeking immediate employment. Support for transportation may come in the form of gas cards, transportation providers that are community based organizations or taxis' if they become available. Current practices include utilizing gas cards to assist individuals prior to receiving their first paycheck.

12. How the local board, in coordination with the OhioMeansJobs center operator, maximizes coordination, improves service delivery, and avoids duplication of Wagner-Peyser Act services and other services provided through the OhioMeansJobs delivery system.

To solve current and future workforce challenges, a community needs a variety of agencies and funding streams to provide enough services and products to both targeted and universal populations. Part of maximizing these resources and services includes the community developing a comprehensive approach to coordinate these multiple agencies/funding streams into one complete system that will meet the needs of the entire population within a community. A method, that identifies which agency/funding stream provides which services and products to which potential customers, is needed to support building this new system. Community Service Asset Mapping is the method under consideration.

Community service asset mapping is a proven, non-threatening process to identify the WIIFMs (What's In It For Me) for all partners to network and build capacity without bankrupting their funding streams. Partners will learn:

- more about the other agencies' services and activities, targeted populations, goals and objectives and how they do business;
- what services are necessary within the community to serve the universal and targeted populations;
- how to analyze service gaps, augmentations and duplication in services;

- the expertise of each agency and how that contributes to the overall services, as well as, the overall employment and employment related system;
- how to improve the quality of referrals among agencies and increase access to needed services; and,
- the agency-shared “functions” and processes, which allows partners to streamline and integrate these activities to better serve and satisfy their customers.

This approach elevates the development of the Memoranda of Understanding (MOU) from being generic, “run of the mill” and bland, to becoming comprehensive and specific. It allows the WDB to perform a **service gap analysis** pertinent to that community. The WDB can determine if there are any required services and/or products that **have gaps** (are not able to be provided with the current funding streams/agencies), which services and/or products **are duplicative** (more available than are needed) and which services and/or products **are being augmented** (provided by multiple agencies in order to meet the total demand of the community).

The Area 8 WDB has tasked the fiscal agent to convene the partners so they can collectively create this comprehensive MOU. The MOU will identify each partner’s programs offered, in which center it will be offered, the services offered within each program, the populations served by each service, the hours and days those services are available, the number of full time equivalent staff to provide the services, and, the service method delivery. This provides data for the WDB to determine if there are duplications or gaps in services, and, if so, how to adjust to ensure all gaps are filled and all duplications are eliminated. The result is a true alignment of services and funding streams.

Service alignment is also being attained through:

- the functional supervision of staff at each of the OMJ Centers by the One Stop Operator in each location;
- Assessing the needs of each customer and determining what funding source is most appropriate to address the needs and making the referral to that partner agency;
- A common registration and referral process and procedure;
- Monthly partner meetings at the comprehensive OMJ Center to communicate new information, identify and address any issues; and
- Using the OhioMeansJobs.com as the primary job matching system for all partners

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

WIOA Section 107(d) (11) and 20 CF 679.370(n) requires the local WDB to review all Adult Education and Family Literacy Act local applications submitted to the state eligible agency by eligible providers, to determine if they are consistent with Area 8's local plan. Area 8's planning process and resultant plan will identify the adult education and literacy needs within the area by reviewing and comparing the demographics of the workforce, and, the skill levels required by employers. The Area 8 WDB will use this information to develop an evaluation form the Board members will use when evaluating all applications received. The evaluations will be compiled and averaged, and the scores and written comments will be sent to back to the state eligible agency to use in their final determination and selection.

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

15. An identification of the fiscal agent.

Area 8's Fiscal Agent is the Board of Commissioners of Mercer County, Ohio, 220 W. Livingston Street, Celina, Ohio 45822.

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

Area 8 follows all federal, local, and state procurement policies and processes; all services are announced for bid or proposal and evaluated by a team of staff and board members. Contracts are awarded based on bidder's qualifications. (See Attachment "B" Procurement Policy)

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

The State of Ohio has determined in short, for PY 2016, there are no performance outcomes. And for PY 2017, only a few actually count towards performance. For PY 2018 and PY 2019, all performance measures will count towards performance and performance standard negotiations will happen in the spring of 2018. The main influence on establishing a performance standard during negotiation is the WIOA regression model that weighs the influence of participant characteristics (e.g., education level, barriers, public assistance recipient, etc.); serving harder to serve participants lowers the standard and vice versa.

Area 8 recognizes that failing any measure may necessitate creating and being held to a corrective action plan and that for WIOA, applies potential sanctions, if an entity has failed the same performance measure for 2 consecutive years.

The following measures will apply to all WIOA CORE programs: Adult, Dislocated Workers, Youth, ABLE, Vocational Rehabilitation and Wagner-Peyser (Wagner-Peyser will be excluded from performance measures 4 and 5):

- 1) **Employment 2nd Quarter after Exit:** the percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program.

For Youth: Placement in Employment or Education 2nd Quarter after Exit: the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program.

- 2) **Employment 4th Quarter After Exit:** the percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program

For Youth: Placement in Employment or Education 4th Quarter after Exit: the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the fourth quarter after exit from the program.

- 3) **Median Earnings:** the median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.

- 4) **Credential / Diploma:** the percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent during participation in or within 1 year after exit from the program.

- 5) **Program participants** who obtain a secondary school diploma or its recognized equivalent shall be included in the percentage counted as meeting the criterion if such participants, in addition to obtaining such diploma or its recognized equivalent, have obtained or retained employment or are in an education or training program leading to a recognized postsecondary credential within 1 year after exit from the program.

- 6) **Skill Gains:** the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment indicators of effectiveness in serving employers.

- 7) **Serving Employers:** the indicators of effectiveness in serving employers. The percentage of program participants whose employer in the 4th quarter after exit is the same as the employer in the 2nd quarter after exit.

18. The actions the local board will take toward becoming or remaining a high-performing board.

The Area 8 WDB believes that part of becoming/remaining a high-performing board starts with the selection of quality leaders within the community. Once they become members, they must learn the WDB's purpose and role(s) as well as their personal responsibilities to assist the WDB to be successful. The Area 8 WDB and any of its committee members will play a vital and strategic role in supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning through the following activities:

- Participation in career pathways panels, workshops, and planning sessions
- Provision of labor market information
- Active participation in sector partnerships and advisory councils

Opportunities for participation on the Area 8 WDB will be marketed through each county's local elected officials, targeted recruitment events and activities, employer recognition events, email distribution, chambers, industry and trade associations, press release and word of mouth.

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

Area 8 will primarily utilize Individual Training Accounts to assist job seekers with training; however, the Area 8 WDB may elect to provide contracted training services for specific industry, sector partnerships, or career pathways per the supply and demand of the local area. One such use, for example, could be an innovative transitional job training program through a local CBO with demonstrated capacity to effectively serve participants with multiple barriers to employment. Informed consumer choice would be ensured using the State's eligible training provider list which would be made available to all participants seeking training, as well as all stakeholders.

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

Area 8 WDB will utilize the County Finance and Information System (CFIS) for access to real-time data that supports tracking, analysis and decision making for workforce programs.

CFIS Client Tracking System function will share data between the workforce financial system and the OHIO Workforce Case Management System (OWCSM), providing a greater capability to comply with state and federal reporting requirements.

The ability to successfully implement an integrated, technology-enabled intake and case management notification system for programs under WIOA is important to the WDB. This will play a role in the selection of the OMJ operator.

21. The direction given to the OhioMeansJobs center operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Definition of Priority- Priority means the right to take precedence over noncovered persons in obtaining services. Depending on the type of service or resource being provided, taking precedence means: 1) the covered person receives access to the service or resource earlier in time than the non-covered person; or 2) if the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.

The Area 8 WDB will direct the OMJ Center Operator to focus efforts on serving individuals that meet at least one of the priority of service populations, including: receiving public assistance, low-income, basic skills deficient, veterans and individuals with disabilities when providing individualized career and training services.

The priority will be provided in the following order:

- a. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult-formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
- b. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
- c. Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- d. Last, to non-covered persons outside the groups given priority under WIOA.

To ensure priority is given, the WDB will monitor the percentage of priority enrollments this first year, which will establish a baseline upon which a percent target may be set for future years. In order to meet these targets, the Operator must ensure the service providers utilize a variety of methods to outreach and engage targeted populations. Methods will include conducting outreach with strategic partnerships, social media (Facebook, YouTube Twitter, and LinkedIn) and technology (virtual job fairs, podcasts, and websites, online learning) as a means to spread messages about workforce programs and extend services to remote populations. In addition, service delivery and wrap-around services will be modified to best serve these populations.

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

In addition to the stakeholder engagement in each county where community leaders have an opportunity to provide input into the local plan, prior to the date on which the Area 8 Workforce Development Board submits the local plan (May 5, 2017), the local board shall — (1) make available from March 17 – April 17, 2017, copies of a proposed local plan to the public through electronic and/or other means, such as website and local news media; (2) allow members of the public, including representatives of business, representatives of labor organizations, and representatives of education to submit to the WDB comments on the proposed local plan; (3) Area 8 will then review comments on the local plan and make amendments as needed.

ASSURANCES

The following assurances must be provided:

- The Local Workforce Development Board must assure it will establish fiscal control and fund accounting procedures to ensure the proper disbursement of, and accounting for all funds received through the Workforce Innovation and Opportunity Act.
- The Local Workforce Development Board must assure that it shall keep records that are sufficient to permit the preparation of reports required by the Act and shall maintain such records, including standardized records for all individual participants, and submit such reports as the State may require.
- The Local Workforce Development Board must assure that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of the Act.
- The Local Workforce Development Board must assure that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, regulations, written Department of Labor Guidance, written Ohio Department of Job and Family Services guidance, and all other applicable Federal and State laws.
- The Local Workforce Development Board must assure that veterans will be afforded employment and training activities authorized in the Jobs for Veterans Act and 20 C.F.R. Part 1010.
- The Local Workforce Development Board must assure it will comply with any grant procedures prescribed by the Secretary which are necessary to enter into contracts for the use of funds under WIOA, but not limited to the following:
 - General Administrative Requirements – Uniform Guidance at 2 C.F.R. Part 200 and 2 C.F.R. Part 2900. –
 - Assurances and Certifications – SF 424B – Assurances for Non-Construction Programs;
29 C.F.R. Part 31, 32 – Nondiscrimination and Equal Opportunity Assurance (and Regulation);
29 C.F.R. Part 93 – Certification Regarding Lobbying (and Regulation);

29 C.F.R. Parts 94 and 95 – Drug Free Workplace and Debarment and Suspension;
Certifications (and Regulation).

Signature Page

The signature page of the local plan attests that all assurances have been met and that the local plan represents the local workforce development board's effort 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.

The effective dates of the local plan must be included on the signature page.

Signatures of the local workforce development board chairperson, local workforce development board director, and the chief elected official(s) for the workforce development area must be included on the signature page. The State will not approve a local plan if all required signatures are not included.

Signatures will certify that the local workforce development board will operate the WIOA program in accordance with the local plan and applicable federal and state laws, regulations, policies, and rules.

The parties hereto have duly executed this Local Plan to be effective on May 5th, 2017.

Douglas A. Spencer
Auglaize County Board of Commissioners

Brice Beaman
Hardin County Board of Commissioners

Jerry Laffin
Mercer County Board of Commissioners

Thad Lichtensteiger
Van Wert County Board of Commissioners

Art Swain, Chairman
WIOA Ohio Area 8 Workforce Development Board

Kinkley & Associates Consulting Services LLC, Director
By: Matthew Kinkley, Ph.D.
WIOA Ohio Area 8 Workforce Development Board