

Local WIOA Plan 2021-2025

AREA 10 RICHLAND-CRAWFORD
WORKFORCE DEVELOPMENT BOARD





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INTRODUCTION

The Area 10 Richland-Crawford Workforce Development Board is responsible for overseeing the Workforce Innovation and Opportunity Act (WIOA) funds for the Richland and Crawford County area. The Board is made up of over 50 percent business owners or individuals from business who have hiring authority. It also includes representation from the local community college and other training providers as well as elected officials and workforce development service providers. All are appointed by the chief elected official, which is the Richland County Commissioners. The mission of the Board is to provide assistance critical to the development of the regional workforce and its challenges for now and in the future.

The purpose of a Local WIOA Plan, as defined by Ohio Department of Job and Family Services, is to "serve as a four-year action plan to develop, align, and integrate the area's job-driven workforce development systems, and provide the platform to achieve the area's vision, strategic, and operational goals." This plan establishes the framework for the local workforce development system.



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I. DESCRIPTIONS OF THE LOCAL WORKFORCE DEVELOPMENT SYSTEM VISION

1. A local area analysis of:

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

Richland and Crawford Counties have experienced economic changes over the last five years. As detailed in Table 1, sectors with the greatest share of jobs at the 2-digit NAICS (North American Industry Classification System) in the region include Manufacturing; Health Care and Social Assistance; Government; Retail Trade; and Accommodation and Food Services. Each of these sectors experienced job declines from 2015-2020 with Manufacturing experiencing the greatest share of job decline (-1,048 jobs). Projections into 2025 indicate that many of these sectors will continue to experience a decline in jobs with the exception of Health Care and Social Assistance (+425 jobs) and Accommodation and Food Services (+74 jobs). Health Care and Social Assistance is projected to add the most jobs of any sector in the region through 2025, followed by Transportation and Warehousing (+133 jobs); Professional, Scientific, and Technical Services (+97); and Accommodation and Food Services (+74 jobs).

Earnings across sectors in the region range from \$16,383 (Arts, Entertainment, and Recreation) to \$111,655 (Management of Companies and Enterprises). Industry LQ provides a measure of how “concentrated” an industry is in a region compared to the nation, with a measure of 1.00 indicating the same concentration as the nation. In this analysis, LQs greater than 1.25 are considered to be threshold for identifying a sector as relatively strong for the region’s economic base, bringing financial capital into the region rather than circulating local dollars in the economy. The only sector that meets that threshold is Manufacturing (2.23).

Table 1: Top 10 Sectors in Richland & Crawford Counties, 2-Digit NAICS

NAICS	Description	2015 Jobs	2020 Jobs	'15-'20 Jobs Change	2025 Jobs	'20-'25 Jobs Change	Avg. Annual Earnings	2020 LQ
31	Manufacturing	12,711	11,663	(1,048)	11,370	(293)	\$62,874	2.23
62	Health Care & Social Assistance	9,818	9,700	(119)	10,125	425	\$57,070	1.16
90	Government	9,340	9,119	(221)	8,867	(252)	\$67,645	1.01
44	Retail Trade	7,983	7,555	(429)	7,217	(337)	\$33,729	1.19
72	Accommodation & Food Services	5,691	5,664	(27)	5,738	74	\$17,298	1.06
56	Administrative & Support & Waste Management & Remediation Services	4,439	3,743	(696)	3,567	(176)	\$32,357	1.00
23	Construction	2,405	2,462	57	2,461	(1)	\$68,059	0.80
42	Wholesale Trade	2,261	1,921	(340)	1,777	(143)	\$58,957	0.79
81	Other Services (except Public Administration)	1,775	1,618	(157)	1,605	(14)	\$26,867	0.90
48	Transportation & Warehousing	1,331	1,613	283	1,747	133	\$62,558	0.70

Source: Emsi 2021.1; Ohio Department of Job and Family Services

Diving deeper, Table 2 identifies the top 20 NAICS industries in the region at the 5-digit NAICS level. The top NAICS industries include Restaurants and Other Eating Places (5,020 jobs); Education (Local Government) (4,013 jobs); Local Government, Excluding Education and Hospitals (2,822 jobs); General Medical and Surgical Hospitals (1,954 jobs); and Temporary Help Services (1,719 jobs). Each of these NAICS industries experienced job declines over the last five years and are projected to continue declining through 2025 with the exception of Restaurants and Other Eating Places (+33 jobs). Vocational Rehabilitation Services is projected to add the most jobs of any top 20 NAICS industry (+580 jobs).



NAICS industries with significantly high LQs, or those that are very concentrated in the region, include Iron and Steel Pipe and Tube Manufacturing from Purchased Steel (70.01); Pump and Compressor Manufacturing (37.18); Motor Vehicle Seating and Interior Trim Manufacturing (29.23); Vocational Rehabilitation Services (13.02); and Other Motor Vehicle Parts Manufacturing (12.98).

Average annual earnings for the top 20 NAICS industries range from \$17,133 (Restaurants and Other Eating Places) to \$111,056 (Offices of Physicians). Both of these NAICS industries are projected to experience job growth into 2025 along with Vocational Rehabilitation Services; General Merchandise Stores, including Warehouse Clubs and Supercenters; State Government, Excluding Education and Hospitals; Gasoline Stations with Convenience Stores; Motor Vehicle Seating and Interior Trim Manufacturing; and Pump and Compressor Manufacturing.

Table 2: Top 20 NAICS Industries in Richland & Crawford Counties, 5-Digit NAICS

NAICS	Description	2015 Jobs	2020 Jobs	'15-'20 Jobs Change	2025 Jobs	'20-'25 Jobs Change	Avg. Annual Earnings	2020 LQ
72251	Restaurants and Other Eating Places	5,122	5,020	(102)	5,053	33	\$17,133	1.21
90361	Education (Local Government)	4,041	4,013	(28)	3,888	(125)	\$61,077	1.25
90399	Local Government, Excluding Education and Hospitals	3,065	2,822	(243)	2,736	(86)	\$60,982	1.18
62211	General Medical and Surgical Hospitals	3,305	1,954	(1,351)	1,778	(176)	\$90,350	0.98
56132	Temporary Help Services	2,002	1,719	(283)	1,592	(126)	\$28,570	1.50
62431	Vocational Rehabilitation Services	70	1,675	1,606	2,255	580	\$39,535	13.02
45231	General Merchandise Stores, including Warehouse Clubs and Supercenters	1,522	1,525	4	1,565	40	\$29,553	1.82
90299	State Government, Excluding Education and Hospitals	1,329	1,393	65	1,413	20	\$90,078	1.46
62311	Nursing Care Facilities (Skilled Nursing Facilities)	1,282	1,226	(56)	1,178	(48)	\$35,802	1.87
62111	Offices of Physicians	944	1,012	68	1,058	46	\$111,056	0.91
33636	Motor Vehicle Seating and Interior Trim Manufacturing	871	885	14	901	17	\$51,936	29.23
44511	Supermarkets and Other Grocery (except Convenience) Stores	951	789	(162)	680	(109)	\$35,027	0.74
33121	Iron and Steel Pipe and Tube Manufacturing from Purchased Steel	783	778	(4)	761	(17)	\$79,037	70.01
33639	Other Motor Vehicle Parts Manufacturing	1,024	776	(248)	596	(180)	\$57,449	12.98
33391	Pump and Compressor Manufacturing	684	746	62	759	13	\$78,171	37.18
33451	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	974	728	(246)	493	(236)	\$76,541	4.11
62161	Home Health Care Services	847	596	(251)	469	(127)	\$34,469	0.94
56142	Telephone Call Centers	922	584	(338)	396	(188)	\$28,077	2.88
44711	Gasoline Stations with Convenience Stores	477	576	99	593	17	\$23,177	1.64



RICHLAND CRAWFORD

44111	New Car Dealers	529	543	14	511	(32)	\$60,891	1.19
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Source: Emsi 2021.1; Ohio Department of Job and Family Services

The top occupations in the region at the 2-digit SOC (Standard Occupational Classification) level include Production Occupations (8,485 jobs); Office and Administrative Support Occupations (7,322 jobs); Sales and Related Occupations (6,696 jobs); and Food Preparation and Serving Related Occupations (5,819 jobs). From 2015-2020, Personal Care and Service Occupations experienced the greatest increase in jobs (+200 jobs) compared to Healthcare Practitioners and Technical Occupations which experienced the second greatest increase in jobs (+127 jobs). Production Occupations experienced the greatest decline in jobs in the region (-1,043 jobs), constituting nearly one-third of all job declines in the region from 2015-2020, yet has the highest number of average annual openings.

Projections indicate a demand for Community and Social Service Occupations, which is projected to experience an increase of 171 jobs by 2025, followed by Transportation and Material Moving Occupations (+117 jobs). Average hourly earnings for all occupations range from \$10.84 (Food Preparation and Serving Related Occupations) to \$45.44 (Management Occupations).

Table 3: All Occupations in Richland & Crawford Counties, 2-Digit SOC

SOC	Description	2020 Jobs	% Job Change '15-'20	% Job Change '20-'25	Avg. Annual Openings	Avg. Hourly Earnings
51-0000	Production Occupations	8,485	(11%)	(3%)	1,341	\$17.06
43-0000	Office & Administrative Support Occupations	7,322	(10%)	(5%)	1,016	\$17.16
41-0000	Sales & Related Occupations	6,696	(<0%)	(4%)	1,097	\$16.36
35-0000	Food Preparation & Serving Related Occupations	5,819	(6%)	1%	1,136	\$10.84
53-0000	Transportation & Material Moving Occupations	4,862	(8%)	2%	719	\$16.35
29-0000	Healthcare Practitioners & Technical Occupations	4,180	3%	(3%)	404	\$33.53
25-0000	Educational Instruction & Library Occupations	3,776	2%	(2%)	465	\$28.78
49-0000	Installation, Maintenance, & Repair Occupations	2,749	(2%)	(2%)	345	\$21.73
31-0000	Healthcare Support Occupations	2,266	(16%)	1%	322	\$14.23
11-0000	Management Occupations	2,162	(4%)	2%	218	\$45.44
47-0000	Construction & Extraction Occupations	1,976	(5%)	2%	287	\$22.25
33-0000	Protective Service Occupations	1,739	(8%)	(2%)	213	\$23.47
13-0000	Business & Financial Operations Occupations	1,669	4%	1%	203	\$31.71
37-0000	Building & Grounds Cleaning & Maintenance Occupations	1,535	(12%)	3%	227	\$14.35
39-0000	Personal Care & Service Occupations	1,253	19%	1%	250	\$12.09
21-0000	Community & Social Service Occupations	1,212	4%	14%	169	\$22.04
17-0000	Architecture & Engineering Occupations	898	(17%)	1%	132	\$33.15
15-0000	Computer & Mathematical Occupations	640	1%	(2%)	67	\$35.93
27-0000	Arts, Design, Entertainment, Sports, & Media Occupations	430	(10%)	8%	107	\$17.74
45-0000	Farming, Fishing, & Forestry Occupations	356	8%	<0%	65	\$15.77
23-0000	Legal Occupations	302	(5%)	(2%)	39	\$27.86
19-0000	Life, Physical, & Social Science Occupations	261	23%	2%	56	\$32.73

Source: Emsi 2021.1; Ohio Department of Job and Family Services

Table 4 details the top 20 occupations in the region at the 5-digit SOC code. The top occupations by job count in 2020 include Fast Food and Counter Workers (2,131 jobs); Cashiers (2,130 jobs); Retail Salesperson (1,820 jobs); Registered Nurses (1,430 jobs); and Office Clerks, General (1,227 jobs). Many of the top occupations in the region are associated with lower hourly wages, most notably Fast Food and Counter Workers (\$9.76); Cashiers (\$10.34); and Waiters and Waitresses (\$9.94). While these occupations and others may be in demand in the region, they do not all require advance training or educational attainment, thus explaining their particular low earnings.

Annual Replacement Jobs represent the number of people estimated to be retiring or permanently leaving that particular occupation. As detailed in Table 4, occupations that have the highest number of annual replacement jobs include Fast Food and Counter Workers (378 jobs); Cashiers (341 jobs); and Retail Salespersons (262 jobs). One possible reason for the high number of annual replacement jobs for these occupations can be attributed that incumbent workers in these jobs pursue other career opportunities beyond these entry-level occupations.

Table 4: Top 20 Occupations in Richland & Crawford Counties, 5-Digit SOC

SOC	Description	2020 Jobs	% Job Change '15-'20	% Job Change '20-'25	Avg. Hourly Earnings	Annual Replacement Jobs
35-3023	Fast Food & Counter Workers	2,131	8%	4%	\$9.76	378
41-2011	Cashiers	2,130	18%	(5%)	\$10.34	341
41-2031	Retail Salespersons	1,820	(12%)	(4%)	\$12.93	262
29-1141	Registered Nurses	1,430	(3%)	(8%)	\$32.69	71
43-9061	Office Clerks, General	1,227	8%	(3%)	\$15.56	134
51-2098	Miscellaneous Assemblers & Fabricators	1,157	(18%)	(7%)	\$15.19	123
35-3031	Waiters & Waitresses	990	(14%)	(4%)	\$9.94	203
53-7062	Laborers & Freight, Stock, & Material Movers, Hand	968	9%	5%	\$15.17	109
53-7065	Stockers & Order Fillers	852	(19%)	(1%)	\$15.02	110
31-1131	Nursing Assistants	798	(4%)	(4%)	\$12.71	86
53-3032	Heavy & Tractor-Trailer Truck Drivers	796	25%	4%	\$21.95	74
43-4051	Customer Service Representatives	770	(13%)	(3%)	\$16.50	100
37-2011	Janitors & Cleaners, Except Maids & Housekeeping Cleaners	754	(18%)	(<0%)	\$14.81	107
43-6014	Secretaries & Administrative Assistants, Except Legal, Medical, & Executive	740	(21%)	(6%)	\$15.80	92
31-1128	Home Health & Personal Care Aides	688	(34%)	10%	\$10.98	109
29-2061	Licensed Practical & Licensed Vocational Nurses	666	11%	(7%)	\$20.39	44
49-9071	Maintenance & Repair Workers, General	664	(2%)	1%	\$19.96	59
25-2031	Secondary School Teachers, Except Special & Career/Technical Education	612	(28%)	(2%)	\$25.69	49
41-4012	Sales Representatives, Wholesale & Manufacturing, Except Technical & Scientific Products	608	14%	(<0%)	\$28.27	54
35-2014	Cooks, Restaurant	578	10%	6%	\$11.93	75

Source: Emsi 2021.1; Ohio Department of Job and Family Services

Examining the region's top two sectors of Manufacturing and Health Care and Social Assistance, the table below details the top ten occupations within each sector at the 5-digit SOC level. Within Manufacturing, seven of the top ten occupations experienced a decline in jobs from 2015-2020, most notably Computer Numerically Controlled Tool Operators (-317 jobs). Median hourly earnings for these Manufacturing jobs



range from \$11.83 for Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic to \$25.98 for First-Line Supervisors of Production and Operating Workers.

In Health Care and Social Assistance only six of the top ten occupations experienced a decline from 2015-2020, though not by as much as Manufacturing. Home Health and Personal Care Aides, which has one of the lowest median hourly earnings of the top healthcare jobs, experienced the greatest decline (-315 jobs).

Table 5: Top 10 Occupations in Manufacturing & Health Care and Social Assistance, 5-Digit SOC

Manufacturing				Health Care & Social Assistance			
Description	2020 Jobs	Job Change '15-'20	Median Hourly Earnings	Description	2020 Jobs	Job Change '15-'20	Median Hourly Earnings
Miscellaneous Assemblers and Fabricators	971	(220)	\$14.84	Registered Nurses	1,156	(214)	\$31.48
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	465	(159)	\$15.09	Nursing Assistants	727	(55)	\$12.07
First-Line Supervisors of Production and Operating Workers	431	(120)	\$25.98	Home Health and Personal Care Aides	668	(315)	\$10.85
Inspectors, Testers, Sorters, Samplers, and Weighers	411	(26)	\$15.71	Licensed Practical and Licensed Vocational Nurses	571	30	\$20.02
Engine and Other Machine Assemblers	404	265	\$21.57	Medical Secretaries and Administrative Assistants	348	(132)	\$16.69
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	403	160	\$11.83	Social and Human Service Assistants	276	93	\$17.11
Machinists	352	(56)	\$18.76	Medical Assistants	220	36	\$15.02
Helpers--Production Workers	329	108	\$14.66	Ophthalmic Medical Technicians	217	60	\$9.60
Computer Numerically Controlled Tool Operators	326	(317)	\$18.44	Receptionists and Information Clerks	202	73	\$11.85
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	292	(145)	\$12.19	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	167	74	\$13.94

Source: Emsi 2021.1; Ohio Department of Job and Family Services

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

Several employers in the area are most concerned with finding able-bodied talent who regularly attend to their duties in the workplace. Pre-COVID-19 during low unemployment levels, employers across all industry sectors could not find enough talent to fill openings. As the region slowly recovers from the economic impact caused by the pandemic, employers are once again faced with a talent shortage.

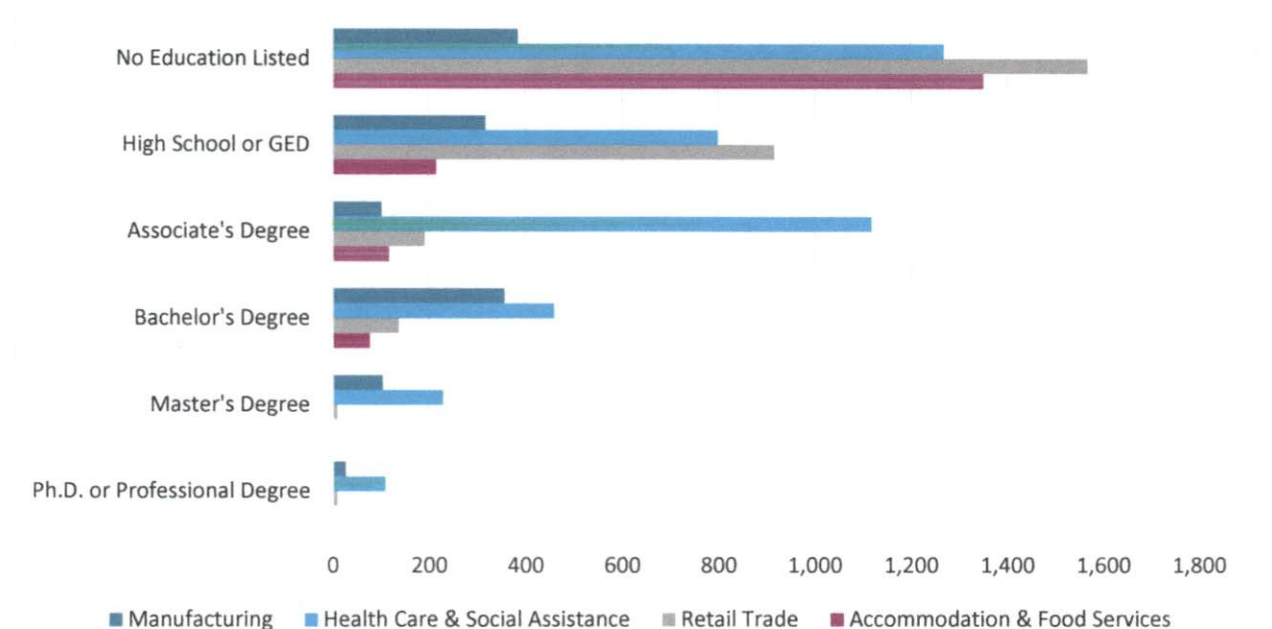
During interview sessions with employers throughout the development of this plan, a common theme was the need for people. There is an imbalance of job openings versus available talent in the two-county region to fill those employment needs. Prior to COVID-19 when unemployment levels were low, some regional employers began to think of talent recruitment in more innovative terms. Efforts to recruit individuals with

disabilities and reentry population began to take shape, however the pandemic put a pause of that momentum. Employers have expressed interest in restarting those efforts as we reel from the pandemic.

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

Data collection from regional job postings of employers reveals the knowledge and skills needed to meet the employment needs of employers in the region. Figure 1 identifies the education requirements as noted by employers in job postings for the top in-demand sectors and occupations. Table 6 identifies the technical skills needed to meet the employment needs of those in-demand sectors and occupations. This data was validated by employers during one-on-one interviews. While they prefer to have talent with a High School Diploma or GED, advanced educational attainment is not a pre-requisite for most entry-level in-demand jobs. In most cases, employers are willing to upskill incumbent workers rather than recruiting talent with educational attainment beyond high school.

Figure 1: Education Requirements for In-Demand Sectors & Occupations in Richland & Crawford Counties



Source: Emsi 2021.1; Ohio Department of Job and Family Services

Among the top in-demand sectors (2-digit NAICS) and in-demand occupations (2-SOC), the top technical skills as they appear in job postings are as follows:

Table 6: Technical Skills Needed for In-Demand Sectors & Occupations in Richland & Crawford Counties

Top In-Demand Sectors		Top In-Demand Occupations	
Sector (2-Digit NAICS)	Technical Skills	Occupation (2-Digit SOC)	Technical Skills
Manufacturing	Auditing; Warehousing; Palletizing; Automation	Production Occupations	Packaging & Labeling; Machine Operation; Warehousing; Auditing

Health Care & Social Assistance	Nursing; Basic Life Support; Nursing Care; CPR	Office & Administrative Support Occupations	Millwork; Authentications; Financial Date; Loan Servicing
Retail Trade	Merchandising; Cash Register; Selling Techniques	Sales & Related Occupations	Customer Experience; Lead Generation; Order Delivery; Advertising
Accommodation & Food Services	Restaurant Operation; Franchising; Restaurant Management; Food Safety	Food Preparation & Serving Related Occupations	Restaurant Operation; Food Safety; Food Services; Food Preparation

Source: Emsi 2021.1; Ohio Department of Job and Family Services

The top in-demand common, or soft skills include Communications (21%), Customer Service (19%), Sales (15%), Management (14%), Operations (9%), Leadership (8%), Detail-Oriented (6%), Basic Math (5%), Problem Solving (5%), and Professionalism (5%).¹

This data was presented to employers during one-on-one interviews and validated. In Manufacturing, for example, employers are beginning to explore automation technology. This became even more front and center during the COVID-19 pandemic when a limited workforce was available. Employer interviews suggested that as manufacturers explore incorporating automation technology into the production line, it is even more critical that they maintain a workforce who is willing and able to learn this new technology. However, it is also important to ensure they can recruit talent from North Central State College, Pioneer Career and Technology Center, and Madison Adult Career Center with those skills.

The technical skills cited for customer-facing sectors like food and retail are reflective of what the OMJ center staff are hearing from those employers. While these jobs tend to be low-skill, low-wage positions, they also provide the foundation for some of the soft skills most in-demand by employers in other sectors where opportunities exist for career and skill advancement.

3. An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

In addition to being the local workforce development area (Area 10), Richland and Crawford counties also make up the North Central regional workforce development system. The North Central region experienced a decline in population from 2015-2020 and is projected to continue that trend into 2025. Though the region experienced a population increase in individuals age 20-34 from 2015-2020, every other age cohort experienced a decline. Projections indicate that the North Central region will experience a decline in the working age population of 20-64 – an impact that may be felt as older workers prepare to exit the labor force.

Table 7: Population in North Central Region

Age Cohort	2020 Population	2015-2020 Change		2020-2025 Change	
Under 5 years	9,238	(301)	(3%)	355	4%
5 to 19 years	29,159	(723)	(2%)	(390)	(1%)
20 to 34 years	29,841	457	2%	(1,123)	(4%)
35 to 54 years	38,331	(2,878)	(7%)	(618)	(2%)
55 to 64 years	22,143	(1,065)	(5%)	(2,285)	(10%)
65 years and over	33,634	2,844	9%	2,910	9%
Total	162,346	(1,666)	(1%)	(1,151)	(1%)

¹ Source: Emsi 2021.1; Ohio Department of Job and Family Services

Source: Emsi 2021.1; Ohio Department of Job and Family Services

In contrast to the North Central region, the State and Nation both experienced population growth from 2015-2020.

Table 8: Population Change: North Central Region/Ohio/United States

	2015 Population	2020 Population	2015-2020 Population Change	
Crawford County, OH	42,324	41,283	(1,041)	(2.46%)
Richland County, OH	121,688	121,064	(624)	(0.51%)
North Central Region	164,012	162,346	(1,666)	(1.02%)
Ohio	11,617,527	11,721,825	104,298	0.90%
United States	320,635,163	330,768,968	10,133,805	3.16%

Source: Emsi 2021.1; Ohio Department of Job and Family Services; U.S. Census Bureau

Constituting nearly 88% of the region's population, White individuals make up a majority of the region's population. The second largest race/ethnicity is Black with 7.3% followed by Hispanic (2.06%), Two or More Races (1.97%), Asian (0.75%), American Indian or Alaskan Native (0.21%), and Native Hawaiian or Pacific Islander (0.05%). Although the region's population remains more than 85% White, increases in diverse populations could indicate a need for more diverse community resources better serve those populations.

Table 9: Race/Ethnicity in the North Central Region

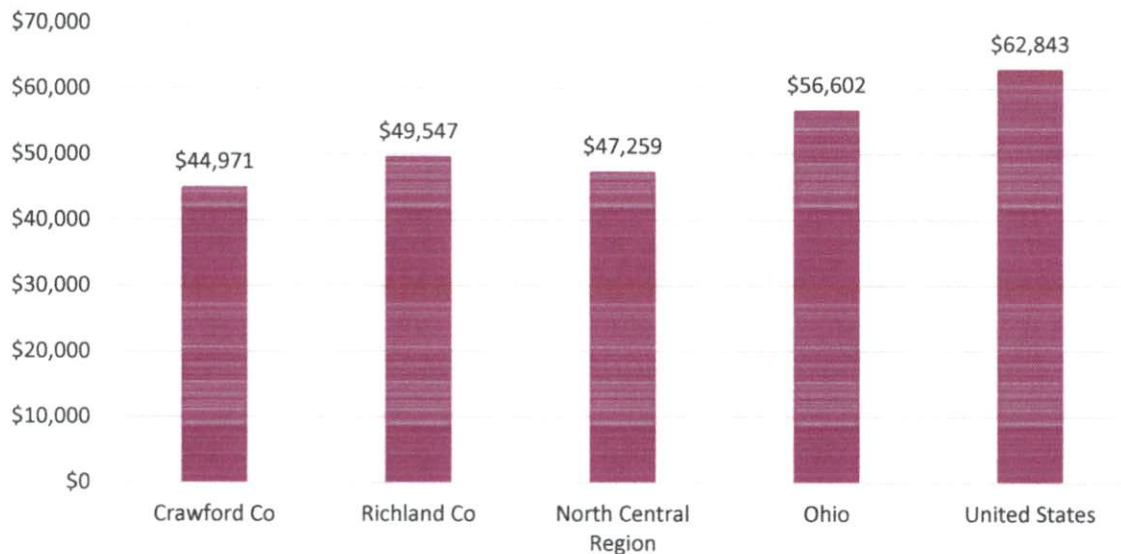
Race/Ethnicity	2015 Population	2020 Population	% of 2020 Cohort	Population Change (2015-2020)	
White	145,097	142,317	87.66%	(2,780)	(2%)
Black	11,842	11,845	7.30%	3	0%
Hispanic	2,820	3,337	2.06%	517	18%
Two or More Races	2,784	3,200	1.97%	416	15%
Asian	1,096	1,214	0.75%	118	11%
American Indian or Alaskan Native	312	335	0.21%	23	7%
Native Hawaiian or Pacific Islander	61	98	0.05%	37	60%

Source: Emsi 2021.1; Ohio Department of Job and Family Services

The median household income in the North Central region in 2019 was \$47,259.² This was lower than the median household income in Ohio (\$56,602) and the Nation (\$62,843). In Crawford County, the median household income was \$44,971 and lower than that of Richland County (\$49,547).

Figure 2: Median Household Income

² This is the combined average between Richland and Crawford Counties' median household income.



Source: U.S. Census Bureau, QuickFacts, 2015-2019

Poverty rate is closely associated to median household income. Typically, the higher the median household income, the lower the poverty rate and this is true for the region. At 14.1%, the poverty rate for the North Central region is higher than Ohio (13.1%) and the United States (10.5%). As noted previously, the region has a lower median income compared to the State and the Nation. This means there are more people whose income falls below the poverty line, thus explaining the high poverty rate of the region.

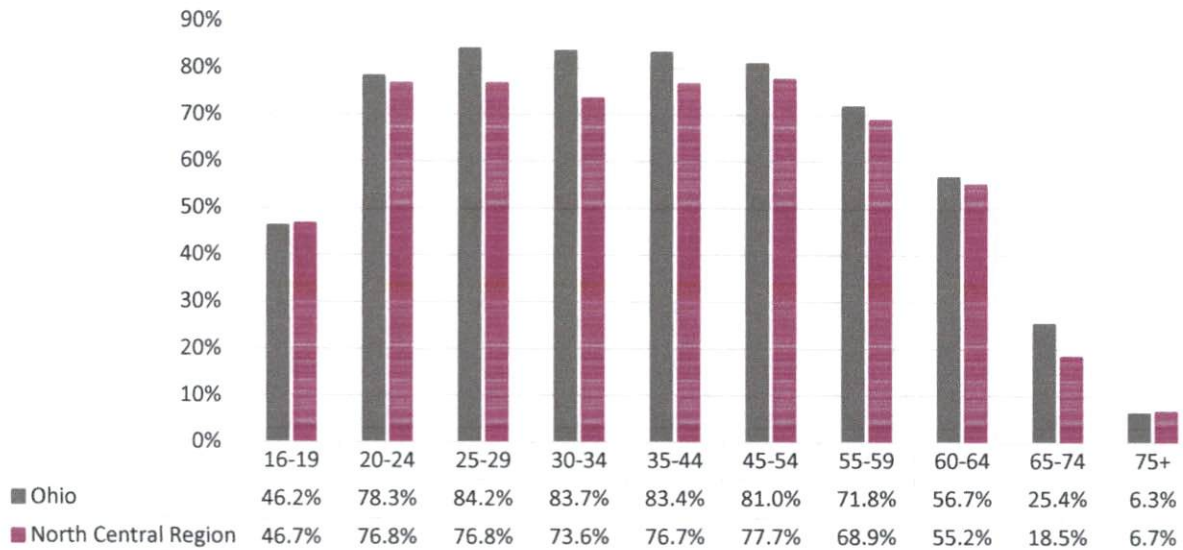
Figure 3: Poverty Rate



Source: U.S. Census Bureau, QuickFacts, 2015-2019

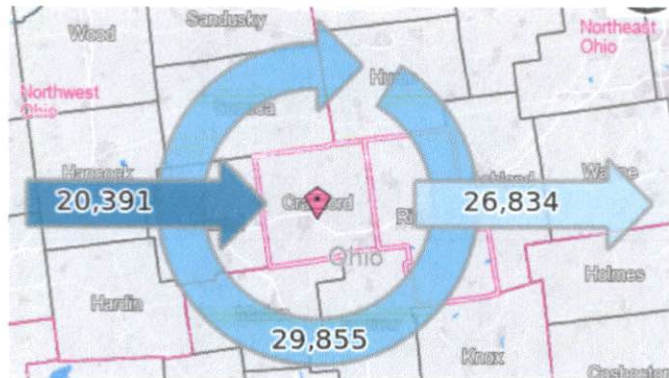
The labor force participation rate for working age individuals in the North Central region (ages 20-59) was lower than those across the State. The greatest difference was in the age cohort of 30-34, where the labor force participation rate in Ohio was 83.7% and 73.6% in the North Central region – a difference of 10.1 percentage points.

Figure 4: Labor Force Participation in North Central Region, 2015-2019



Source: American Community Survey, 2015-2019, 5-Year Data

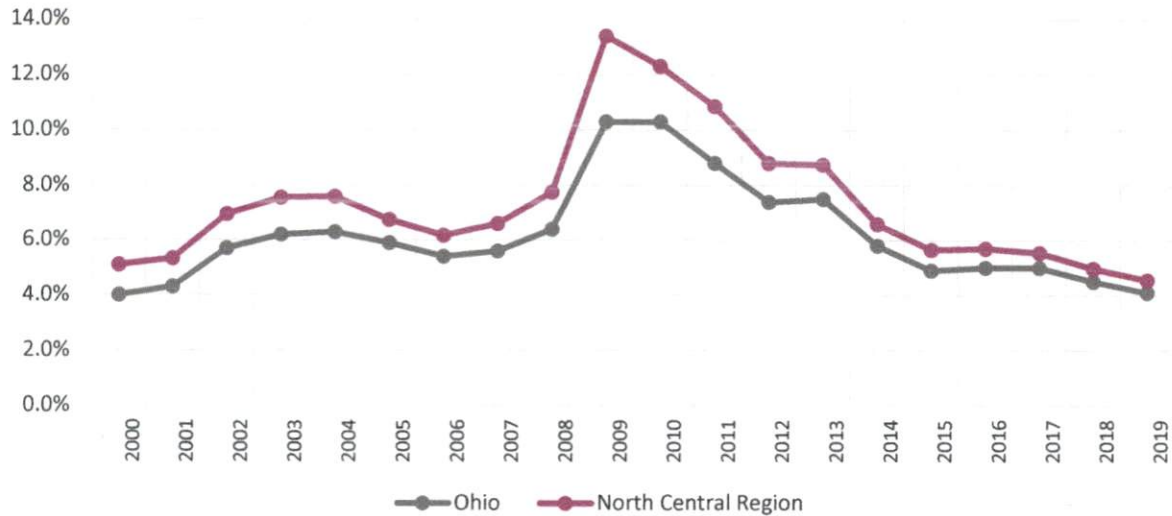
Overall, the NRWIB Region is a net exporter of workers. In 2018, over 20,000 people commuted into the region for their primary job. In the same year, over 26,000 lived in the region but worked elsewhere, for a net commuter loss of 6,443 workers each day. Approximately 29,855 workers both live and work in the North Central region. The State is also a net exporter of workers, with 185,804 flowing into the State and 187,182 workers crossing out state lines for work, resulting in a net commuter loss of approximately 1,378 workers.



Source: U.S. Census Bureau, OnTheMap

Data provided by the Ohio Department of Job and Family Services (Bureau of Labor Market Information) details the regional unemployment data from 2000 to 2019. Unemployment in the region from 2009-2019 peaked in 2019 at 13.4% during the Great Recession but has continually declined to the 4.6% unemployment rate level in 2019.

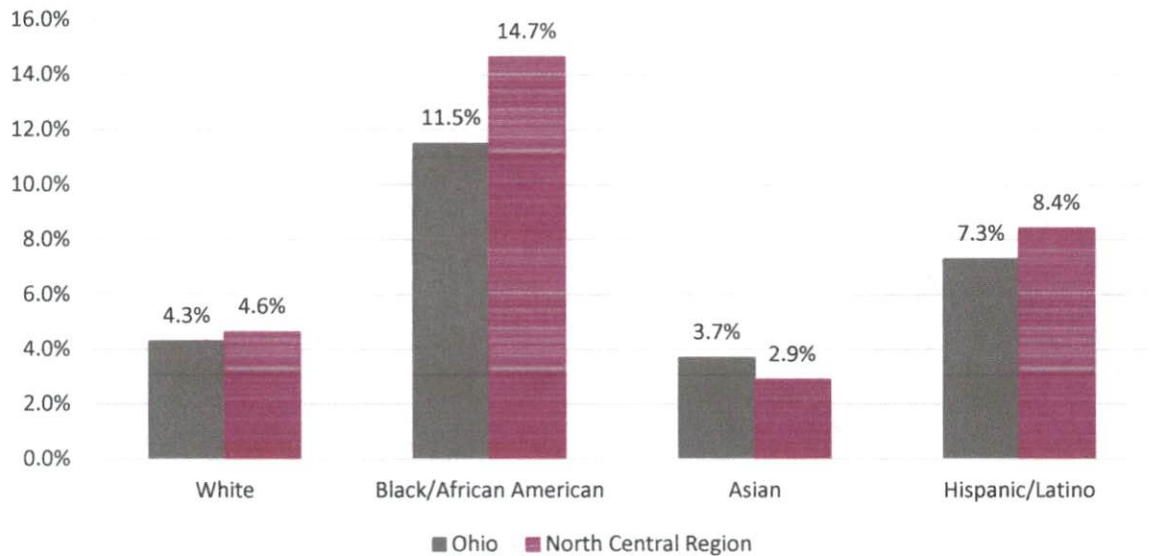
Figure 5: Unemployment Rates in North Central Region, 2000-2019



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

Unemployment in the North Central region varies across race/ethnicities. As detailed in Figure 6, unemployment for Black/African American and Hispanic/Latino workers was higher in the region than the State. However, unemployment for Asian workers in the region was lower than the State. Unemployment rates for White workers in the region was 0.3 percentage points higher than White unemployed workers across the State.

Figure 6: Unemployment by Race/Ethnicity in North Central Region



Source: American Community Survey, 2015-2019, 5-Year Data

During the COVID-19 pandemic, unemployment levels sky-rocketed in the month of April 2020. Unemployment rate in Crawford County in April 2020 was 24.0% and 20.3% in Richland County. Since the onset of the pandemic, unemployment levels have gradually declined to levels that mirror those before the pandemic (January 2020).

Figure 7: Unemployment Rate by County During COVID-19 Pandemic (2020)



Source: U.S. Bureau of Labor Statistics, Not Seasonally Adjusted (December data is preliminary)

Regional employers have placed great value on the education and training from North Central State College, Pioneer Career & Technology Center, and Madison Adult Career Center. As employers are looking to diversify their talent recruitment efforts, they are working with regional agencies and organizations, such as Catalyst Life Services, TANF, and ASPIRE (Adult Education), to identify individuals who are not traditionally recruited for positions.

The percentage of individuals with a disability not in the labor force in the North Central region is 59.3% and the percentage of individuals with a disability that are in the labor force but unemployed is 13.7%.³

4. An analysis of workforce development activities, including education and training in the region, including a) The strengths and weaknesses of workforce development activities;

One of the greatest strengths of the workforce development system in Area 10 is the collaboration among education and training providers, as well as community partners. Constituting just two counties provides the opportunity for intimate coalition-building and understanding of what each partner provides to the workforce development system to avoid duplication of services.

North Central State College works with Pioneer Career and Technology Center and Madison Adult Career Center to provide postsecondary education and training opportunities to individuals in the region through articulation agreements and training resources (e.g., shared lab space/materials, technology, etc.). These providers also work with area high schools to offer dual credit programs so that students have the opportunity to obtain their Associate's Degree immediately following their high school graduation. North Central State College's *College Credit Plus* program provides funding for college-ready students in grades 7-12 to take courses at North Central State College (and other Ohio Public Colleges) at no cost under Ohio's College Credit Plus (CCP) initiative. Funding is even available for private school and home school students. The Crawford Success Center in Bucyrus (part of North Central State College) serves as an entry point for students who need to complete an Associates' Degree, certificate program, or CCP. In collaboration with Pioneer Career and Technology Center, the Crawford Success Center hosts GED, and Adult Diploma Program information sessions. Madison Adult Career Center is also an approved provider of the Adult Diploma Program with six approved training programs. They also partner with Mansfield City Schools Adult Education as a satellite location for GED classes and WorkKeys tutoring.

³ Source: American Community Survey, 2015-2019, 5-Year Estimates



By having a dedicated focus to workforce development, partners in the region are able to share resources and information and direct talent to employment opportunities. North Central State College's Department of Workforce Development works with area employers to develop training necessary to meet their business needs (e.g., OSHA training, industry recognized credentials, employer training grants [TechCred], etc.). The Richland County Public Library has a designated Workforce Development Coordinator whose role is to work with patrons seeking employment information and online training programs through Microsoft. This position works collaboratively with area high schools, post-secondary education, and even Mansfield Correctional Institution to carry out computer classes and inform individuals of employment opportunities.

The greatest challenge to overcome in the regional workforce development system is business engagement. While they do offer Board representation and attend Area 10 Workforce Development Board meetings, employers are not as actively engaged as envisioned. The Board realizes this and is exploring strategies for Board Member onboarding activities and materials to better inform them of their role of on the Board, define WIOA & Workforce Development, and how they can be community liaisons for the Board.

Communication between employers and education and training providers has also been a challenged over the last few years. Providers noted that while they engage employers to modify curriculum to meet their industry needs, employers are not actively engaging them to change the training curriculum. This could partly be due to record low unemployment levels, pre-COVID-19, when employers were more concerned with simply hiring talent and training them on-the-job. As the region recovers from the pandemic, the Area 10 Workforce Development Board will realign processes to become the communication epicenter of the region.

b) Capacity to provide the workforce development activities to address education and skill needs of the workforce, including individuals with barriers to employment; and

The COVID-19 pandemic has stymied how Area 10 typically provides workforce development activities, especially to individuals with barriers to employment, but the gradual introduction of virtual services in the region has afforded the opportunity to address education and skill needs innovatively. The OMJ Center in Richland County has remained open throughout the pandemic because staff recognized the community need for access to computers and technology, either to file for unemployment insurance or partake in job preparation activities like online training, resume building, and interview preparation. For individuals with barriers who may not have access to technology, staff at the OMJ Center in Richland County have been able to help and achieve their goals.

Another form of collaboration to address education and skill needs of the workforce is the Richland County Citizen Circle. The circle provides support and access to community resources to those returning from prison to the community and their families. The Richland County Public Library hosts these sessions once a month. The library is a familiar face and partner to these individuals. The library's workforce development coordinator would go to Mansfield Correctional Institution and offer computer classes to inmates. These classes, through PowerPoint (because internet access is forbidden), teach inmates how to search employment opportunities online through job boards, search engines, and social media. At the library's physical location, similar classes are offered, and staff are exploring the opportunity to offer Microsoft Certifications and edX, an open online course provider with university-level courses in a wide range of disciplines at no cost.

c) The employment needs of employers.

Employers expressed a need for specific occupations within manufacturing and healthcare. For manufacturing, the most common employment needs were electrical maintenance workers, CDL drivers, machine programmers, and general operations workers. In healthcare, the greatest needs were registered nurses and STNAs.

Prior to the COVID-19 pandemic when the region was facing low unemployment levels, the greatest employment need by employers was just having a workforce to fill jobs. However, since January 2021, the

regional economy has started to recover from the pandemic and employers have once again expressed talent recruitment needs.

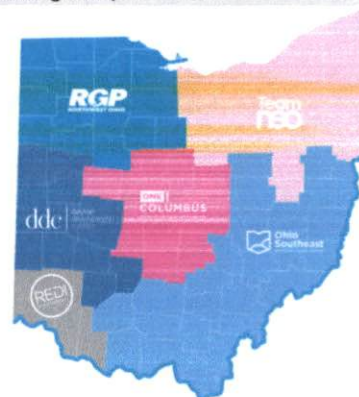
The type of talent has not varied since pre-COVID, but manufacturers have expressed concerns to economic development organizations and OMJ the lack of talent in the region (incumbent and dislocated) who do not possess technological skills. The pandemic has afforded the opportunity for manufacturers to examine how they can streamline operations and create efficiencies. Some small manufacturers in the region have started introducing automation in their production, though this still requires a workforce who can operate computer programming machines.

5. A description of the local board's strategic vision and goals to support regional economic growth and economic self-sufficiency, including

a) Collaboration with JobsOhio and the support to the JobsOhio regional goals;

The Area 10 Workforce Development Board's vision to support regional economic growth and economic self-sufficiency is to ensure jobseekers have the training and resources necessary to achieve their professional aspirations and contribute to the regional community. Richland and Crawford Counties are a part of two JobsOhio networks. Richland County is part of TeamNEO, and Crawford County is part of RGP (Regional Growth Partnership) Northwest Ohio, as seen in the side graphic.

The Area 10 Workforce Development Board has aligned its collaborative goals with both networks to support economic development strategies in each network.



TeamNEO Partner 2020 Strategy	Area 10 Workforce Development Board Collaborative Goal
<ul style="list-style-type: none"> Strengthen a better coordinated regional network 	<ul style="list-style-type: none"> Promote the sharing of resources among workforce and economic development organizations
<ul style="list-style-type: none"> Advance technology adaption 	<ul style="list-style-type: none"> Evaluate regional broadband technology infrastructure for remote learning, training, and working with education and training providers
<ul style="list-style-type: none"> Address the talent supply/demand gap 	<ul style="list-style-type: none"> Engage in the Business Advisory Council's quarterly meetings and activities; includes business representation and representation from North Central State College, Pioneer Career & Technology Center, and Madison Adult Career Center
<ul style="list-style-type: none"> Grow a pipeline of competitive sites 	<ul style="list-style-type: none"> Study and promote the U.S. 30 Corridor in Crawford County to create a regional marketing approach for attraction
<ul style="list-style-type: none"> Promote the region and network performance 	<ul style="list-style-type: none"> Leverage <i>Community Opportunity</i> to promote regional talent needs and available training and education opportunities

The Board collaborates with RGP Northwest Ohio by working with new (and existing employers) to support their workforce needs. This includes participating in job fairs, talent placement, referrals, and promoting incumbent worker training opportunities at little to no cost to employers. The Area 10 Workforce Development Board will continue to support the implementation of these strategies through its regular engagement with JobsOhio and reporting during quarterly Board meetings.

b) Goals for preparing an educated and skilled workforce, including individuals with barriers to employment; and

The OMJ partners will work together to assist job seekers in the OMJ Centers to determine training opportunities and identify relevant career pathways based on interest, skill assessment, and demand. The OMJ Centers have recently upgraded its website to become more intuitive, detailing career pathway opportunities for job seekers.

Area 10 is committed to ensuring individuals with barriers to employment are provided equal access to developing their education and skill sets. Access to transportation is overwhelmingly the most significant barrier to employment. In Richland County, there is a single taxi service with just three cars and a public transit system that operates during regular business hours. This creates challenges to individuals working 2nd or even 3rd shift who do not have access to transportation. The Board has made it a goal to address transportation challenges by working with employers and transportation providers to improve accessibility.

Another goal of the Board is to realign its focus of serving individuals who are employed but maintain low incomes, thus not being able to afford life essentials such as food, clothing, and childcare. Too often in the past, this population have been overlooked because they are already employed, but discussions with employers, supportive service partners, education and training providers, and individuals has generated the need to allocate energy to addressing their barriers to employment.

The Board will continue to lean forward to opportunities to support employers and individuals with barriers to employment. Partners have initiated conversations to determine how best to forecast employer needs 2- or 5-year in the future and ensuring that whatever those workforce needs look like, supportive services are in place to support the workforce and achieve shared goals.

c) Goals relating to the performance accountability measures based on performance indicators.

Program Year (PY) 2019's performance accountability measures are as follows:

Performance Accountability Measure	Adult	Dislocated Worker	Youth
Employment Rate 2 nd Quarter After Exit	79.0%	84.0%	67.0%
Employment Rate 4 th Quarter After Exit	79.0%	83.0%	65.0%
Median Earnings 2 nd Quarter After Exit	\$5,500	\$8,400	\$2,700
Credential Attainment Rate	73.0%	80.0%	50.0%
Measurable Skills Gains	60.0%	65.0%	37.0%

The Board's goal is to meet or exceed these performance indicators.

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

The Area 10 Workforce Development Board facilitates quarterly meetings to share updates, information, and promote partner services. In addition to the required WIOA partners, these meetings are also well-attended by community-based partners (e.g., ASPIRE, North Central Service Corps of Retired Executives [SCORE], Goodwill, etc.), offering an array of information of services and offerings available to job seekers in the community. Each quarterly board meeting provides the opportunity for one or two partners to showcase their organization/agency, their role in the local workforce development system, and resources available that align with the Board's strategic vision and goals.

The Board also receives progress reports from the OMJ Operators and WIOA Title I Service Providers (Adult, Dislocated Worker, and Youth) during each board meeting. These reports keep the Board informed on how the programs and services are aligned with the Board's strategic vision and goals and provides Board Members the opportunity to ask questions and promote recommendations for improvement.



The Area 10 Workforce Development Board has made it an priority to encourage stronger representation from business partners to join these meetings and/or share their workforce needs and opportunities.

II. DESCRIPTIONS OF THE LOCAL WORKFORCE DEVELOPMENT SYSTEM

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

a) The programs that are included in the system;

The Area 10 workforce development system is comprised of the following programs/partners per WIOA section 121(b)(1)(B):

Partner Name	Program
Richland Community Development Group	Economic Development
Crawford County Partnership	Economic Development
City of Mansfield	Economic Development
Crawford Works	Workforce Development Program for those with Barriers to Employment
Mansfield City Schools	ASPIRE & GED Program
Pioneer Career & Technology Center	Career & Technical Education
Goodwill of Akron	Mature Services
Wagner-Peyser	Re-Employment
Unemployment Compensation	Unemployment Insurance
Richland County Job & Family Services	TANF
Crawford County Job & Family Services	TANF
Office of Enterprise Development	Re-Entry
Adult Parole Authority	Re-Entry
Catalyst Life Services/Crawford JFS	WIOA Title I Youth Services
Crawford JFS /Richland JFS	WIOA Title I Adult & Dislocated Worker Services
Opportunities for Ohioans with Disabilities (OOD) / Project SEARCH	Vocational Rehabilitation Services
Richland Newhope (Richland County Board of Developmental Disabilities)	Vocational Rehabilitation Services
Mansfield-Richland County Public Library	Community Partner
North End Community Improvement Collaborative	Community Partner
Success Unlimited	TANF
North Central State College / Pioneer Career & Technology Center	Adult Diploma Program
Madison Adult Career Center / Mansfield City Schools Adult Education	Adult Diploma Program

b) How the local board will work with the entities carrying out the core programs and other workforce development programs to support service alignment; and

The Area 10 Workforce Development Board maintains quarterly partners meetings, facilitated by the OMJ One-Stop Operators. These partner meetings include quarterly progress updates, communications from the Board, and rotating partner presentations to inform the attendees about their programs and updates. These quarterly meetings were conducted in-person pre-COVID-19 but during the pandemic, the Board has shifted to virtual meetings, open to the public.

A quarterly report is produced by OMJ One-Stop Operators and shared with partners and the public upon its conclusion. This ensures updates are being shared among all partners so to better align the workforce system's services.



- c) Location of the comprehensive OhioMeansJobs center and any affiliated or specialized centers in the local workforce development area.

Comprehensive OhioMeansJobs Center	Satellite OhioMeansJobs Center
183 Park Avenue East Mansfield, OH 44902	225 East Mary Street Bucyrus, OH 44802

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

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

Area 10 has a growing diverse population, and the Board is committed to ensuring access to services remains a top priority. In 2020, the Board contracted with Thomas P. Miller and Associates, LLC, and the North End Community Improvement Collaborative to provide strategic outreach services to African American males and minority-owned businesses in Richland and Crawford Counties.

The region also hosts Citizen Circle meetings for individuals with significant barriers to employment, particularly the re-entry population. Citizen Circle focuses on eight areas: employment, education, family/marital, associates/social interactions, substance abuse, community functioning, personal/emotional orientation, and attitude.

Access to transportation is a significant barrier to individuals in the region. The Richland County Transit (RCT) has been an evolving partner in the workforce development system. They have coordinated bus schedule with major employers in the area so that workers on first shift can access transit to and from work. RCT also provides wheelchair accessible buses and priority seating for the elderly and those with disabilities. The RCT Dial-A-Ride service is available to individuals with disabilities who need transportation assistance.

Supportive services can be accessed through First Call 211 – a free, confidential community service in Richland County who mission is to provide useful information to the public and help located specific services. First Call 211 is located at the Richland County Public Library and provides information on food pantries and community meals, housing/shelters, financial assistance, utility assistance, transportation options, state and local government offices, consumer protection/education, seasonal assistance, abuse reporting, food and nutrition programs, and immunizations/health care and screening.

The United Way of North Central Ohio, which serves Crawford County, is an invaluable partner to the local workforce development system. Their “Bold Goals” focus on early childhood development, healthy and vibrant neighborhoods, and workforce development. The Area 10 Workforce Development Board partners with United Way and the following community-based organizations:

- The Jericho House/The Taylor House - The Alpha 12-Step Recovery Program is a non-profit organization helping families, friends, and those suffering any addictions. Jericho House and Taylor House are community recovery residences offering space for healing from drug and alcohol addictions, as well as other out of control behaviors
- Bucyrus Backpack Program - The Bucyrus Backpack Program works to reduce food insecurity for children in the community by providing weekend food for children in Buckeye Central, Bucyrus City, Crestline, Colonel Crawford, and Wynford school districts, as well as Fairway Preschool, who might otherwise go hungry.
- Music, Movement, & More - The Music, Movement, & More program at Bucyrus Public Library allows children to experience the joy of music while practicing physical skills, increasing awareness of literacy and language development, and encouraging social-emotional skills.



- Emergency Food & Utility Assistance – The Cooperative Christian Services of Galion (CCSG) provides emergency food boxes to supply struggling households with pantry provisions while they are waiting for their next paycheck or assistance allotment. They also provide emergency utility funds for clients in danger of utility shut off.
- Crawford Works - United Way supports Crawford Works in their mission to partner with all willing and capable people living in poverty to assist them in advancing to economic self-sufficiency through sustained employment.
- Mid-Ohio Youth Mentoring - The Youth Mentor program at Mid-Ohio Youth Mentoring provides young people in Crawford County with mentors who support, encourage, and provide opportunities to develop skills that will help them achieve success in life.
- Mobile Learning Labs – YWCA of Northwest Ohio's Mobile Learning Lab program is designed to improve kindergarten readiness by providing activities that engage families and children while developing early learning skills.

Crawford County has a local Community Council, facilitated by the Marion-Crawford Community Action Commission which brings together a variety of social service agencies to network and share information on available supportive services. The Crawford OhioMeansJobs Operator attends regularly as well as serves on the board of the MCCAC-led Emergency Food & Shelter Program.

SCAT (Seneca-Crawford Area Transportation) serves as the public transportation provider for Crawford County. Crawford County Job & Family Services contracts with SCAT to provide transportation for employment and participation activities. However, providing trips outside normal operating hours or on short notice continues to be a barrier for employment and educational participation.

Crawford County also has a Citizen Circle, which was temporarily put on hold during COVID shutdown but has recently restarted using virtual technology.

CONTACT Crawford County is a free community-support referral service operating in the community similar to United Way's 211 service.

The Crawford job center was closed to the public from mid-March to mid-June of the COVID shutdown. Staff remained available to customers via phone to help trouble-shoot unemployment issues and worked closely with state partner staff to resolve them.

Crawford County Job & Family Services is a quadruple combined agency which includes the following departments:

- OhioMeansJobs
- Public Assistance
- Child Support Enforcement
- Child Protective Services.

This integration assists the Crawford job center in connecting with individuals with barriers to employment.

The Area 10 Workforce Development Board also makes a concerted effort to update its website with all information related to access to employment, training, education, and supportive services for eligible individuals.

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

Career pathways are developed in a truly collaborative fashion in the region with the Area 10 Workforce Development Board being at the center at all activities. Chambers of Commerce facilitate regular



communication with chamber members and employers in Richland and Crawford Counties, respectively, to identify their training needs. These workforce development coordinators communicate those needs to Jobs and Family Services and the Area 10 Workforce Development Board during quarterly Board meetings where education and training providers are in attendance. The training providers (North Central State College, Pioneer Career and Technology Center, and Madison Adult Career Center) work together to determine who is best positioned to offer training for job seekers and incumbent workers for career pathways. Career pathway opportunities are also communicated to high school juniors and seniors through guidance counselors and career coaches from OMJ.

Because manufacturing is such a prevalent sector in the region, industry career pathways are validated and promoted by the Regional Manufacturing Coalition. Consideration for a healthcare-like career pathway model (and sector partnership) has been discussed with OhioHealth and Avita Health System.

Charter Next Generation, America's leading independent producer of high-performance specialty films used in flexible packaging, has committed to an expansion at its Lexington, OH plant and new location in Ontario, OH. Charter Next Generation recognizes the need for talent and has initiated talks with North Central State College to develop training programs to fill in-demand jobs. In addition, the workforce development system has begun to offer incumbent worker training grants to Charter Next Generation to develop incumbent workers and place them on a career pathway.

- c) 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).

The Ohio College Tech Prep regional center is an active member in workforce development. The Northeast Regional Center (NERC) is a combination of two previous College Tech Prep regions: The East Central Region and their higher education partners (University of Akron, Kent State University, Stark State College, Youngstown State University), and the Northeast Region and their higher education partners (Cuyahoga Community College, Lakeland Community College, Lorain County Community College). In addition, several counties from the former Northwest and Central Regionals were added to the service area including North Central State College.

Regional training and education partners have improved access to activities that lead to post-secondary credentials through College-NOW. College-NOW is a two-year innovative program that allows high school juniors to enter North Central State College on a track to earn their Associate degree as they complete their last two years of high school. Currently, degree offerings include Business, Engineering Technology, and Bioscience.

College Credit Plus is available to high school students at the local school districts to earn college credits while in high school from Ashland University, The Ohio State University, Bowling Green State University, and North Central State College.

A partnership between SPARC Talent Development and Pioneer Career and Technology Center has led to the placement of Career Coaches in nearly every Richland County School District. The Career Coach interacts with students to explore their interests, expose them to career possibilities, and make connections to businesses in the community. This connector has aided in program development, workplace experiences for students, as well as internship and job shadowing opportunities.

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

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

The Business Outreach Grant was used to enter into a contract with the Crawford Partnership to continue to promote the Community Opportunity website (<https://communityopportunity.com/>). The goal of Community Opportunity is to ensure that everyone in the communities of Crawford, Richland, and Wyandot Counties are



aware of the jobs and careers available, so local companies can recruit local talent and local talent can find employment opportunities in their backyard. This has been beneficial to employers, especially small employers who have a footprint the community and recruit local talent.

The Richland Chamber staff and NECIC staff are also working on promoting the *Community Opportunity* site to local businesses and to schools in Richland County.

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

To support business needs in the local area, education and training providers from North Central State College, Pioneer Technology and Career Center, and Madison Adult Career Center have formed business advisory boards. These boards communicate with employers to identify training needs and seek input in training curricula (at North Central State College, each department has its own advisory board). The providers then meet twice a year through a Program Advisory Committee to share findings from employer conversations and determine which institution is best equipped to provide specific training. Providers play off the strengths of one another to ensure training (1) meets the needs of employers, (2) adequately supports and informs the student, and (3) is supported by internal capacity availability.

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

Area 10 recognizes the need for coordination between workforce development programs and economic development agencies to support business attraction, talent recruitment, talent development, and talent retainment across the two-county region. Board meetings are regularly attended by regional economic development partners who express specific talent needs/concerns. This close-knit relationship provides the opportunity for the workforce development system to act quickly and address any workforce needs necessary.

Examples of economic development and business organizations that the workforce development system partners with include the following:

- City of Mansfield, Economic Development
- Crawford Partnership for Education and Economic Development
- Regional Manufacturing Coalition of Ohio (RMC)
- Richland Area Chamber & Economic Development

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

The Board aims to improve collaboration efforts with JobsOhio. Historically, JobsOhio would present regional and statewide updates to the Board during quarterly WDB meetings. Regional partners like Richland Community Development Corporation worked with TeamNEO to identify retention, expansion, and business attraction efforts throughout Richland County. In Crawford County, the JobsOhio regional partner, the RGP, has worked with the Board on retention, expansion, and attraction projects.

As the region plans to develop strategies for business attraction around U.S. Corridor 30, the Board will collaborate even closer with JobsOhio to ensure strategic efforts are in place to align business needs with local talent, including the involvement of education and training providers to upskill incumbent workers.

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

Typically, the OMJ Center staff assist customers by fielding question about unemployment insurance and providing access to computers and phones to contact the unemployment call center for help. However, since COVID-19, the OMJ Center staff have taken a hands-on approach to assisting the overwhelming number of people seeking assistance to file for unemployment. Staff have learned best practices and troubleshooting



practices to provide clients with a less stressful, more efficient process to file for unemployment insurance. The OMJ Center in Richland County has remained open to customers throughout the pandemic in direct response to the dramatic need by workers in the region to have access to a computer and internet.

- f) 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.

Area 10 has learned, through engagement with employers, that training programs would be more widely used if the application process were more streamlined. Rather than using the traditional paper applications, Area 10 is transitioning to an electronic, online application for incumbent worker training programs that employers can complete outside the OMJ Center, independently. The Board is optimistic that as the region recovers from the pandemic, participation in training programs will increase.

TechCred has been a valuable resource for employers in the area for training. Employers who submit successful applications can be reimbursed up to \$2,000 per credential when current or prospective employees complete eligible technology-focused credentials. An additional benefit of the TechCred program is that employers are able to apply for funds in an easy-to-use system. This “best practice” for applying for training will continue to be scaled and implemented across other training programs in Area 10.

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

The Combined State Plan has identified four (4) goals to achieve the vision of an Ohio where business, training, and education are aligned to meet the needs of employers, individuals, and their communities. The Area 10 Workforce Development Board has developed the following strategies to implement the goals and reform principles of the Combined State Plan.

	Combined State Plan Goals	Area 10 WDB Strategy to Implement
Goal 1	Coordinate the efforts across entities (public, private, local, and State) to reduce unnecessary duplication and maximize services.	<ul style="list-style-type: none">• Make employer referrals across education and training providers (North Central State College, Pioneer Career & Technology Center, Madison Adult Career Center) to maximize regional services• Coordinate with area chambers of commerce to identify employer needs to reduce duplication of services
Goal 2	Leverage technology and data to create efficiencies and improve services and outcomes.	<ul style="list-style-type: none">• Review local, county-wide, and statewide data on broadband infrastructure to determine the level of need to support remote working and online/distance learning and training
Goal 3	Deploy locally driven programs that produce results.	<ul style="list-style-type: none">• Develop an incumbent worker training application that is accessible online and user-friendly to drive employer interest and participation• Promote <i>Community Opportunity</i> website to showcase local employment and training opportunities

<p>Goal 4 Invest in and promote education and training for jobs that (1) empower people with 21st Century skills and strengthen Ohio's strategic economic advantage, and (2) ensure that our State has a workforce to support the health and well-being of Ohioans, their families, and communities.</p>	<ul style="list-style-type: none"> • Leverage findings from Business Advisory Council to identify emerging employer needs and develop training curricula that supports those needs • Organize and promote all supportive service offerings in the region so that the regional workforce can maintain employment while supporting the health and well-being of themselves and their families
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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.

Entrepreneurial skills training and microenterprise services are a critical element to how the Area 10 Workforce Development Board coordinates workforce activities with economic development activities. For customers interested in entrepreneurial skills training and microenterprise services, OMJ Center staff refer them to the North Central Service Corps of Retired Executives (SCORE) location and/or Braintree Business Development Center in Mansfield.

SCORE provides free and confidential business counseling tailored to meet the needs of small business. Services include free mentoring; no- or low-cost local workshops on a variety of business topics like marketing, finance and accounting, management, etc.; and free resources through SCORE's library (local business templates, guides, blogs, business tools, etc.). In addition, SCORE hosts the Northeast Ohio (NEO) Women Connect, a women's leadership luncheon, workshop, and trade show in September.

The Braintree Business Development Center is a non-profit regional entrepreneurial assistance organization supporting small businesses in Northeast Ohio, particularly the Mansfield area. As part of the Ohio Edison Incubator network, the Braintree Business Development Center identifies opportunities to assist or create businesses through the commercialization of new and innovative technologies. Braintree assists business in mitigating the risk of being a start-up business by supporting their growth and reducing the costs associated with commercialization. Services include business incubation, business counseling, providing, and facilitating networking and educational experiences, and helping companies access capital.

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

- a) 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;

The Board will ensure that the providers of career, OMJ and youth services provide regular performance and data reports to the Board. These reports will include number of individuals served and types of services provided. Regular performance data will be provided to the Board also.

The Board will ensure that the Request for Proposal includes a continuous improvement process to be responded to. The service provider must have a continuous improvement process and the staff to the Board will provide regular monitoring and report to the Board.

For training providers, the Board utilizes ODJFS Workforce Inventory of Education and Training providers (WIET) as updated in OWCMS.



- b) How the local board will facilitate access to services provided through the OhioMeansJobs delivery system through the use of technology and other means;

Area 10 Workforce Development Board has created a website (<https://www.richlandcrawfordworks.com/>) which provides customers with information of services. For example, job seekers can navigate the website to search job postings and educational opportunities. Employers can post job openings on the website, complete a feedback survey, and explore opportunities to become a Board member.

The Board staff and OMJ partners make a concerted effort to regularly contact employers to promote the OMJ website for job postings and recruitment, including during quarterly board meeting, Chamber of Commerce events, Regional Manufacturing Coalition (RMC) events, Richland County Development Group/Crawford Partnership events, etc.

- c) 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

OMJ Centers in Richland and Crawford Counties completed the OMJ Certification process. The Board will update the certification over the next four years.

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

The chart below details the partner, their program area, and location of services.

Partner Name	Program	Services	Population(s) Served
Richland County Job and Family Services	WIOA Title I Adult and Dislocated Worker Programs, TANF, Social Security Act Title IV	<ul style="list-style-type: none"> Basic Career Services Individualized Services Follow Up Services: yes Business Services 	WIOA-eligible Adult, Dislocated Workers, and TANF recipients
Crawford County Job and Family Services	WIOA Title I Adult and Dislocated Worker & Youth Programs, TANF, Social Security Act IV	<ul style="list-style-type: none"> Basic Career Services Individualized Services Follow Up Services: yes Business Services 	WIOA-eligible Adult, Dislocated Workers, and TANF recipients
Catalyst Life Services	WIOA Title I Youth	<ul style="list-style-type: none"> Basic Career Services Individualized Services Follow Up Services: yes Business Services 	WIOA-eligible Youth
Ohio Department of Job and Family Services	WIOA Title III Wagner Peyser Act Programs, Trade Adjustment Assistance, Trade Act, Title II, Unemployment Insurance Act	<ul style="list-style-type: none"> Basic Career Services Individualized Services Follow Up Services: yes Business Services 	Workforce Specialists (Employers); Employment Service Professionals (Universal Customers)
Mansfield City Schools, Aspire	WIOA Title I Adult Education and Family Literacy Act	<ul style="list-style-type: none"> Basic Career Services Individualized Services Follow Up Services - no Business Services 	Adults who need academic remediation



Opportunities for Ohioans with Disabilities	WIOA Title IV, Vocational Rehabilitation Program	<ul style="list-style-type: none"> • Basic Career Services • Individualized Services • Follow Up Services – Yes • Business Services 	Individuals with disabilities
The Goodwill Industries of Akron	Senior Community Service Employment Program, Older Americans Act	<ul style="list-style-type: none"> • Basic Career Services • Individualized Services • Follow Up Services yes • Business Services 	Senior citizens eligible for services
North Central State College	Postsecondary Career and Technical. Carl D Perkins Career and Technical Act of 2006	<ul style="list-style-type: none"> • Basic Career Services • Individualized Services • Follow Up Services: yes • Business Services 	Eligible students
Madison Adult Career Center	Postsecondary Career and Technical. Carl D Perkins Career and Technical Act of 2006	<ul style="list-style-type: none"> • Basic Career Services • Individualized Services • Follow Up Services: yes • Business Services 	Eligible students
Pioneer Career and Technology Center	Postsecondary Career and Technical. Carl D Perkins Career and Technical Act of 2006	<ul style="list-style-type: none"> • Basic Career Services • Individualized Services • Follow Up Services: yes • Business Services: no 	Eligible students
Ohio Department of Job and Family Services, Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representatives (LVER)	Jobs for Veterans Act	<ul style="list-style-type: none"> • Basic Career Services • Individualized Services • Follow Up Services: yes • Business Services 	DVOP – Veterans with Significant Barriers to Employment
Community Action Commission of Erie, Huron, Richland Counties, Inc.	Community Services Block Grant Employment and Training Programs	<ul style="list-style-type: none"> • Basic Career Services • Individualized Services • Follow Up Services: no • Business Services: none 	Low-income individuals

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

Employment and training activities for adult and dislocated workers in Area 10 are demand-driven, based on the needs of employers as well as barriers faced by adults and dislocated workers. These activities include:

- ASPIRE Assessments – ASPIRE, through Mansfield City Schools, is a class designed to prepare individuals for GED or for College Placement Testing.
- Career Assessments – Careers 101 Assessment with OMJ staff. Helps assess what is needed to reach the individual's employment goals, develop a solid plan for success, and determine if enrollment in the WIOA Career Advancement Program might be the right fit



- Community Resource Information – supportive services available in Richland & Crawford counties
- Education & Training Information – brochures and program offerings of many area colleges and vocational schools
- Employer Recruitment Events – on-site hiring events
- Financial Aid Information – assistance to apply for FAFSA and WIOA-funded trainings
- Labor Market Information – access to data to identify in-demand occupations and earnings
- Practice Interviewing – interview preparation by appointment with staff
- Resume Assistance – resources and assistance to prepare an effective resume
- Tools & Resources – access to fax and mail services, copiers, computers with internet access, scanners, and telephones to submit applications, resumes, and/or cover letters
- Unemployment – information on how to apply for Unemployment Compensation

In addition, supportive services are available through the Prevention, Retention, and Contingency (PRC) Program. PRC is short-term, emergency assistance for households with minor children, to be accessed once in a specific time period. PRC services include gas to get to a new job (within the first 30 days), car repairs for employment, car insurance for employment, required work clothes, and required tools and supplies.

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

The Area 10 Workforce Development Board and State utilize the Rapid Response protocol that was developed in 2017. The Rapid Response protocol utilizes a RACI (Responsible, Accountable, Consulted, Informed) chart that is a planning tool used to facilitate the dialogue for planning a project and to assist the group in assigning project roles and responsibilities. The RACI planning process is an excellent tool to get all stakeholders engaged in the planning and execution of a project to form a collaborative approach for working and communicating with each other, and to clearly define expectations for what is to be done, by whom, and by when.

9. A reference to the Comprehensive Case Management and Employment Program (CCMEP) plan for each county within the local area. (This requirement is fulfilled if each county within the local workforce development area submitted the CCMEP county plan as required in rule 5101:14-1-03 of the Administrative Code.) If a CCMEP county plan is not required to be submitted, the local plan must include a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.

Both Richland and Crawford County JFS has submitted their local plan. The Workforce Board reviewed them and approved them.

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 advantages of being a two-county local workforce development area are that education providers work collaboratively with one another without duplicating services. For example, providers at North Central State College, Pioneer Career and Technology Center, and Madison Adult Career Center coordinate education programs with one another to leverage each one's strengths and resources. In some cases, providers will refer businesses to each other based on whichever post-secondary education provider is best suited to provide that training, versus another provider creating another program organically.

Post-secondary education providers in the region have agreed to an articulation agreement to ensure dual credit programs offered to high school students are transferable among providers.



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

Both OMJ Operators are the local JFS agencies that has direct access to transportation, childcare and PRC services that can be utilized to provide supportive services. The Board will coordinate with the local transit board on upcoming grant opportunities to provide increased access to transportation, especially to those who work during non-transit hours.

211 has also been a valuable resource in Richland and Crawford Counties. OMJ Center staff and partners are familiar with the supportive services available in the community and refer customers to 211 as needed.

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.

The OMJ Operators will continue to coordinate the partner meetings. The Wagner-Peyser Act staff and OMJ Center operator staff will attend these meetings to provide regular updates and communication regarding the services being offered. The OMJ Center operator will take the lead in making sure that services are not being duplicated. The OMJ Center staff are now providing RESEA services which will improve service delivery and reduce duplication.

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.

The Board will request a volunteer subcommittee to review the ASPIRE applications that are provided for the area. An ASPIRE representative is assigned to the Board and attends the OMJ partner meetings and regularly communicates their services and any needs they may have.

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

The current MOU addresses these issues and will be extended for one more year.

15. An identification of the fiscal agent.

Richland County Job and Family Services is the fiscal agent.

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

The Board will use the *Competitive Request for Proposals* method for awarding subgrants and contracts for WIOA Title I activities, as identified in the *Richland County Job and Family Services (RCJFS) and Local WIOA Area 10 Procurement Plan Policy*:

- For purchases where conditions are not appropriate for the use of competitive sealed bidding, micro-purchases, small purchases, or noncompetitive proposals, and the complex and technical nature of the procurement cannot be described in a bid specification; and it is logical to award a contract on factors other than price, RCJFS and WIOA Area 10 shall competitively procure the goods and/or services
- RCJFS and WIOA Area 10 shall comply with the following procedural requirements in administering competitive proposal procurements, commensurate with the scope and complexity of the acquisition:
 - Competitive proposal identifying all evaluation factors and their relative importance will be publicized in the local newspapers and the RCJFS and WIOA Area 10 websites. Request for proposals (RFP) will be made available through the agency websites, mail or for pick



up. Any response to publicized requests for proposals shall be honored to the maximum extent practical.

- Proposals will be solicited from an adequate number of qualified sources. RCJFS and WIOA Area 10 shall maintain a list of qualified sources and will solicit proposals from the qualified sources through email, phone, and written communication.
- A written technical evaluation will be conducted to verify that all the technical requirements contained in the request for proposal are met and for selecting awardees.
- RCJFS and WIOA Area 10 will make awards to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered.
- If after solicitation of adequate number of qualified sources, RCJFS or local WIOA Area 10 determines that competition is inadequate resulting in a failed competitive procurement, the small purchase procurement will be used.

The Area 10 Workforce Development Board will release a Request for Proposals (RFP) for One-Stop Operator and Youth/CCMEP in 2025.

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

The Board accepted the state performance measures as presented.

WIOA Performance Standards for Area 10 for PY 2020-2021		
	Negotiated Standard	Success Level*
WIOA Adult		
Employment 2 nd Quarter After Exit	79.0%	71.1%
Employment 4 th Quarter After Exit	79.0%	71.1%
Median Earnings 2 nd Quarter After Exit	\$5,500	\$4,950
Credential Attainment	73.0%	65.7%
Measurable Skill Gains	60.0%	54.0%
WIOA Dislocated Worker		
Employment 2 nd Quarter After Exit	84.0%	75.6%
Employment 4 th Quarter After Exit	83.0%	74.7%
Median Earnings 2 nd Quarter After Exit	\$8,400	\$7,560
Credential Attainment	80.0%	72.0%
Measurable Skill Gains	65.0%	58.5%
CCMEP WIOA & CCMEP Youth		
Employment, Education, or Training 2 nd Quarter After Exit	67.0%	53.6%
Employment, Education, or Training 4 th Quarter After Exit	65.0%	52.0%
Median Earnings 2 nd Quarter After Exit	\$2,700	\$2,160
Credential Attainment	50.0%	40.0%
Measurable Skill Gains	37.0%	29.6%

*For Program Years 2020 and 2021, there will be a lowered implementation threshold for success level for CCMEP WIOA Youth and CCMEP Youth; the threshold will be set at 80% of the standard.

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

The Board chair and others will continue to attend the Governor's Workforce Board meetings to keep current on the Governor's strategic initiatives. Each new member receives orientation training when approved for the Board. During this orientation training, the Board Director uses the PowerPoint provided by Julie Wirt. Part of this orientation includes how to be a strategic board.



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

The OMJ operators utilize individual training accounts. Contracts are used for incumbent worker training. The customer has a choice as long as the training provider is approved in WIET.

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.

The OMJ Center operators are implementing the CFIS client tracker and utilizing OWCMS for case management and data collection. All visitors to the OMJ Centers register through the CFIS system.

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.

In response to TEGL No. 7-20, *Effective Implementation of Priority of Service Provisions for Most In-Need Individuals in the WIOA Adult Program*, the Area 10 WDB will direct the OMJ Center Operator to grant priority service in the following order:

- First, to Veterans and Eligible Spouses. If the individual meets the definition of eligible veteran for the Jobs for Veterans State Grant (JVSG) program or is an eligible spouse, has at least one significant barrier to employment, or is aged 18 to 24 years, the OMJ Center Operator will refer this covered person to the JVSG program.
- Second, to Non-Covered Persons. These are individuals who are not veterans or eligible spouses who are included in groups given priority for WIOA adult formula funds.
- Third, Veterans and Eligible Spouses who are not included in WIOA's priority groups
- Fourth, priority populations established by the Governor and/or LWDB
- Last, to non-covered persons outside the groups given priority under WIOA

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, the Board will monitor annual enrollments as reported by the OMJ Center Operator. The Board will work with partner agencies and organizations to promote outreach to relevant populations who are eligible to receive training and career services.

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 Board reviewed the plan at its public meeting on April 20, 2021. The Plan was also posted on the richlandcrawfordworks.com website as a calendar event for thirty days. There were no public comments received.

ASSURANCES

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.



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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:

X General Administrative Requirements – Uniform Guidance at 2 C.F.R. Part 200 and 2 C.F.R. Part 2900.

X 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

Board of Commissioners, Richland County, Ohio

A handwritten signature in blue ink, appearing to read 'Darrell Banks', written over a horizontal line.

Darrell Banks


A handwritten signature in blue ink, appearing to read 'Cliff Mears', written over a horizontal line.

Cliff Mears


A horizontal line indicating a signature, with no visible handwriting.

Anthony Vero

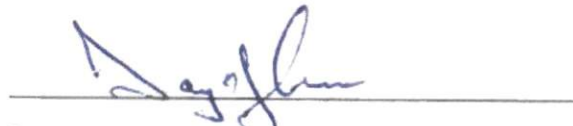
Area 10 Workforce Development Board Chair


Jenni Paramore

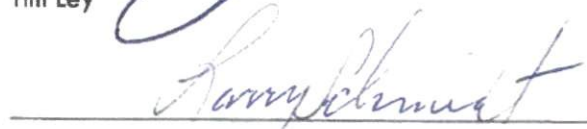
Area 10 Workforce Development Board Director


Teresa Alt

Board of Commissioners, Crawford County, Ohio


Doug Weisenauer


Tim Ley


Larry Schmidt

The effective dates of the local plan are July 1, 2021 to June 30, 2025.