

**East Ohio Workforce
Development Region**

Four Year Regional Plan

**With Local Area Plan Addendum for Ohio
Workforce Areas 6, 17 & 18**

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Section 1: Introduction

Over the course of the past three program years, public workforce programs have undertaken sweeping change, both at the federal and state levels. During the latter half of Program Year 2013, large bipartisan support in Congress led to the passage of the Workforce Innovation and Opportunity Act (WIOA), and it was signed into law by President Barack Obama on July 22, 2014. WIOA was the first legislative reform of the public workforce system in more than 15 years. Congress reaffirmed the role of the American Job Center (AJC) system (branded in Ohio as OhioMeansJobs Centers), a cornerstone of the public workforce investment system, and brought together and enhanced several key employment, education, and training programs. In recent years, over 20 million people annually turn to these programs to obtain good jobs and a pathway to the middle class. WIOA continues to advance services to these job seekers and employers.

Highlights of WIOA reforms to the public workforce system include:

- Aligning Federal investments to support job seekers and employers
- Strengthening the governing bodies that establish State, regional and local workforce investment priorities by streamlining membership of business-led, state and local workforce development boards
- Helping employers find workers with the necessary skills
- Aligning goals and increasing accountability and information for job seekers and the public
- Fostering regional collaboration
- Targeting workforce services to better serve job seekers
- Improving services to individuals with disabilities
- Supporting access to services
- Improving access to and the effectiveness of one stop (OhioMeansJobs Centers) and program services and designating Local Workforce Development Boards as responsible for these improvements
- Empowering Local Workforce Development Boards to certify one stops (OhioMeansJobs Centers) every three years, using criteria that covers effectiveness, programmatic and physical accessibility, and continuous improvement
- Increasing public recognition by calling for the Department of Labor to establish a common identifier, also known as a “brand,” for the one-stop system to help job seekers and employers readily access services. The common identifier in conjunction with OhioMeansJobs will include the tagline, “A proud partner of the American Job Center network.”
- Requiring a minimum of 75 percent of State and Local youth funding to be used for out-of-school youth
- Eliminating Youth Councils, but encouraging Local Boards to designate a standing Youth Committee, including an existing Youth Council, to contribute a critical youth voice and perspective
- Requiring at least 20 percent of local Youth formula funds to be used for work experiences, such as summer and year-round employment, pre-apprenticeship, on-the-job training, or internships and job shadowing

During the transition from the Workforce Investment Act to WIOA, the state of Ohio created new framework for serving low-income Ohioans ages 16 to 24 through an integrated intervention program that combines the Temporary Assistance for Needy Families (TANF) program and the Workforce Innovation and Opportunity Act (WIOA) Youth program. Designed to assist one of Ohio’s most

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vulnerable populations, this new way to work is titled the Comprehensive Case Management and Employment Program (CCMEP).

CCMEP provides employment and training services to eligible, low-income individuals based on a comprehensive assessment of employment and training needs as well as a basic skills assessment. Participants are provided services to support goals outlined in their individual opportunity plan, which may include support to obtain a high school diploma, job placement, work experience, and other supportive services such as child care and transportation.

Effective July 1, 2016, individuals served by TANF and the WIOA Youth programs are now served through CCMEP as a single population under a consolidated system of service delivery.

Low-income in-school and out-of-school youth who are considered to have a barrier to employment and registered for a WIOA program, and participants in the Ohio Works First (OWF) program who are work-eligible are required to participate in CCMEP. In addition, the following individual's ages 16 to 24 may volunteer to participate in CCMEP: participants in the OWF program who are not work-eligible, and individuals receiving benefits or services through the prevention, retention, and contingency (PRC) program within 30 days of receiving a benefit.

The efforts of the Business Resource Network (BRN) provided businesses in Mahoning, Columbiana, Trumbull, Stark, and Tuscarawas Counties \$5,130,539.00 in leveraged resources and several hundred companies interviewed over the course of the four-year Workforce Innovation Fund (WIF) grant through the U.S. Department of Labor. The BRN, an innovation first established in Mahoning, Columbiana, and Trumbull Counties, was expanded in 16 counties in Ohio including Stark and Tuscarawas Counties from 2012 through October 2016. The Board worked to integrate these valuable services into the existing Business Services unit within the OhioMeansJobs Centers.

Lastly, WIOA calls for alignment of local area integration within regions identified by the state. Ohio designated the East Ohio Workforce Region and assigned three local workforce areas to this region. They include the local area that consists of Stark and Tuscarawas Counties (Workforce Area 6), the local area that includes Mahoning and Columbiana Counties (Workforce Area 17), and Trumbull County (Workforce Area 18).

This document will serve as the Regional Plan for the East Ohio Workforce Region and also includes all three local workforce area plans.

The Local Workforce Development Boards continue to move forward in their local implementation of the Workforce Innovation and Opportunity Act as well as the Comprehensive Case Management and Employment Program. The Business Resource Network (BRN) will also continue connecting employers with local services and assisting with their workforce needs. The Boards are mission-focused to continue to make excellent workforce development services available to both job seekers and employers in Mahoning, Columbiana, Trumbull, Stark, and Tuscarawas Counties.

Sources:

<https://www.doleta.gov/WIOA/Docs/WIOA-Factsheet.pdf>

https://www.doleta.gov/WIOA/Docs/WIOA_OneStop_FactSheet.pdf

https://www.doleta.gov/WIOA/Docs/WIOA_YouthProgram_FactSheet.pdf

<http://jfs.ohio.gov/owd/CCMEP/CCMEP-Fact-Sheet.stm>

Section 2: The Regional and Local Planning Process

The planning process to complete the 2016 WIOA East Ohio Region Workforce Development Plan and each of the three individual local plans included many steps over the course of several months. The Regional Plan and each Local Plan followed the state-approved template released within the “Workforce Innovation and Opportunity Act Policy Letter No. 16-03.” The templates served as the outline for each plan and helped to guide future meetings regarding the planning process.

The process began with an initial conversation regarding regional priorities and questions such as:

- What does the current landscape for workforce development look like in the region? What is working well? What goals have been most difficult to accomplish?
- What are the largest concerns regarding WIOA implementation?
- Beyond a regional plan and local plan that are compliant with WIOA, what does success look like at the end of the planning process?
- Are there external factors and/or initiatives that should be considered during the planning process? For example, are there state initiatives or policies that will impact regional and/or local planning efforts?

The initial conversation, coupled with the review of existing materials such as reports, policies, plans, and quantitative data, served as the basis for stakeholder engagement meetings. These meetings brought together the Workforce Development Board (WDB) members with local workforce, economic development, and education partners to further discuss the key elements of the local plan template. Similarly, local planning meetings were held with OhioMeansJobs partners and the local workforce development boards from all five counties, and regularly-scheduled phone calls were held to discuss the key elements of the regional plan template. These meetings and calls provided the stakeholder input needed to finalize each plan in preparation for public comment.

While WIOA’s requirement for regional planning is new, the region has a history of collaboration. The leadership and staff from all three local areas have worked together both formally on projects like the Business Resource Network expansion and informally, comparing notes and problem solving over the years. These existing relationships helped to smooth and strengthen the planning process and should lay the foundation for strong regional collaboration in support of this plan’s implementation.

Section 3: Descriptions of Regional Labor Market Information and Other Analysis

1-2-A regional analysis of economic conditions, existing and emerging in-demand industry sectors and occupations; and employment needs of employers in these sectors and occupations. Current labor force employment and unemployment data, labor market trends, and educational and skill levels of workforce, including individuals with barriers to employment. This section aligns with the first two requirements in the Regional Plan template under descriptions of regional labor market information and other analysis.

Economic Conditions

To analyze the economic conditions of the five counties comprising the region, and the region as a whole, employment, income, and poverty data were utilized. Figures 1 and 2 identify employment data and trends for the five counties that make up the region.

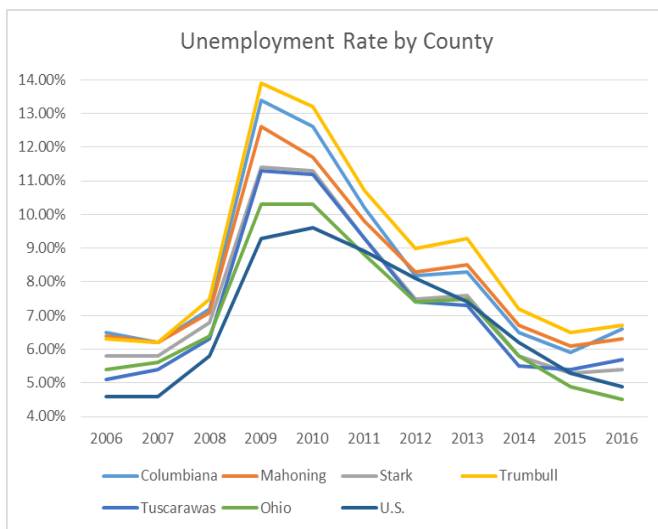


Figure 1

Source: U.S. Bureau of Labor Statistics, 2006-2016. <http://www.bls.gov/data>
EMSI Analyst 2016

The average annual unemployment rate for the five-county region followed a similar trend as both the state of Ohio and the United States from 2006 until 2016; however, the average regional rate is consistently higher than both the state and national average each year.

During this timeframe, only the counties of Stark and Tuscarawas had an unemployment rate lower than either the state or national rate. While the state of Ohio and the nation saw increases in unemployment between 2008 and 2009 due to the “Great Recession,” the region saw a much steeper increase (the regional unemployment rate nearly doubled during this one-year timeframe). This significant increase indicates that industries employing workers within the region may have been more affected by the recession than industries with a smaller regional footprint. Each county also shows an increase in unemployment from 2015 to 2016 while such an increase is not found in either the state or national rates. For county-specific annual figures on unemployment rate, labor force numbers, number of employed persons, and the number of unemployed persons please see Appendix A.

In addition to the economic concern that is indicated by the regional unemployment rate being higher than that of the state and nation, a second economic concern is the number of employed persons in the region. All five counties have fewer persons employed in 2016 than they did in 2006 with a total regional loss of 71,614 employed persons during this timeframe. This steady decline in the number of employed persons may indicate that workers, and potentially jobs, are leaving the region; however, it is important

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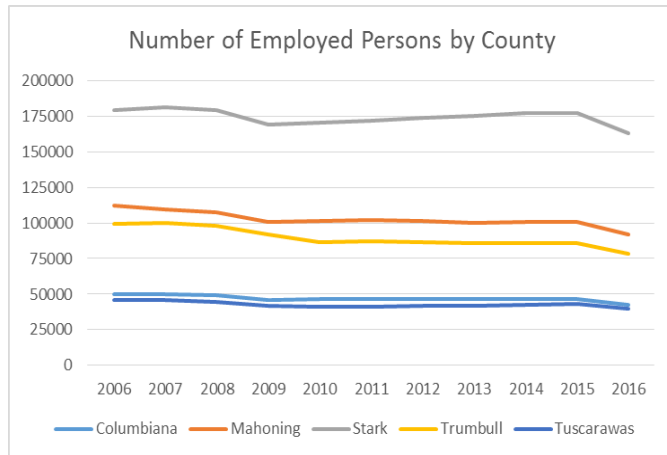


Figure 2
Source: U.S. Bureau of Labor Statistics, 2006-2016. <http://www.bls.gov/data>
EMSI Analyst 2016

to note that the national labor force participation rate has continually decreased since 2000. This national decline is expected to continue into the next decade. A major factor for this decline is the aging of the baby-boomer generation. In 2000, baby-boomers were a large portion of the workforce, falling into the high participation rate group of 36-to-54 years old. As the baby-boomer generation begins to retire, the overall participation rate is expected to decline. These factors contributing to the national trend may also be contributing to the decline in the number of people employed in the region.

Median Household Income and Poverty Rate

U.S. Census data for 2014 show the median household annual income in the region varied from roughly \$41,000 to just over \$46,000. All five counties fell below the state and national average for median household income. Tuscarawas County had a median household income lower than both the state and national averages but still led the region with the lowest poverty rate. Comparatively, Mahoning County had both the lowest median household income and the highest poverty rate in the region.

| Area | Median Household | Poverty Rate |
|------------|------------------|--------------|
| Columbiana | \$43,707 | 16.2% |
| Mahoning | \$41,350 | 17.9% |
| Stark | \$46,290 | 15.0% |
| Trumbull | \$43,226 | 17.3% |
| Tuscarawas | \$44,656 | 14.3% |
| Ohio | \$48,849 | 15.9% |
| U.S. | \$53,482 | 15.6% |

Table 1
Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

When compared to the state and national averages, the region had an average median household income approximately \$5,000 lower than the state average and \$10,000 less than the national average. Additionally, the region's poverty rate was roughly equal to that of the state but was one-half percent higher than the national average. This data, coupled with

employment data and data on the decreasing number of employed persons within the region, highlights the need to focus attention on the current and emerging industries within the region as these industries are likely to offer the most employment opportunities over the next ten years.

Existing Industries and Occupations

The largest existing industry across the region belongs to restaurants and other eating places. Of the top six industries in 2016, the restaurant industry employs more than five times as many workers as any other but offers the lowest average wages. Only two of the top six regional industries in 2016 (outpatient care centers and animal slaughtering and process) have an average salary higher than \$15.00 per hour. While each of the top six industries in 2016 are expected to grow between 2016 and

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2021, restaurants and other eating places show the slowest rate of growth, expecting growth to slow to one-eighth the rate the industry saw over the past ten years.

Existing Industries

| Industry | 2016 Jobs | 2006-2016 Growth | 2016-2021 | |
|--|--------------|---------------------|--------------------|---------------------|
| | | | Expected Growth | Current Earnings |
| Restaurants and Other Eating Places | 36,881 | 4,347 | 540 | \$16,163.40 |
| Other General Merchandise Stores | 6,788 | 2,661 | 954 | \$25,941.93 |
| Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities | 4,321 | 2,331 | 1,382 | \$24,600.25 |
| Individual and Family Services | 5,277 | 1,585 | 726 | \$27,154.70 |
| Animal Slaughtering and Processing | 3,034 | 1,368 | 395 | \$50,152.80 |
| Outpatient Care Centers | 3,532 | 1,040 | 747 | \$51,646.15 |

Table 2

Source: EMSI Analyst 2016

Looking at the most prominent industries offers some insight into the regional job market, but to gain a deeper understanding of the types of jobs that exist within the region, it is important to also analyze occupational data. Tables 3 and 4 identify the top regional occupations both by recent growth and by pure numbers of jobs.

Existing Occupations

| Industry | 2016 Jobs | 2006-2016 Growth # | 2006-2016 Growth % |
|-------------------------------|--------------|-----------------------|-----------------------|
| | | | |
| Fast Food and Counter Workers | 17,189 | 1,619 | 10% |
| Personal Care Aides | 2,618 | 805 | 44% |
| Telemarketers | 3,868 | 630 | 19% |
| Postsecondary Teachers | 2,962 | 609 | 26% |
| Waiters and Waitresses | 7,748 | 583 | 8% |

Table 3

Source: EMSI Analyst 2016

Over the past ten years, two occupational groups (nursing, psychiatric, and home health aides as well as fast food and counter workers) have more than twice the rate of growth than any other occupation within the region. These two occupational groups have the largest net growth; however, personal care aides, postsecondary teachers, and telemarketers show higher percentage growth over the past ten years.

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As indicated in Table 4 below, in terms of the pure number of current jobs within the region, food workers, retail salespersons, and cashiers top the list. Table 4 also identifies the typical entry level education requirements and the typical on-the-job training (OJT) opportunities for each occupation.

Education Requirements and Training for Occupations with Highest 2016 Employment

| Industry/Occupation | 2016 Jobs # | Typical Entry Level Education | Typical On-The-Job Training |
|---|-------------|-----------------------------------|-----------------------------------|
| Combined Food Preparation and Serving Workers, Including Fast Food | 15,452 | No formal educational credential | Short-term on-the-job training |
| Retail Salespersons | 14,675 | No formal educational credential | Short-term on-the-job training |
| Cashiers | 11,080 | No formal educational credential | Short-term on-the-job training |
| Registered Nurses | 8,979 | Bachelor's degree | None |
| Office Clerks, General | 8,506 | High school diploma or equivalent | Short-term on-the-job training |
| Waiters and Waitresses | 7,748 | No formal educational credential | Short-term on-the-job training |
| Heavy and Tractor-Trailer Truck Drivers | 7,716 | Postsecondary nondegree award | Short-term on-the-job training |
| Secretaries and Administrative Assistants, Except Legal, Medical, and Executive | 7,085 | High school diploma or equivalent | Short-term on-the-job training |
| Nursing Assistants | 6,848 | Postsecondary nondegree award | None |
| Janitors and Cleaners, Except Maids and Housekeeping Cleaners | 6,733 | No formal educational credential | Short-term on-the-job training |
| Team Assemblers | 6,625 | High school diploma or equivalent | Moderate-term on-the-job training |
| Laborers and Freight, Stock, and Material Movers, Hand | 6,548 | No formal educational credential | Short-term on-the-job training |
| Home Health Aides | 6,384 | No formal educational credential | Short-term on-the-job training |
| Stock Clerks and Order Fillers | 5,979 | No formal educational credential | Short-term on-the-job training |
| General and Operations Managers | 5,059 | Bachelor's degree | None |

Table 4

Source: EMSI Analyst 2016

Each of the top three occupations require no formal education or credential and offer only short-term OJT opportunities. The top occupations requiring more than a high school diploma but less than a college degree include heavy and tractor-trailer truck drivers and nursing assistants. The top occupations requiring a bachelor's degree include registered nurses and general/operations managers. Only one occupation (team assemblers) offers more than short-term OJT opportunities, indicating that OJT opportunities are not widely offered for the top occupations within the region.

Emerging Industries and Occupations

Emerging industries are those which are expected to offer the most growth over the next five years. Table 5 offers a look at the top six industries in terms of expected growth between 2016 and 2021. Five of the six emerging industries are expected to outpace the growth they experienced over the past ten years with the only exception being other general merchandise stores. The greatest increase in growth is with home health care services, which is expected to more than double the growth rate experienced over the past ten years. Interestingly, half of the emerging industries within the region are within healthcare. Only one emerging industry (outpatient care centers) has an average wage of more than \$15.00 per hour.

Emerging Industries

| Industry | 2016 | 2006- | 2016-2021 | Current Earnings |
|--|-------|-------------|-----------------|------------------|
| | Jobs | 2016 Growth | Expected Growth | |
| Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities | 4,321 | 2,331 | 1,382 | \$24,600 |
| Business Support Services | 5,512 | 938 | 1,126 | \$29,248 |
| Home Health Care Services | 4,543 | 519 | 1,037 | \$28,771 |
| Other General Merchandise Stores | 6,788 | 2,661 | 954 | \$25,942 |
| Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly | 3,918 | 933 | 795 | \$27,159 |
| Outpatient Care Centers | 3,532 | 1,040 | 747 | \$51,646 |

Table 5
Source: EMSI Analyst 2016

As with existing industries and occupations, emerging industries data should be combined with emerging occupations data to offer a more complete picture of the expected future job market within the region.

According to Table 6, the two occupations showing the largest amount of jobs in the year 2021 are nursing, psychiatric, and home health aides as well as fast food and counter workers. The largest net growth in job numbers (1,367) can also be expected with nursing, psychiatric, and home health aides; however, personal care aides expect the largest percent growth (32%) over the next five years. As with emerging industries, the healthcare sector plays a prominent role in emerging occupations within the region. The East Ohio Region is well positioned to address the growth in healthcare occupations, and address the training and development needs for in-demand occupations in healthcare. Training provided through local Ohio Department of Higher Education institutions address all levels of occupations within the health career pathway, and the majority of Individual Training Accounts support in-demand healthcare training.

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Emerging Occupations

| Industry | 2021 Jobs | 2016-2021 Growth # | 2016-2021 Growth % |
|---|-----------|--------------------|--------------------|
| Nursing, Psychiatric, and Home Health Aides | 14,925 | 1,367 | 10% |
| Personal Care Aides | 3,462 | 844 | 32% |
| Telemarketers | 4,526 | 658 | 17% |
| Customer Service Representatives | 4,603 | 285 | 7% |
| Fast Food and Counter Workers | 17,462 | 273 | 2% |
| Therapists | 2,526 | 241 | 11% |

Table 6

Source: EMSI Analyst 2016

Industries and Occupations in the Manufacturing Sector

The emerging industries and occupations identified above include all sectors of the economy; however, given the importance of manufacturing to the region, it is important to identify the types of manufacturing industries and occupations that currently exist and those which are growing at the highest levels throughout the region.

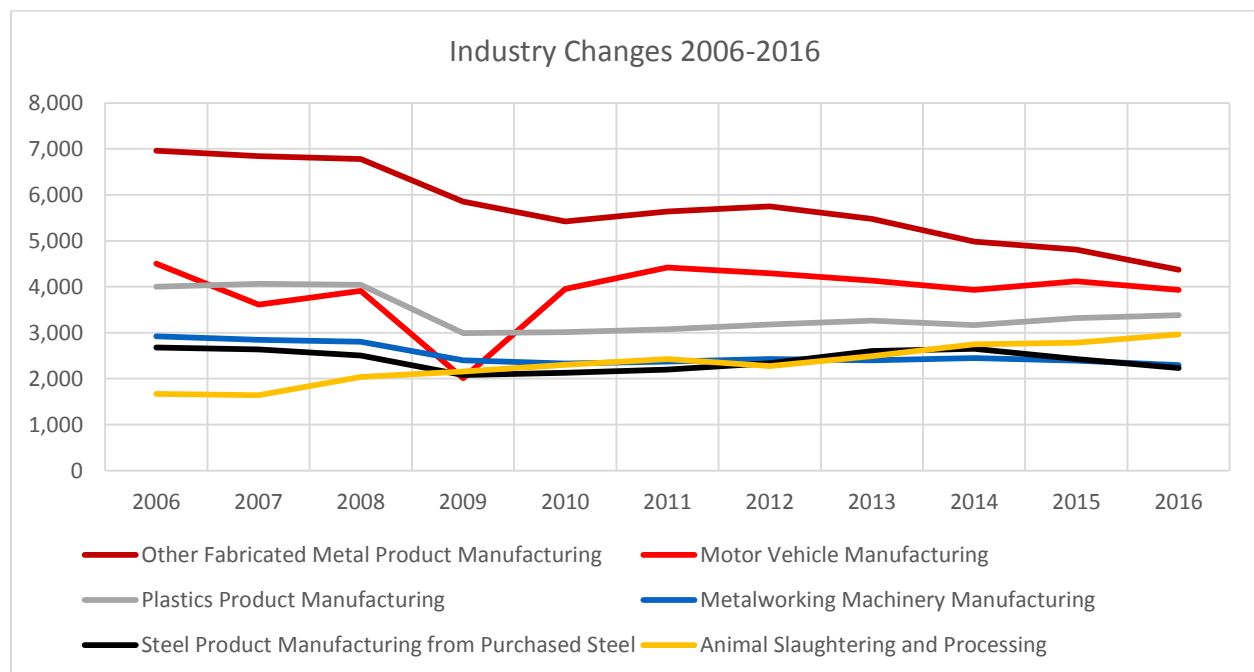


Table 7

Source: EMSI Analyst 2016

The largest regional industries within the manufacturing sector include the manufacturing of fabricated metal products, motor vehicles, plastic products, metalworking machinery, and steel products, as well as the slaughtering and processing of animals. The economy, overall, declined in 2009, but recovered dramatically through 2011, because of oil and gas related activity due to drilling in the Utica Shale region. Technology contributed to the increase of productivity as industry regained some footing after the Great Recession. While the six manufacturing industries have not witnessed a full recovery to 2006

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levels, most have recovered significantly, and one industry, animal slaughtering and processing, has increased.

On a similar note, the top individual manufacturing occupations across the region have been showing a general decline in the number of jobs over the past decade. Five of the top six occupations show double-digit percentage decrease in the number of jobs over the past decade. Only the packaging and filling machine operators and tenders occupation has grown over the past decade, showing 24% (1,863 jobs) growth. It is important to note, however, that this doesn't account for replacement of retiring workers. Additionally, of the top six manufacturing occupations in the region, three pay a median hourly rate of \$15.00 per hour or higher. Local Workforce Boards recognize the value of many manufacturing occupations as they provide health and retirement benefits that contribute to family self-sufficiency. Additionally, many manufacturers support career pathways through tuition reimbursement programs, which allow workers to advance without incurring additional student debt.

Existing Manufacturing Occupations (excluding food processing and preparation)

| Occupation | 2016 Jobs | 2006-2016 Growth # | 2006-2016 Growth % | Median Hourly Earnings |
|---|-----------|--------------------|--------------------|------------------------|
| Team Assemblers | 5,734 | -1,285 | -18% | \$14.43 |
| First-Line Supervisors of Production and Operating Workers | 2,474 | -581 | -19% | \$25.31 |
| Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic | 1,881 | -864 | -31% | \$15.84 |
| Packaging and Filling Machine Operators and Tenders | 1,863 | 364 | 24% | \$12.82 |
| Laborers and Freight, Stock, and Material Movers, Hand | 1,624 | -251 | -13% | \$12.11 |
| Inspectors, Testers, Sorters, Samplers, and Weighers | 1,590 | -420 | -21% | \$17.74 |

Table 8

Source: EMSI Analyst 2016

While Table 7 and Table 8 indicate the region's top existing industries and occupations within manufacturing, the following two tables identify the region's top emerging industries and occupations within manufacturing.

The forecast for the next five years is a noteworthy contrast to the past ten years with double-digit anticipated growth in several sectors.

The manufacturing industry expected to experience the most growth between 2016 and 2021 is motor vehicle body and trailer manufacturing followed by animal slaughtering and processing, which are projected to grow by 595 and 380 jobs respectively. Interestingly, animal slaughtering and processing appears on both the existing and emerging manufacturing industries tables due to a combination of its large regional employment, recent growth, and expected future growth.

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Emerging Manufacturing Industries (excluding food processing and preparation)

| Industry | 2021 Jobs | 2016-2021 Growth # | 2016-2021 Growth % |
|--|-----------|-----------------------|-----------------------|
| Motor Vehicle Body and Trailer Manufacturing | 2,368 | 595 | 34% |
| Animal Slaughtering and Processing | 3,343 | 380 | 13% |
| Petroleum and Coal Products Manufacturing | 925 | 144 | 18% |
| Foundries | 2,226 | 132 | 6% |
| Cutlery and Handtool Manufacturing | 845 | 122 | 17% |
| Boiler, Tank, and Shipping Container Manufacturing | 1,108 | 109 | 11% |

Table 9

Source: EMSI Analyst 2016

The list of regional manufacturing occupations expected to experience the most growth between 2016 and 2021 is topped by petroleum pump system operators, refinery operators, and gaugers, which is expected to add 20 new jobs, an increase of 27%. Of the top six emerging occupations, four offer median hourly earnings above \$15.00 per hour, with petroleum pump system operators, refinery operators, and gaugers also topping the list at \$28.21 per hour.

Emerging Manufacturing Occupations (excluding food processing and preparation)

| Occupation | 2021 Jobs | 2016-2021 Growth # | 2016-2021 Growth % | Median Hourly Earnings |
|---|-----------|-----------------------|-----------------------|------------------------------|
| Petroleum Pump System Operators, Refinery Operators, and Gaugers | 94 | 20 | 27% | \$28.21 |
| Painters, Transportation Equipment | 88 | 15 | 21% | \$19.45 |
| Cleaners of Vehicles and Equipment | 235 | 11 | 5% | \$10.82 |
| Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic | 94 | 8 | 9% | \$20.39 |
| Driver/Sales Workers | 80 | 5 | 7% | \$10.75 |
| Structural Metal Fabricators and Fitters | 319 | 4 | 1% | \$18.47 |

Table 10

Source: EMSI Analyst 2016

Recognizing the economic impact of the manufacturing industry, the Area 17 and 18 Workforce Development Boards have partnered with regional manufacturers to form a sector partnership known as the Mahoning Valley Manufacturers Coalition to garner real-time insight about workforce and skill demands. This has proved valuable over the past five years and has allowed the boards and training providers to calibrate their efforts accordingly.

Local manufacturers see the recruitment of qualified employees into the various skilled trades occupations required to operate their businesses as “a common problem that will likely be the largest single issue in their ability to service their customers and maintain or grow their businesses.” This issue

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will be further exacerbated by an upcoming wave of retirements and a rapidly aging workforce. Without a qualified workforce to support area manufacturers, the region's economy is at risk.¹

The workforce boards in the East Ohio Region also understand the rapid changes industry may experience as new technology emerges. America Makes, the first of the Manufacturing USA institutes that are charged with diffusing the technology and supporting the skill acquisition that follows, is located within the region and is focused on additive and 3-D manufacturing. Other technologies (digital, light weighting, energy, etc.) also will disrupt industry, and it will be even more important to maintain strong communication with manufacturers and the intermediaries like America Makes and Tech Belt Energy Innovation Center to understand their evolving needs and adjust workforce strategies accordingly.

Education and Skill Level of the Workforce

Among high demand jobs in this region, approximately 25% require less than a high school degree. Roughly 30% require a high school diploma or equivalent, 10% require a postsecondary non degree award, and 12% require an associate's degree or higher.² Just over 75% of these jobs require some type of training.

The regional data on educational attainment shows that 54% of individuals within the region have a high school diploma or less. This figure aligns with the percent of high demand jobs requiring a high school diploma or less. Approximately 26% have completed at least an associate's degree, which is more than double the percent required for high demand jobs in the region. This is a positive sign in terms of the region's workforce being prepared for occupations requiring associate-level skills.

| Educational Attainment (Q4 2015) | | |
|----------------------------------|-----------------|--------|
| Education Level | 2015 Population | 2015 % |
| Less Than 9th Grade | 25,124 | 4% |
| 9th to 12th Grade | 59,864 | 8% |
| High School Diploma | 297,055 | 42% |
| Some College | 141,683 | 20% |
| Associate's Degree | 54,028 | 8% |
| Bachelor's Degree | 88,225 | 12% |
| Graduate Degree and Higher | 43,888 | 6% |

Table 11

Source: EMSI Analyst 2016

¹ From the Oh-Penn Manufacturing Collaborative 2016 Action Plan

² A total of 50 occupations with the highest projected job growth from 2014-2019 are included in this analysis. These occupations are with 5 digit SOC code. EMSI Analyst 2014.

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Table 12 below identifies the educational attainment levels for individuals with disabilities. The regional averages for the percentage of individuals with disabilities at each educational level is consistent to that of the state; however, the region does have slightly more individuals with disabilities achieving a high school diploma or less and slightly less with college experience or degrees. The counties of Mahoning and Stark show the largest percentage of individuals with disabilities having college experience or degrees.

Educational Attainment for Individuals with Disabilities

| County | Individuals with Disabilities | | | | | |
|--------------|-------------------------------|--|----------------|------------|-------------------------------|-------------------|
| | % of Pop. with a Disability | % of Disabled not in Labor Force/ Unemployed | Less than H.S. | H.S. Grad. | Assoc. Degree or some College | Bachelor's Degree |
| Columbiana | 19.2% | 75.4% | 25.0% | 49.4% | 19.4% | 6.3% |
| Mahoning | 18.2% | 74.4% | 21.3% | 43.2% | 25.0% | 10.5% |
| Stark | 15.6% | 71.7% | 21.7% | 44.1% | 23.6% | 10.6% |
| Trumbull | 17.2% | 79.1% | 20.9% | 49.0% | 21.5% | 8.6% |
| Tuscarawas | 15.7% | 72.1% | 24.0% | 51.2% | 17.4% | 7.5% |
| Regional Avg | 17.2% | 74.5% | 22.6% | 47.4% | 21.4% | 8.7% |
| Ohio | 15.8% | 72.9% | 23.2% | 41.2% | 24.4% | 11.2% |

Table 12

Source: US Census Bureau, American Community Survey, Table S1811, 2010-2014 5-Year Estimates

Individuals with Barriers to Employment

Assisting regional residents who have barriers to employment is vital to the success and advancement of a region's workforce development initiatives. Two barriers, individuals living in poverty and English language learners, are addressed in Table 13.

The regional average of individuals living in poverty is nearly identical to that of the state (13.6 % and 13.9% respectively). Mahoning County contains the largest percentage of individuals living in poverty across the region, with Tuscarawas containing the lowest percentage (15.1% and 12.2% respectively).

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The average regional percentage of individuals that speak English less than “very well” is 37.5% lower than that of the state (1.5% and 2.4% respectively), indicating that the region may experience less of a demand for assisting English language learners than other regions across the state.

Individuals Living in Poverty and English Language Learners

| County | Individuals Living in Poverty | | English Language Learners |
|--------------|-------------------------------|--|-------------------------------------|
| | % of Pop. Living In Poverty | % of in Poverty not in Labor Force/ Unemployed | Speak English Less than “Very Well” |
| Columbiana | 13.9% | 72.6% | 0.9% |
| Mahoning | 15.1% | 70.1% | 2.3% |
| Stark | 12.8% | 67.4% | 1.0% |
| Trumbull | 13.9% | 70.6% | 1.3% |
| Tuscarawas | 12.2% | 65.1% | 2.1% |
| Regional Avg | 13.6% | 69.2% | 1.5% |
| Ohio | 13.9% | 68.9% | 2.4% |

Table 13

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

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3-4-The following information aligns with the last two requirements under the description of regional labor market information and other analysis of the Regional Plan Template. It provides analysis of workforce development activities, including education and training in the region. Presented are the strengths and weaknesses of the workforce development system, alignment of education and training with employment needs, and the capacity to provide education and training activities that address the education and skill needs of the workforce.

The strength of the local workforce development system lies in the region's ability to support innovative program development by seeking additional partnerships and being proactive in aligning efforts to local workforce needs. In response to the need for workforce development activities, and the need to align education and training activities to address employer needs, the East Ohio Region has pursued community partnerships, innovative workforce development projects, and has competitively secured grant funding to support innovative workforce solutions. The following outlines the programs and activities that show the successful alignment of education, training, and workforce development in the East Ohio Region.

The East Ohio Region has successfully attracted attention from the U.S. Department of Labor in recent years. This is demonstrated in many ways, but most tangibly in the form of several grant awards, including:

- The Business Resource Network (BRN) Workforce Innovation Fund grant – awarded in 2012, this four-year grant was led by Area 6 and replicated the BRN model first developed in Areas 17 and 18 into four other areas across Ohio. A more detailed explanation of the BRN concept is included on page 22.
- Oh-Penn Pathways to Competitiveness Workforce Innovation Fund grant – also awarded in 2012, this grant project facilitated the interstate collaboration among Areas 17 and 18 with the local workforce development area comprised of Mercer and Lawrence Counties in Pennsylvania in support of manufacturing sector partnerships and career pathways.
- The Greater Oh-Penn Network American Apprenticeship Initiative grant – most recently, Areas 17 and 18 were part of a collaborative proposal in support of expanding apprenticeships across 14 counties and five local workforce development areas. This project is described on the next page.

The East Ohio Region has successfully engaged with new and existing sector partnerships. Sector partnerships are regional, employer-driven partnerships of industry, education and training, and other stakeholders that focus on the workforce needs of key industries in a regional labor market. Through these sector partnerships, the workforce system is better able to understand the common occupational and skill demands of regional employers, create collaborative solutions, garner employer feedback about programs, and adjust to changes in demand.

- OhioMeansJobs Stark partnered with Plumbers and Pipefitters Local Union 94 to address the shortage of trained and qualified welders/pipefitters in the construction industry, and established an accelerated pre-apprenticeship welder training program. As a new venture for the local union, the program is a way of providing good training within a short period to help meet more immediate demand, but also to grow the number of apprentices who will be part of the Union's United Association.

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- The Mahoning Valley Manufacturers Coalition (MVMC) was formed in September 2011. The group is led by 20 Founding Companies who formed the group to address critical manufacturing workforce shortages. Since its founding, the group has grown to nearly 100 members and includes not only additional manufacturers, but also workforce, education, and economic development organizations. Areas 17 and 18 initially supported the strategic planning process that MVMC led with funding secured through the Walmart Foundation. The group remained committed to implementing the plan and, now at the five-year mark, has accomplished more than 90% of the original strategic plan, attracted nearly \$20 million in support of its efforts, and—most importantly—aligned many partners around a common agenda. This has resulted in increased enrollments, changes in curriculum, new program development, and an increase of nearly 25% in public workforce investment training dollars in support of manufacturing careers in demand.
- Oh-Penn Manufacturing Collaborative represents the interstate collaborative of two sector partnerships (MVMC and the Industry Partnership of Mercer and Lawrence Counties) working together toward common objectives. The groups came together during the initial strategic planning process and formed joint action teams to lead the implementation of the strategic priorities, many of which were supported first by the Workforce Innovation Fund grant and now the American Apprenticeship Initiative grant.
- With many partners at the table, OhioMeansJobs Trumbull’s partnership with the International Brotherhood of Electrical Workers (IBEW) for apprenticeships, allows partners to provide input into the industry and the direction the training needs to take to stay current. This provides real time feedback into what the industry needs to train its apprentices on.

The East Ohio Region has been engaged in the development of career pathways in high demand industries, particularly in manufacturing. Career pathways are an integrated collection of programs and services intended to develop students' core academic, technical and employability skills; provide them with continuous education, training; and place them in high-demand, high-opportunity jobs.

Through MVMC, manufacturers have collaborated with education and workforce development partners to improve and develop programs and create a career pathways “system.” This work started with employers identifying their current and projected needs across occupations. They identified critical shortages in machining occupations. This led to an extensive Skills Gap Analysis to identify the specific skills and competencies needed for current positions in demand as well as an asset map to understand where current programs were offered.

The analysis revealed a large gap at the entry level—individuals lacked general work readiness skills (written and verbal communication, working as a team, understanding workplace culture, and so on), the basic technical skills needed in a manufacturing environment, as well as at more advanced levels (safety and quality awareness, mechanical aptitude, precision measurement, etc.).

Manufacturers also visited each school to assess the strengths and weaknesses of each program—including their equipment, instructor capabilities and credentials, and program curriculum.

This process culminated in a Machining Career Pathways Report, which included recommendations for program development and improvement. Thus, the Manufacturing Readiness Program and Eastern Gateway Community College’s Machining Associate Degree program were developed. Furthermore, the

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region's Ohio Technical Centers collaborated to develop a common curriculum for their 900-hour adult Machining Program. Manufacturers requested a hands-on learning component be added and committed to providing opportunities for students within their facilities; educators incorporated industry-recognized credentials; and instructors were provided with professional development opportunities.

The East Ohio Region has developed and supported registered apprenticeship through the American Apprenticeship Initiative (AAI).

As a natural extension of the career pathways work and the continued demand for more structured, hands-on learning the MVMC pursued and was awarded an American Apprenticeship Initiative (AAI) grant, which aims to markedly increase manufacturers' ability to meet their needs for highly-skilled and credentialed employees and willingness to use customized registered apprenticeship models.

The AAI grant will address specific gaps in available skills and training, as well as barriers to apprenticeship adoption, by leveraging existing infrastructure and partnerships and utilizing a diverse array of resources to: (a) increase manufacturing apprenticeships through strategic support functions, incentives, outreach, and education, (b) fill critical gaps through targeted recruitment of workers from specific demographics—including veterans, unemployed, underemployed and low-skilled individuals, and foster children, and (c) increase community colleges' capacity to provide more agile and responsive Related Technical Instruction.

The goal over the course of five years (October 2015 – September 2020) is to register 300 new apprentices while testing several innovations, which include developing competency-based and group-sponsored Registered Apprenticeship programs and positioning the Manufacturing Readiness program as pre-apprenticeship program within the overall career pathway system.

The region recognizes the power of partnerships and has intentionally pursued partnerships with community-based organizations to expand its reach to targeted populations, improving outreach and access to services provided by the OhioMeansJobs delivery system. Some examples of these partnerships include:

- Canton Regional Chamber of Commerce's Education Committee is a partnership of employers, K-12 educators, workforce development, Junior Achievement, and higher education representatives, and engages students with business leaders to provide insights into securing internships as part of the Canton City Schools Early College High School program.
- The JobsNow Workforce Initiative, in coordination with the Youngstown Warren Chamber of Commerce and the local television station WKBN, profiles jobs or training programs available in the area.
- Educators in the Workplace program matches local teachers with manufacturers during a few weeks each summer, where teachers learn about manufacturing then apply to lessons taught back in the classroom.
- Northeastern Ohio Council on Higher Education (NOCHE) Internship Clearinghouse provides the basic skills sets needed to address the future needs of employers through work-based learning experiences.
- Guidance Counselor Boot Camp allows high school guidance counselors to gain firsthand knowledge and experience about industry by visiting various manufacturers in the region, and then taking the message back to students, other educators, and parents. The program is

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developing a direct conduit between local manufacturers and students via their schools' guidance and career counseling departments.

- Tuscarawas County Commissioner/Chief Elected Official Kerry Metzger has spearheaded efforts through the Tuscarawas County Community Improvement Corporation (CIC) to bring business, education, and community partners including the Stark Tuscarawas Workforce Development Board together to address skill gaps and workforce challenges in Tuscarawas County. This work will continue to move forward over the next several years and is focused on bridging K-12 programs to better expose and connect students with career opportunities in Tuscarawas County.
- Various programs to assist the incarcerated population re-enter the workforce including: retraining programs with Trumbull County Corrections and Indian River Juvenile Correctional Facility (Stark County); partnership with Stark County Re-entry Court; and the location of a satellite OhioMeansJobs Center within the Community Corrections Association, Inc., in Youngstown, Ohio.

The East Ohio Region is proactively seeking additional funding, outside of regular formula funds, to support innovation and address service gaps. As a result, the Region has benefited from several State of Ohio Investments and Grants including:

- Industry Workforce Alliance pilot – In 2014, the Governor's Office of Workforce Transformation, through the Ohio Department of Job and Family Services, awarded six Industry Workforce Alliance pilot grants. MVMC—in partnership with Areas 17 and 18—was selected as the pilot for Northeast Ohio. The grant focused on the development of a common curriculum across the Ohio Technical Centers' adult machining programs and further refinement of a Manufacturing Readiness program to prepare individuals to enter manufacturing career pathways.
- The region has also received grant funding for other program-specific initiatives such as Ohio Bureau of Workers Compensation's employer safety grants, Ohio Development Services Agency's incumbent worker training grants, and the Ohio Works First (OWF) program, providing financial assistance to the Temporary Assistance to Needy Families (TANF) program participants.

The region reports strong engagement amongst education and training providers to meet the current and future employment needs of the region's employers. The East Ohio Region boasts one comprehensive state university, Youngstown State University, five regional campuses of Kent State University, two community colleges, and six career and technical centers, as well as several private colleges and universities. Education and training providers are engaged as partners in the regional OhioMeansJobs delivery system, and provide employer engagement, assistance in building career pathways, help to increase work-based learning opportunities, and react proactively to the changing needs for customized, incumbent worker training as well as training and education for current and future industry needs.

During engagement exercises with local and regional stakeholders a few areas for improvements were recognized. The Region recognizes the need to increase awareness of the OhioMeansJobs Centers and partner programs, and OhioMeansJobs.com, and overcome perception that the OhioMeansJobs system is just for unemployed or people who do not already have training and/or education. Another need is for an increased, more concentrated effort on developing partnerships with the K-12 education partners, and to increase the number of referrals to ABLE programming. While some progress has been made

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regionally, there is still room to expand upon this partnership. There is also a need to further integrate soft-skill and job-readiness training into all programs supported by the OhioMeansJobs system and core partners and programs. While there have been great efforts to bring the workforce system together with education partners and industry representatives, developing more robust education/industry partnerships would certainly help drive these efforts further. Along these same lines, there is recognition that a better understanding and communication of career pathways and in-demand occupations would assist the region to serve its job seekers and business clients more cohesively. Finally, the need for better alignment of assessment tools across programs was recognized as an area to build upon across the region.

K-12 engagement and partnerships will be improved upon within the region through Comprehensive Case Management and Employment Program (CCMEP) activities with TANF-eligible in-school youth. The coordination of CCMEP activities such as paid work experience and internships between the CCMEP lead agencies, Workforce Development Boards, schools, and local employers may provide opportunities for young adults to secure unsubsidized employment upon graduation. Other strategies for K-12 engagement will be developed over the next four years as the region continues to expand activities under the CCMEP umbrella to serve young adults who are most in need of educational and employment-related services. CCMEP also brings opportunities for philanthropic collaboration to serve young adults. The Sisters of Charity Foundation in Canton have been champions to programs serving vulnerable populations. The Foundation has a history of statewide community collaboration through its Quality Child Care Initiative and Supporting Partnerships to Assure Ready Kids (SPARK). The Foundation has recently been interested in supporting more intensive case management programs that assist low-income families in becoming employed. The region has other examples of philanthropic partnerships such as the Mahoning Valley Manufacturing Coalition and the Wean Foundation. These partners established a manufacturing readiness initiative to develop Certified Production Technicians in the Mahoning Valley. The Workforce Development Boards within the region will continue to connect with philanthropic organizations and collaborate on workforce-related initiatives.

In summary, the East Ohio Region will continue to work with the local workforce areas and across the region to address workforce development needs. The region will continue to align with education and training providers to address employers' needs, and build capacity to provide services to all populations served by the OhioMeansJobs delivery system. The region will continue to support community-based partnerships and pursue grant funding to supplement the programming. Strategies listed in the following pages will outline how the region can maximize and leverage resources and increase coordination to develop a high-demand, skilled workforce which can support the needs of business and industry across the region.

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

The following analysis shows demographic and use patterns of the OhioMeansJobs Centers in the East Ohio Region. A summary of OhioMeansJobs operational data from July 1, 2015 to June 30, 2016 follows the analysis.

The Stark and Tuscarawas OhioMeansJobs Centers (Area 6) have the highest volume of daily visits from job seekers on average with 150, followed by Mahoning and Columbiana (Area 17) with 56 and Trumbull (Area 18) with 43. First time customers comprise 32-33% of all individual customers across the region.

Looking deeper into first time customers, the OhioMeansJobs Stark and Tuscarawas Centers see the largest percentage of job seekers identifying as having a disability. The same goes for those identifying as having a high school diploma or GED; however, OhioMeansJobs Mahoning and Columbiana show the largest percentage identifying as college graduates. All three areas show a similar percentage of: a) individuals identifying as receiving Ohio Works First (OWF)/Temporary Assistance to Needy Families (TANF) (OWF/TANF data for Area 17 not tracked) and b) being 55 years of age or older.

Area 6 shows 10% of first time customers having a disability as compared to 15.7% of the area's population having a disability. Area 17 shows 2% and 18.7% and Area 18 shows 4% and 17.2% respectively. While Area 6 has the smallest percentage of the total population having a disability they show the largest percentage of first time customers identifying as such.

The region indicates 42% of individuals as having a high school diploma or GED. This percentage falls in the middle of the indicated number of OhioMeansJobs customers having a high school diploma or GED as indicated by the three areas. The regional percentage (12%) of individuals with a college degree also falls between the percentages of Area 6 and Area 18 OhioMeansJobs customers identifying the same (13% and 9% respectively); however, Area 17 indicates that 23% of their customers identify as a college graduate.

One interesting finding is that both Area 6 and Area 18 show the percentage of first time customers receiving OWF/TANF funding as being roughly one-fourth of the percentage of the population living in poverty (similar data not tracked for Area 17).

OhioMeansJobs Center Data:

Area 6 – OhioMeansJobs Stark and Tuscarawas Counties

- average visits per day - 150
- individual customers – 9,882
- first time customers – 3,137 (32% of individual customers)
- of first time customers (a customer may fall into more than one category)
 - disability – 10%
 - unemployed – 79%
 - OWF/TANF recipient – 3%
 - 55 years and older – 19%
 - without a high school diploma (students and dropouts) 15%
 - with a high school diploma/GED – 67%
 - college graduate – 13%

Area 17 – OhioMeansJobs Mahoning and Columbiana Counties

- average visits per day - 56
- individual customers – 12,539
- first time customers – 4,144 (33% of individual customers)
- of first time customers (a customer may fall into more than one category)
 - disability – 2%
 - unemployed – 23%
 - OWF/TANF recipient – data not tracked
 - 55 years and older – 23%
 - without a high school diploma (students and dropouts) – 5%
 - with a high school diploma/GED – 33%
 - college graduate – 23%

Area 18 – OhioMeansJobs Trumbull County

- average visits per day - 43
- individual customers – 3,312
- first time customers – 1,059 (32% of individual customers)
- of first time customers (a customer may fall into more than one category)
 - disability – 4%
 - unemployed – 31%
 - OWF/TANF recipient – 4%
 - 55 years and older – 17%
 - without a high school diploma (students and dropouts) – 11%
 - with a high school diploma/GED – 35%
 - college graduate – 9%

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

Section 4: Descriptions of Regional Strategies

Section 4 aligns with the second part of the requirements for regional plans from the Regional Plan template – descriptions of regional strategies. This section is a combination of regional strategies and descriptions of how the region’s workforce areas will comply with the guidance offered in the regional plan template.

To address the requirements of the WIOA planning process as outlined in Policy Letter No. 16-03, the East Ohio Region has outlined a series of strategies. These strategies are:

Regional Strategy #1: The East Ohio Region will align regional resources, working with core programs and required partners, to provide enriched and cohesive services to job seekers.

Regional Strategy #2: Increase reach to more job seekers by utilizing shared outreach strategies around mutual services and facilitate access to services provided through the OhioMeansJobs delivery system through the use of technology and other means.

Regional Strategy #3: Identify/develop communication channels to increase awareness of in-demand occupations and related career pathways.

Regional Strategy #4: Establish joint regional service strategies by sharing best practices on policy and service design for work-based training programs and individual training accounts.

Regional Strategy #5: Further enhance employer engagement in the East Ohio Region.

Regional Strategy #6: Identify opportunities to reduce administrative costs regionally.

Regional Strategy #7: The East Ohio Region will share best practices and design collaborative strategies to engage and build the capacity of the local boards.

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

With these programs, in addition to others, Ohio’s combined workforce plan will improve outcomes for students, adults and employers by better coordinating local workforce administrators, caseworkers and K-12 educators. The goals of the combined plan are:

- Help more Ohioans compete for quality jobs that pay a family-sustaining wage and lead to career advancement;

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- Remove barriers to education and employment for individuals;
- Help Ohio employers find the talent they need to succeed and grow; and
- Provide effective and efficient job training aligned to in-demand occupations and employer needs resulting in workplace-valued credentials.

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

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

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

Regional Strategy #1: The East Ohio Region will align regional resources, working with core programs and required partners, to provide enriched and cohesive services to job seekers.

- Aligns with State Combined Plan's goals of helping more Ohioans compete for quality jobs that pay a family-sustaining wage and lead to career advancement, and removing barriers to education and employment for individuals. Also aligned in this regional goal are reform principles 1, 2, 3, 4, 5, 7, 8, 9, and 10.

Regional Strategy #2: Increase reach to more job seekers by utilizing shared outreach strategies around mutual services and facilitate access to services provided through the OhioMeansJobs delivery system through the use of technology and other means.

- Aligns with State Combined Plan's goals of helping more Ohioans compete for quality jobs that pay a family-sustaining wage and lead to career advancement, and removing barriers to education and employment for individuals. Also aligned in this regional goal are reform principles 1, 2, 3, 4, 5, 7, 8, and 10.

Regional Strategy #3: Identify/develop communication channels to increase awareness of in-demand occupations and related career pathways.

- Aligns with State Combined Plan's goals of helping more Ohioans compete for quality jobs that pay a family-sustaining wage and lead to career advancement, helping Ohio employers find the talent they need to succeed and grow, and providing effective and efficient job training aligned to in-demand occupations and employer needs resulting in workplace-valued credentials. Also aligned in this regional goal are reform principles 1, 2, 3, 4, 5, 6, 7, and 8.

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Regional Strategy #4: Establish joint regional service strategies by sharing best practices on policy and service design for work-based training programs and individual training accounts.

- Aligns with State Combined Plan’s goals of removing barriers to education and employment of individuals, helping Ohio employers find the talent they need to succeed and grow, and providing effective and efficient job training aligned to in-demand occupations and employer needs resulting in workplace-valued credentials. Also aligned in this regional goal are reform principles 1-10.

Regional Strategy #5: Further enhance employer engagement in the East Ohio Region.

- Aligns with State Combined Plan’s goals of helping Ohio employers find the talent they need to succeed and grow; and providing effective and efficient job training aligned to in-demand occupations and employer needs resulting in workplace-valued credentials. Also aligned in this regional goal are reform principles 1, 3, 4, 5, 6, 7, 8 and 10.

Regional Strategy #6: Identify opportunities to reduce administrative costs regionally.

- Aligns with the State Combined Plan’s goals of creating a more unified experience for employers and job seekers by creating economies of scale, reducing service costs by eliminating duplication, and developing shared service strategies across the 5-county region. This regional goal also aligns to reform principles 1, 4, 5, 9 and 10.

Regional Strategy #7: The East Ohio Region will share best practices and design collaborative strategies to engage and build the capacity of the local boards.

- By engaging the local boards and building best practices across each workforce development area and the region, all aspects of the State Combined plan will be affected. A highly-engaged board is integral to the successful implementation of WIOA programs and policies and aligning the needs of business to local job seekers. This regional goal also aligns with reform principles 1-10.

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

Regional Strategy #1: The East Ohio Region will align regional resources, working with core programs and required partners, to provide enriched and cohesive services to job seekers.

As the State works towards common performance metrics, the East Ohio Region will work with WIOA core and program partners to embed job readiness and soft skills into workforce training programs, making program participants better prepared to enter the workforce. Common core partners include: Adult and Dislocated Worker Programs, CCMEP, Wagner-Peyser Employment Services, Vocational Rehabilitation Program, Adult Basic and Literacy Education (ABLE), Senior Community Service Employment Services Program, Post-Secondary Vocational Education, Trade Adjustment Assistance, Jobs for Veterans State Grant Program, Unemployment Insurance Program, and Temporary Assistance for Needy Families Program (TANF). Co-enrollment and common applications and assessments will also allow for better referral and access to remedial education and credentialing training.

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The East Ohio Region will continue to improve the level of access to and quality of career counseling by creating a stronger flow of internal communications to the region's partners and staff. This includes making sure staff and partners are up to date on data collection trends, and providing training and workshop series on in-demand occupations and future job opportunities. The region will investigate the formation of a regional competitiveness council consisting of partners from all three local workforce areas to meet and discuss best practices, programming, and industry trends.

The East Ohio Region will implement the State of Ohio's youth workforce program, the Comprehensive Case Management and Employment Program (CCMEP), coordinating case management and creating a more unified experience for job seekers aged 16-24 years old. CCMEP will provide the operational framework to deliver integrated, comprehensive case management and employment services. CCMEP seeks to improve employment and education outcomes by helping participants overcome barriers to employment and develop in-demand skills to better serve our local employers. CCMEP will provide employment and training services based on a comprehensive assessment of participants' employment and training needs and will provide services based on an individualized opportunity plan. Because CCMEP combines the resources of Temporary Assistant to Needy Families (TANF) and WIOA, it creates a better-coordinated, person-centered case management system. The East Ohio Region will replicate best practices from Local Workforce Development Area 6's CCMEP Spring 2016 pilot project to better serve at-risk youth and individuals with barriers to employment. Co-enrollment and common case management are two of the best practices that can be applied to assist these job seekers in a more cohesive way across partners of the OhioMeansJobs delivery system.

Regional Strategy #2: Increase reach to more job seekers by utilizing shared outreach strategies around mutual services, and facilitate access to services provided through the OhioMeansJobs delivery system through the use of technology and other means.

The East Ohio Region will work collectively to identify opportunities to increase awareness of partner services. This will include both shared services through the OhioMeansJobs Service delivery system and individual partner services. Examples of potential actions in support of this strategy include: Leverage the use of Comprehensive Case Management and Employment Program (CCMEP) outreach and referral services via case managers to connect youth with barriers to the OhioMeansJobs Centers and CCMEP services; Reach out in new or expanded ways to Unemployment claimants; Invite additional partners to participate in Rapid Response events to raise awareness of the services they offer; Develop partnerships with local libraries; Create a speakers' bureau to present at community organizations like Rotary, Kiwanis, etc.; Develop a regional e-newsletter platform to share information across the region; Market the OhioMeansJobs system and services across the region by linking all OhioMeansJobs Center locations throughout the region on each Area's OhioMeansJobs website; and Develop a common video that could be used in various ways to promote OhioMeansJobs services – a virtual information session. This could be used on email blasts, social media, OhioMeansJobs websites, etc.

Regional Strategy #3: Identify/develop communications channels to increase awareness of in-demand occupations and related career pathways.

The East Ohio Region, utilizing in-demand occupations lists, will create a regional awareness campaign to promote in-demand careers throughout local communities, linking from partner web sites, partner e-newsletters, and other publications. It is important that all the partners and service providers understand the jobs on the list and the career pathways for individuals to become prepared for those

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careers. Re-employment engagement is being provided one-on-one within the OhioMeansJobs Centers by Wagner-Peyser Employment Professionals. This method communicates in-demand occupations and career pathways to individuals. Additionally, sector partnerships and strategies through programs like “Educators in the Workplace” can be utilized to vet and provide awareness of in-demand occupations. Continued outreach to high schools and career and technical centers, participating in local job fairs, and interaction with apprenticeship programs also provide opportunities to develop further communications about in-demand careers.

CCMEP will provide a regional conduit to expose low income and barriered young adults to in-demand occupations and access to training for entry and mid-level opportunities in healthcare and early care and education. Short term training for credentials such as State Tested Nurse Aides (STNA) and Child Development Associates (CDA) are building blocks that will lead to expanded career pathways in healthcare and early childhood education. Individual Training Accounts have been developed in all three workforce areas over the past fifteen years to assist job seekers in completing training to secure jobs in these sectors and providing awareness of what additional training may be needed to advance in these fields.

Establish joint regional service strategies, including developing common requirements and policies for work-based training (customized training, incumbent worker training, and on the job training) and for training services, through the use of individual training accounts. This includes the development and use of cooperative service delivery agreements.

Regional Strategy #4: Establish joint regional service strategies by sharing best practices on policy and service design for work-based training programs and individual training accounts.

The East Ohio Region will continue to support efforts of the local area workforce development boards in implementing local area service strategies and will work together to identify opportunities for regional service strategies, when applicable and beneficial to the region. Regional service strategies will be implemented when the East Ohio Region is able to effectively leverage its resources and influence to broaden the impact and minimize duplicative efforts occurring within the local areas. The East Ohio Region has designed a cooperative Memorandum of Understanding document and will utilize this at the regional level where feasible and necessary. The document is attached as Appendix B.

Utilization of shared strategies and mutual services in the planning region: engagement of employers, including small employers and employers in in-demand industry sectors and occupations; provision of business services to employers; coordination of workforce development programs and economic development; management of regional rapid response activities; and collaboration with JobsOhio.

Regional Strategy #5: Further enhance employer engagement within the East Ohio Region.

Support or design sector partnerships

Best practices suggest that robust strategies to reach individual businesses can be complemented by strong sector partnerships. Sector partnerships are “regional partnerships that organize key stakeholders connected with a specific regional industry in order to develop workforce development

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strategies within the specified industry.”³ Sector partnerships include employers within one industry that bring government, education and training, economic and workforce development, labor, and community organizations together to focus on the workforce needs of an industry within a labor market. Common tasks of these partnerships include: collectively addressing the priority needs of industry, communicating industry priorities to policy makers and workforce development partners enabling them to design responsive solutions, and identifying common issues, challenges, and opportunities facing individual employers.

When common needs are present, an industry can benefit from sector partnerships. A good example of this is the Mahoning Valley Manufacturers Coalition (MVMC), which is an employer-led partnership in Areas 17 and 18. Partners in Area 6 expressed interest in sector strategies, with this as another opportunity for the local areas within the East Ohio Region to learn from each other and share keys to success. Given the importance of manufacturing to the Area 6 economy and the existence of MVMC in Areas 17 and 18, partners will conduct exploratory conversations with manufacturers in both local areas to determine the best strategy for expanding the sector partnership. Potential options could include expanding the geographic footprint of MVMC to include manufacturers in Stark and Tuscarawas Counties or replicating the model specific to the Area 6 local area.

Create common demand-driven strategies

Regional partners also will share best practices about effective demand-driven talent strategies, including the idea of designing a career pathways “system” as a method for organizing the ecosystem of education and training providers and providing more seamless paths for individuals to enter and advance in a given sector. The local areas will build upon the MVMC Machining career pathway experience and model (presented below) as a starting point for potential replication.

The Workforce Development Boards also will collaborate around apprenticeships. Area 6 will share lessons learned from their short-term plumbers training program, and Areas 17 and 18 will share their experiences around the Greater Oh-Penn Manufacturing Apprenticeship Network.

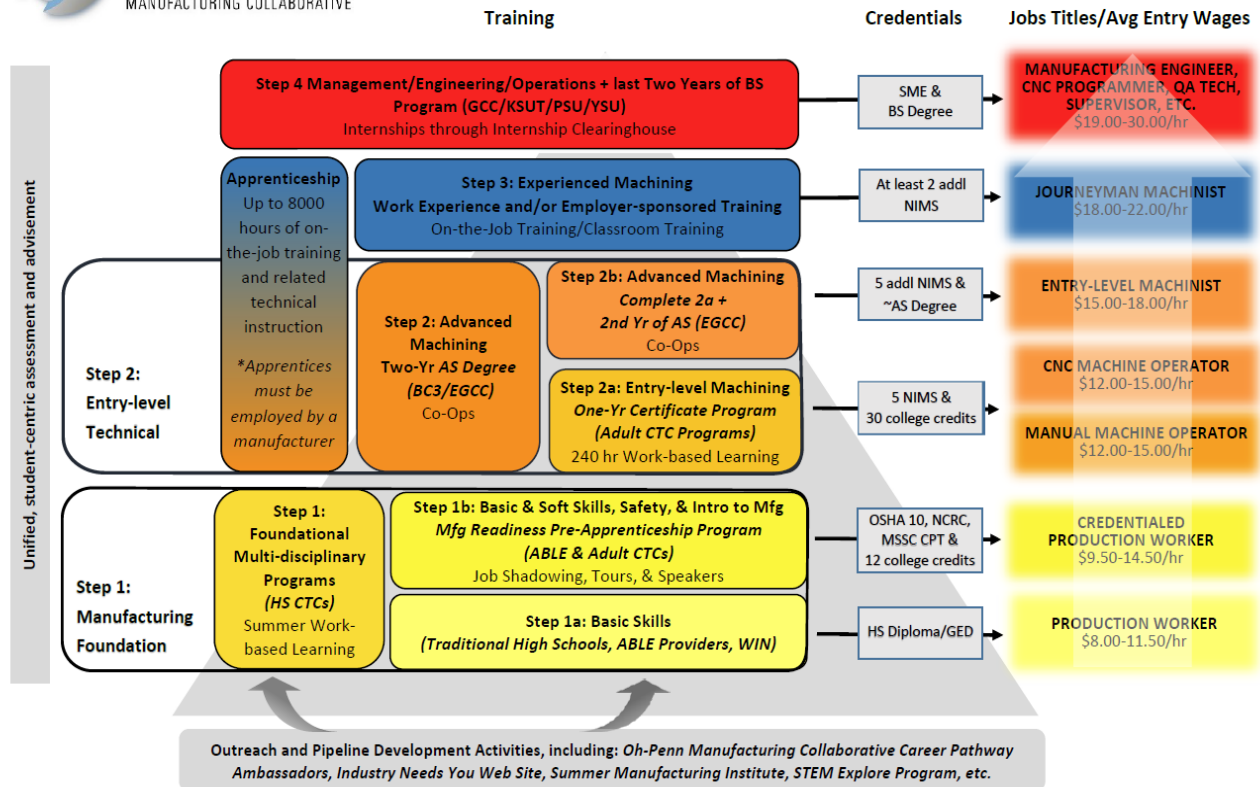
The healthcare sector also projects growth of in-demand occupations across the five-county East Ohio region over the next four years. Area 6 received National Emergency Grant (NEG) funds through a recent state initiative to connect dislocated workers to employment through sector strategies. Strategies were developed to outreach and engage dislocated workers in skill training and on-the-job training for in-demand, high wage healthcare-related occupations such as medical billing and coding, medical assistants, licensed practical nurses, and registered nurses. The Workforce Development Boards in the East Ohio Region will work together to expand healthcare career ladders and pathways created under the Ohio Skills Bank, NEO Healthforce, and other past initiatives, and utilize the OhioMeansJobs Centers to continue to inform job seekers of the entry level jobs available in healthcare to the more advanced in-demand opportunities that require additional education and training.

³ National Governors Association. “*State Sector Strategies Coming of Age: Implications for State Workforce Policymakers*”. National Skills Coalition. Retrieved from:
<http://www.nga.org/files/live/sites/NGA/files/pdf/1301NGASSSReport.pdf>

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Machining Career Pathway



Abbreviations:

ABLE – Adult Basic & Literacy Education, BC3 – Butler County Community College, CNC – Computer Numeric Controlled, CTCs – Career & Technical Centers, EGCC – Eastern Gateway Community College, GCC – Grove City College, PSU – Penn State Shenango, YSU – Youngstown State University

Updated 3.31.16

Build on the success of the Business Resource Network



This region has long been known for its innovative and proactive approach to business outreach and service delivery. They have been recognized at both the state and national level for their efforts—most notably, the Business Resource Network.

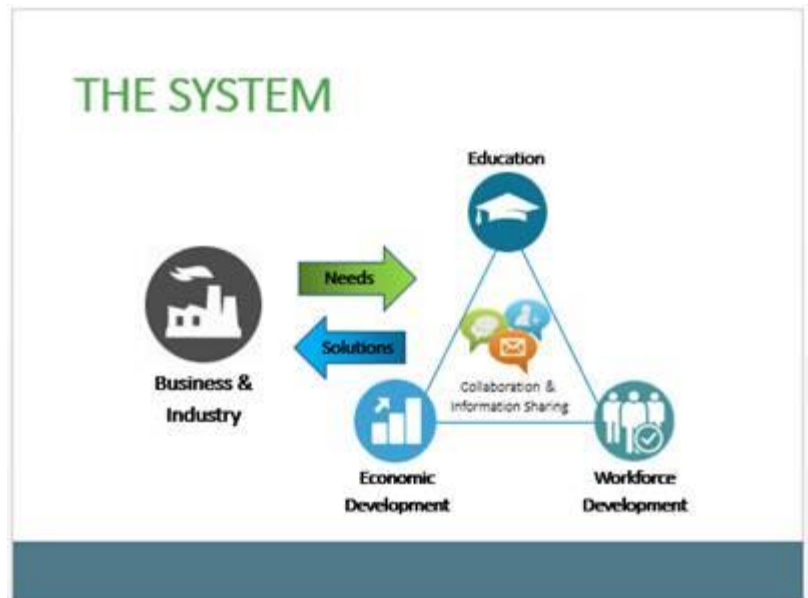
The Business Resource Network, or BRN, is a partnership representing chambers of commerce, workforce and economic development organizations, universities, colleges, career and technical centers, community organizations, and state and local government agencies. Its structure provides a seamless delivery system for a full range of programming resources, important funding streams, and real solutions for businesses. Tailored information on incentives, tax breaks, employment and training assistance, succession and/or business plans, marketing, exporting assistance, expansion or upgrades and more are examples of client needs and challenges that can be addressed by the BRN.

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Through the BRN the workforce system can identify not only individual business' needs, but also emerging trends. For both levels of business services (individual and collective) to be most effective, all "system" partners must be highly engaged and aligned behind a common strategy. While this philosophy is at the heart of the BRN, taking the partnership to the next level will require additional partner engagement—particularly with economic development partners—as players have changed over the course of time.

In 2012, Area 6 led a successful grant proposal to the U.S. Department of Labor that included Areas 17 and 18 and expanded the BRN concept to other local areas in Ohio. While the four-year grant has ended, the Board leadership and partners would like to continue to build on the BRN model and continue to expand its

reach and improve its effectiveness. A regional BRN approach has been suggested as a sustainability model, with regional BRN partners from the East Ohio Region meeting quarterly or every other month to discuss common workforce issues and challenges, hosting business to business events for companies across the five-county region, and providing regional oversight to the BRN – a regional director/manager, with assistance from local account executives or economic development partners when needed.



Manage regional Rapid Response activities

Local workforce development boards will continue to coordinate activities with state staff to manage Rapid Response events. In cases where a Rapid Response event takes place in a county that has workers affected in other counties within the region, the region will coordinate activities and service across the affected workforce areas, based on employer and job seeker needs. The East Ohio Region will comply with Rapid Response guidelines set by the Ohio Department of Job and Family Services Office of Workforce Development.

Collaborate with JobsOhio

The East Ohio Region will continue to partner and coordinate workforce development programs and services with economic entities under the umbrella of JobsOhio's regional network partner Team NEO.

The East Ohio Region's workforce development boards and BRN staff have and will continue to develop a relationship with Team NEO's regional talent manager, as well as meeting with the JobsOhio's Director of Project Talent Acquisition, including retention and attraction efforts.

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The East Ohio Region, through the local staff, will continue to engage with Team NEO's Director of Network Engagement, with the BRN, having the Director attend BRN partner meetings and respond to calls for assistance from local businesses.

Coordination with relevant secondary and post-secondary program and activities with education and workforce development activities; coordination with WIOA Title I workforce development activities with adult education and literacy activities under WIOA Title II, including the review of applications submitted under title ii will be reviewed; strengthening linkages between the OhioMeansJobs delivery system and unemployment insurance programs; and ensuring priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

The East Ohio Region will support local area memoranda of understanding with service providers for adult education and literacy activities under Title II. When appropriate, the local areas will address these services using a regional-level service model. For example, there may be a need for regional activities in cases where customers are residents of one county but working and seeking services in another county. In such cases, the East Ohio Region will work together to establish appropriate cooperative service agreements to coordinate adult education and/or literacy activities cross-regionally rather than disrupt or deliver inconsistent services to the customer.

Further coordination will be facilitated through the development of career pathways and through industry sector partnership approaches to continually identify employer needs, develop programs to address gaps, and create more seamless hand-off among partners, including Adult Basic and Literacy Education (ABLE), Carl D. Perkins Career and Technical Education and WIOA. Regional Perkins partners include: Stark State College, Eastern Gateway Community College, Canton City Schools, Buckeye Career Center, Kent State University Regional Campuses in Tuscarawas, Stark, and Trumbull Counties, and in Salem and East Liverpool, Youngstown State University, Mahoning County Career and Technical Center, Columbiana Career and Technical Center, Trumbull Career and Technical Center, Choffin Career and Technical Center, and Alliance Career Centre.

The East Ohio Region will support the coordination of WIOA Title I workforce development activities with adult education and literacy activities (Adult Basic and Literacy Education, ABLE) under Title II, including the review of applications submitted under Title II. When ABLE applies to the Ohio Department of Higher Education for funding, applications must first be reviewed by the local workforce development board for endorsement. This will provide the workforce development boards the opportunity to provide input and suggestions in the programs.

The East Ohio Region will coordinate linkages between the OhioMeansJobs delivery system and unemployment insurance programs in each local workforce development area. Local areas will develop a system to provide access to unemployment insurance programs using a regional level service model within the OhioMeansJobs Centers, as required in WIOA.

WIOA requires priority be given to public assistance recipients, other low-income individuals and individuals who are basic-skills deficient when providing individualized career services and training services using WIOA Title I adult program funds. In addition, Training and Employment Guidance Letter

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(TEGL) 3-15 specifies that priority should also be applied to individuals who are both underemployed and low-income. Congruently, WIOA provides a focus on servicing individuals with barriers to employment. Under WIOA, priority of services is required regardless of funding levels and is expanded to include individuals who are basic-skills deficient. Thus, the East Ohio Region will give specific focus to these populations to ensure alignment of services among all local area workforce development boards and regional and WIOA partners.

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

Regional Strategy #6: Identify opportunities to reduce administrative costs regionally.

The region agrees to a vision of what successful administrative cost-sharing looks like for the region. Creating a common service delivery system is key. Such a vision includes regional procurement and evaluations, and common staff training and communication across all three local areas. To make this successful, the region must adopt a common philosophy as to how such a service delivery system will work.

In line with common service delivery, there are collaborative efforts already in effect within the region. Examples of previous and current regional collaboration can be found in grant programs such as the BRN Expansion project, which was funded by a Department of Labor Workforce Innovation Fund grant. Each local area is involved in the grant and view it, as well as the collaboration they have with the BRN, as a benefit to their respective areas.

Another example of regional collaboration is the Comprehensive Case Management Employment Program (CCMEP). The CCMEP is a case management program focused on expanding youth (16 to 24 years old) summer programs. It is most imperative for the region to leverage efforts and funding to address youth-related issues across the region.

The East Ohio Region will continue to explore administrative cost agreements. Current discussions have focused on shared monitoring and other administrative costs. The East Ohio Region's history of cross-collaboration in program and service delivery will be a solid framework for developing cost agreements. Cross-region collaboration of fiscal agents and operations work groups can reduce staff time through joint interpretation and implementation of WIOA and other related programs. Learning from each other's strengths can also provide an opportunity for staff development across the local areas.

The East Ohio Region's strategy for the coordination of transportation and other supportive services will center on using the collective voice of the region to approach agencies and negotiate solutions, when applicable. Because of the large geographic area covered in the East Ohio Region, some provision for transportation and supportive services may need to be addressed locally, including public transportation systems that do not overlap across county lines. The region will prioritize these efforts based on the most prevalent needs of customers across the region (e.g., transportation services, childcare). This will require all local area workforce development boards to develop a comprehensive understanding of local

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area needs and available resources. The region and local areas will cooperate within the Ohio Department of Transportation's regional designations, once established.

Regional Strategy #7: The East Ohio Region will share best practices and design collaborative strategies to engage and build the capacity of the local boards.

The East Ohio Region will share best practices and design collaborative strategies to successfully engage new board members. Examples of best practices include formalizing the engagement and development of new board members, providing a comprehensive overview of WIOA, as well as opportunities for strategic planning, providing an overview of the State Combined Plan, and outlining the responsibilities of the local workforce development board.

Identification of how the planning region will provide training services, through the use of individual training accounts (ITAs) in a mutual manner.

The East Ohio Region will share outreach strategies and best practices across the region to successfully implement these programs when dollars are available to the enrichment of the entire region. The region will focus resources available for individual training accounts to those occupations that are most in-demand for the local area or region. The region will explore the standardization of Individual Training Account policies and related forms, as individuals often travel across county lines to attend training.

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

The Regional Plan, along with each of the three Local Plans, was released for public comment on January 3, 2017. The public comment period expired on February 2, 2017, remaining open for a total of 30 days. The plans were made available for comment electronically at <http://www.wdbinc.org/home/additional-resources> and were advertised as available for comment via the internet, newspapers, emails, and press releases. Each comment received was disposed of based on the recommendations of the Workforce Development Board executive staff. The following legal notice for the 30-day public comment period was posted in the following newspapers:

Stark and Tuscarawas Counties:

Canton Repository

The Times Reporter

Mahoning and Columbiana Counties:

The Youngstown Vindicator

Morning Journal

Trumbull County:

The Tribune Chronicle

Section 5: Assurances

The East Ohio Region provides the following assurances:

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

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

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

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

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

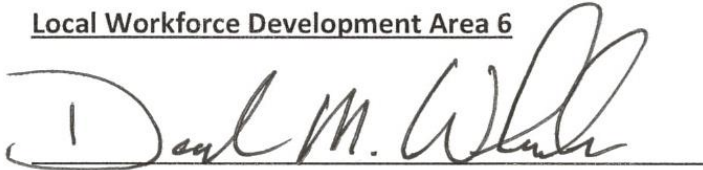
The Local Workforce Development Boards within the planning region must assure it will comply with any grant procedures prescribed by the Secretary which are necessary to enter into contracts for the use of funds under WIOA, but not limited to the following: General Administrative Requirements – Uniform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

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

Section 6: Signature Page

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

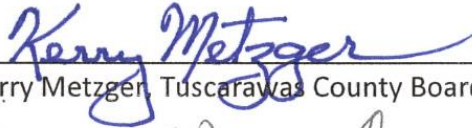
Local Workforce Development Area 6



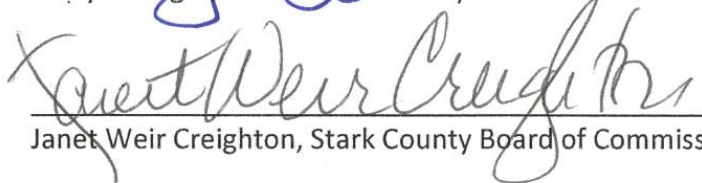
David M. Wheeler, Stark Tuscarawas Workforce Development Board Chairperson



Jennifer Meek Eells, Stark Tuscarawas Workforce Development Board, Executive Director



Kerry Metzger, Tuscarawas County Board of Commissioners, Chief Elected Official



Janet Weir Creighton, Stark County Board of Commissioners, President

Local Workforce Development Area 17



Deann Davis, Area 17 Local Workforce Development Board Chairperson



Bert Cene, Workforce Development Board, Inc., Mahoning and Columbiana Counties, Executive Director



Jim Hoppel, Columbiana County Board of Commissioners, President

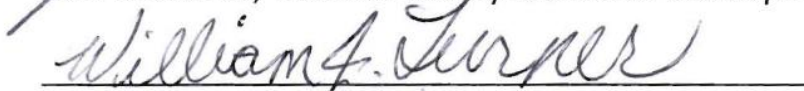


David Ditzler, Mahoning County Board of Commissioners, President

Local Workforce Development Area 18



John Moliterno, Trumbull County Workforce Development Board, Chairperson



William Turner, Trumbull County Workforce Development Board, Executive Director



Frank Fuda, Trumbull County Board of Commissioners, President

Addendum A:

Area 6 Local Workforce Development System

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

Programs included in the Area 6 OhioMeansJobs Centers:

| Program | Partner Name |
|--|---|
| Adult and Dislocated Worker Programs | Workforce Initiative Association |
| Comprehensive Case Management and Employment Program | Workforce Initiative Association |
| Employment Services | Ohio Department of Job and Family Services |
| ABLE | Canton City Schools ABLE and Buckeye Career Center ABLE |
| Vocational Rehabilitation Program | Opportunities for Ohioans with Disabilities |
| Community Development Block Grant (CDBG) | Stark County Community Action Agency |
| Senior Community Employment Services Program | Mature Services Employment and Training Solutions |
| Post-Secondary Vocational Education | Stark State College Canton City Schools Kent State University Tuscarawas Buckeye Career Center |
| Trade Adjustment Assistance | Ohio Department of Job and Family Services |
| Jobs for Veterans State Grants Program | Ohio Department of Job and Family Services |
| Unemployment Insurance Program | Ohio Department of Job and Family Services |
| Temporary Assistance for Needy Families Program (TANF) | Stark County Job and Family Services Tuscarawas County Job and Family Services |
| Non-required WIOA partner – Employment and Training Non-required WIOA partner – Financial Prosperity Center | Goodwill Industries of Greater Cleveland and East Central Ohio United Way of Greater Stark County |

Area 6 OhioMeansJobs Center locations:

Stark County: 822 30th Street NW, Canton, Ohio 44709

Tuscarawas County: 1260 Monroe Street, Suite 35, New Philadelphia, Ohio 44663

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

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

The referral process provides convenience of services to businesses and individuals using The OhioMeansJobs Centers and makes available all universal core services, and access to program-specific core, intensive and training services at these sites. This process also provides for a continuum of services and follow-up to ensure business and individual needs have been met.

Partners agree to use as their common referral tool either the OhioMeansJobs Center's universal customer tracking application known as Gstars™ or any such statewide customer tracking system required by ODJFS. All partners agree to participate in the continuing refinement of the referral process.

Eligibility requirements in certain programs require that specific criteria be met prior to accepting a referral from a partner. For the Ohio Department of Job and Family Services (ODJFS) State Veterans Program, any veteran or eligible spouse is considered a universal core customer until such time as an assessment has been completed and/or it has been determined that a barrier to obtaining employment exists. Upon this determination by a partner, a formal referral can be made to the ODJFS State Veterans Program.

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

Area 6's OhioMeansJobs delivery system has used Gstars™, which is a case management, data collection and reporting system. The system is integrated and technology-enabled and allows OhioMeansJobs Centers and their partners to track all WIOA programs through a common database. Workforce partners may make use of this system through data sharing agreements/memoranda of understanding.

Area 6 also supports full utilization of the online OhioMeansJobs.com, and actively promotes the use of the system for job search, registration, career pathways research, and career planning tools, as well as the numerous other programs and searches available through the website.

OhioMeansJobs delivery system could seek to increase the number of online training opportunities for customers. Online trainings not only allow customers the freedom to participate in trainings at the time which works best with their unique schedule, but also alleviates barriers to receiving training, such as transportation costs.

In order to improve communication, the region may create a regional Constant Contact account to reach out to claimants across the region. Messages from this account may include information regarding past and upcoming events, targeted outreach initiatives, and other OhioMeansJobs-related messaging. The region may share the costs of the account and the cost to operate it.

OhioMeansJobs may also utilize technology to raise awareness of their services. This may be done by promoting their services on morning television programs, which may be done free of charge. They may also utilize the free feature story offerings available through some newspapers.

2.3: 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.

Area 6's OhioMeansJobs Centers and their local workforce development board will continue to work to ensure Area 6's OhioMeansJobs Centers are in compliance with all federal and state laws as it relates to disabilities. Collaboration with Opportunities for Ohioans with Disabilities (OOD), the state vocational rehabilitation agency, is ongoing and over the last year has addressed specific issues around improving service for those individuals with disabilities.

Ohio's certification process for the OhioMeansJobs Centers under WIOA is addressing the needs of those with disabilities. Area 6 will follow guidance and participate in training offered by the State. The initial certification process included the completion of the ADA Checklist, self-assessment tool to ensure compliance as it relates to Section 188. The comprehensive facility in Area 6 has been initially certified.

Area 6 is committed to providing services to individuals with disabilities and other untapped talent. It will explore opportunities for cooperative agreements with OOD and other local entities to provide services. Examples of these cooperative agreements may include, but are not limited to: 1) sharing labor market information with WIOA partners, including adult basic education providers and OOD; 2) engaging key stakeholders from business and industry cooperatively; and 3) enhancing the coordination of the continuum of career development strategies for shared customer bases across the systems to build and maximize staff capacity, resources and communications. OOD will also work with staff and other partners to provide training, technical assistance, and use and sharing of information.

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

The Area 6 local workforce development board will continue to partner and coordinate workforce development programs and services with economic entities including JobsOhio and the regional network partner, Team NEO. Engagement will include working together on joint projects, identifying opportunities to share information and best practices, and leveraging resources as appropriate. Future partnerships should be revisited to explore ways the local area can re-energize and evolve further by continuing to identify ways to build additional relationships with industry, and lead solutions at a grassroots level.

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

The roles and resource contributions of the OhioMeansJobs Center partners are outlined in the Local Memorandum of Understanding (MOU) – an agreement resulting from negotiations at the local level that describes the roles and responsibilities of the local workforce development board and local partners in the operation of the OhioMeansJobs Centers and participation in the local workforce development system. The MOU lists each local partner's proportionate share of infrastructure costs and the costs for shared services as well as other locally negotiated terms.

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

Area 6 offers the full range of basic and individualized career services, including:

- Basic Career Services – general information, orientation, job search assistance, labor market information, WIOA WIET information, OhioMeansJobs Center performance information, supportive services information, follow-up services, workshops, financial aid information, and employer related services.
- Staff-Assisted Career Services – intake and edibility, initial assessment, assessment and testing, career plan development, individual career counseling, group career counseling, case management, supportive services, youth services.
- Training Services – skills training funding, on-the-job training, workplace readiness training, customized employer training.

Area 6 offers a variety of services at the OhioMeansJobs Centers and also has strong referral mechanisms in place. Some programs currently offered on site and through partner referral are the adult diploma program, the 22-Plus credit recovery program, and Adult and Basic Literacy Education (ABLE).

Through the referral system, services are provided to individuals who are receiving Temporary Assistance to Needy Families (TANF). All TANF participants are registered through the OhioMeansJobs.com delivery system.

All Resource Room staff and partner representatives have been trained on how to register individuals into OhioMeansJobs.com so that individuals can fully utilize the online system and its resources.

Workshops offered locally also provide important training and education to adult and dislocated workers. Workshops are offered in a variety of topics including: resume writing, interviewing, and using the internet for job search.

The OhioMeansJobs Centers are an excellent resource for dislocated workers. The Area 6 OhioMeansJobs Centers have a long history of providing services that get workers back on the job quickly by utilizing the resources available through on-the-job training grants. Because of the Business Services Team's excellent relationships with employers, dislocated workers are often guided to positions available on OhioMeansJobs.com.

Rapid Response is another opportunity to work with dislocated workers. Currently the local staff work with the Wagner-Peyser staff to respond to layoff events. The OhioMeansJobs center staff are currently exploring opportunities to have educational partners and other service providers as part of the Rapid Response Team.

WIOA requires priority be given to public assistance recipients, other low-income individuals and individuals who are basic-skills deficient when providing individualized career services and training services using WIOA Title I adult program funds. In addition, Training and Employment Guidance Letter (TEGL) 3-15 specifies that priority should also be applied to individuals who are both underemployed and low-income. Congruently, WIOA provides a focus on servicing individuals with barriers to employment. Under WIOA, priority of services is required regardless of funding levels and is expanded

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to include individuals who are basic-skills deficient. Thus, the East Ohio Region will give specific focus to these populations to ensure alignment of services among all local area workforce development boards and regional and WIOA partners.

4-REFERENCE TO THE COMPREHENSIVE CASE MANAGEMENT PROGRAM PLAN FOR EACH COUNTY WITHIN THE LOCAL WORKFORCE DEVELOPMENT AREA

Stark and Tuscarawas Counties have both submitted Comprehensive Case Management and Employment program (CCMEP) Plans to the Ohio Department of Job and Family Services. Plans became effective July 1, 2016 and were developed through a collaborative effort of The Workforce Initiative Association, as the Lead agency in both counties, with the respective County Departments of Job and Family Services. All parties will continue to work together to develop and approve procedures and modifications to the plan as warranted.

WIOA allows for the local definition of a youth requiring additional assistance, and that definition will be utilized in Area 6 for volunteers in the CCMEP. The Stark and Tuscarawas Workforce Development Board has developed program policy and procedure letters for both in-school and out-of-school youth requiring additional assistance. These policies are included as Appendix C and D.

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

Area 6 maximizes coordination of services as it has a close and productive partnership with its Wager-Peyser staff. Monthly partner meetings, coordinated calendars of workshops and shared staffing of the OhioMeansJobs Centers are just a few examples of the strategies in place that enhance the delivery of a wide range of services thru the OhioMeansJobs delivery system. Wagner-Peyser staff are currently partners in Rapid Response and will continue this role. The Area continually works to get partners more integrated into Rapid Response so that those individuals affected by layoff will have a more direct link to services.

New mandates have required additional face-to-face contact with unemployment insurance (UI) recipients at the OhioMeansJobs Centers. This has helped increase the volume of customers taking advantage of universal services, such as workshops, offered at the OhioMeansJobs Centers. Area 6 has been working with the Reemployment Services and Eligibility Assessment (RESEA) project and will continue to be involved with the rollout of this program. This program requires UI claimants to meet with Wagner-Peyser staff at the OhioMeansJobs Center to create an employability plan and set goals and expectations to becoming re-employed. This program will include all partners and services in the OhioMeansJobs delivery system.

Opportunity exists within Area 6's OhioMeansJobs system to improve the initial screening tools used for new customers and is considering using a common assessment like the one developed by Area 17. The

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Comprehensive Case Management and Employment Program (CCMEP) will also help with this common assessment/intake process, making duplication of services less likely.

Representatives from the Stark Tuscarawas Workforce Development Board, the Workforce Initiative Association (WIOA Title I), Canton City Schools Adult Basic Literacy Education (WIOA Title II), ODJFS Wagner-Peyser (WIOA Title III), and Opportunities for Ohioans with Disabilities (WIOA Title IV) have started discussions to better align case management for ABLE participants who utilize services through the OhioMeansJobs Centers. This planning process will provide opportunities to better utilize case management services through the Wagner-Peyser program and improve service delivery to ABLE participants seeking employment and/or additional training. Referrals among all WIOA core partners will maximize coordination through a more structured case management process through the Wagner-Peyser program.

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

For information on how service providers carry out the requirements for integration of and access to available OhioMeansJobs services please see the Memorandum of Understanding Renewal Agreement document, which can be requested electronically through email by contacting Dan Sipe at dsipe@omjwork.com or by calling 330-491-2624.

7-AN IDENTIFICATION OF THE FISCAL AGENT

Workforce Initiative Association, 822 – 30th Street NW, Canton, Ohio 44709

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

For a full description of the competitive process used to award subgrants and contracts for WIOA Title I activities please see the Area 6 Procured Services Request for Proposals (RFP) Policy (Appendix E).

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

Specific actions the local board will take include:

- position itself to focus on strategic talent issues such as comprehensive talent attraction, and development and retention strategy for the area;
- position itself as the “go to” source for labor market information;
- continue to be business driven and research the effectiveness of sector-based approaches to engage regional employers; and
- continually evaluate programs and services for effectiveness.

10-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 6 currently uses Gstars™ as its intake and case management information system, which provides all referrals through the OhioMeansJobs system. All partners and staff have been trained to use this referral system. The goal is for the system to continue to provide a common system for all partners and service providers to access.

Area 6 has been fully engaged in the use of Ohio's Workforce Case Management System (OWCMS) and will continue to engage in training, planning and implementation of the OWCMS system.

Addendum B:

Area 17 Local Workforce Development System

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

Programs included in the Area 17 OhioMeansJobs Centers:

| Program | Partner Name |
|--|---|
| Adult and Dislocated Worker Programs | Mahoning and Columbiana Training Association |
| Comprehensive Case Management and Employment Program | Mahoning and Columbiana Training Association |
| Job Corp | Dynamic Educational Systems, Inc. (DESI) |
| Employment Services | Ohio Department of Job and Family Services |
| ABLE | Columbiana County Career and Technical Center ABLE, Youngstown City Schools ABLE Program |
| Vocational Rehabilitation Program | Opportunities for Ohioans with Disabilities |
| Senior Community Employment Services Program | Mature Services |
| Post-Secondary Vocational Education | Columbiana Career and Technical Center Mahoning County Career and Technical Center Choffin Career and Technical Center Eastern Gateway Community College |
| Trade Adjustment Assistance | Ohio Department of Job and Family Services |
| Jobs for Veterans State Grants Program | Ohio Department of Job and Family Services |
| Unemployment Insurance Program | Ohio Department of Job and Family Services |
| HUD Employment and Training | Youngstown Metropolitan Housing Authority |
| Temporary Assistance for Needy Families Program (TANF) | Columbiana County Department of Job and Family Services, Mahoning County Department of Job and Family Services |

Area 17 OhioMeansJobs Center locations:

Mahoning County: 141 Boardman-Canfield Rd., Youngstown, Ohio 44512

Columbiana County: 7989 Dickey Drive, Suite 4, Lisbon, Ohio 44432

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

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

The Board ensures continuous improvement of eligible providers through monitoring and adherence to the certification process developed by the State of Ohio, which is mandated by WIOA. Both the comprehensive and affiliate sites have completed the first phase of the process and plan to continue all three phases of certification. Additionally, the Board monitors satisfaction surveys to ensure the needs of local employers are being met.

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

Area 17's OhioMeansJobs delivery system has used One Flow as an online client-tracking and data reporting system, shared by partners. Workforce partners may make use of this system through data sharing agreements/memoranda of understanding.

Area 17 also supports full utilization of the online OhioMeansJobs.com, and actively promotes the use of the system for job search, registration, career pathways research, and career planning tools, as well as other features available through the website. Job seekers and employers utilize OhioMeansJobs.com, including the job matching system. Area 17 also utilizes Americans with Disabilities Act (ADA) assistive technologies, including UbiDuo2, a communication device that allows individuals to communicate instantly via typing from one screen to another. ADA computers also utilize ZoomText and Reader, a screen enlarger and screen reader. ADA computers are also equipped with enlarged keyboards and a special ADA mouse.

In order to improve communication, the region may create a regional Constant Contact account to reach out to claimants across the region. Messages from this account may include information regarding past and upcoming events, targeted outreach initiatives, and other OhioMeansJobs-related messaging. The region may share the costs of the account and the cost to operate it.

The OhioMeansJobs Center will continue to utilize technology to raise awareness of their services. The current partnership with the JobsNow Workforce Initiative, in coordination with the Youngstown Warren Regional Chamber and the local television station WKBN, profiles jobs or training programs available in the area.

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2.3: 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.

Area 17's OhioMeansJobs Centers and their local workforce development board will continue to work to ensure Area 17's OhioMeansJobs Centers are in compliance with all federal and state laws as it relates to disabilities. Collaboration with Opportunities for Ohioans with Disabilities (OOD), the state vocational rehabilitation agency, is ongoing and over the last year has addressed specific issues around improving service for those individuals with disabilities. The local OOD representative will be a member of the local workforce development board and involved in the Individuals with Disabilities committee.

Ohio's certification process for the OhioMeansJobs Centers under WIOA is addressing the needs of those with disabilities. Area 17 will follow guidance and participate in training offered by the State. The initial certification process included the completion of the ADA Checklist, self-assessment tool to ensure compliance as it relates to Section 188. The comprehensive facility in Area 17 has been initially certified.

Area 17 is committed to providing services to individuals with disabilities and other untapped talent. It will explore opportunities for cooperative agreements with OOD and other local entities to provide services. Examples of these cooperative agreements may include, but are not limited to: 1) sharing labor market information with WIOA partners, including adult basic education providers and OOD; 2) engaging key stakeholders from businesses and industries cooperatively; and 3) enhancing the coordination of the continuum of career development strategies for shared customer bases across the systems to build and maximize staff capacity, resources and communications. OOD will also work with staff and other partners to provide training, technical assistance, and use and sharing of information.

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

The Area 17 local workforce development board will continue to partner and coordinate workforce development programs and services with economic entities including JobsOhio and the regional network partner, Team NEO. Engagement will include working together on joint projects, identifying opportunities to share information and best practices, and leveraging resources as appropriate. Future partnerships should be revisited to explore ways the local area can re-energize and evolve further by continuing to identify ways to build additional relationships with industry and lead solutions at a grassroots level. The Area 17 Business Resource Network will continue to engage with Team NEO through partner meetings and in sharing requests for assistance from local business and industry.

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

The roles and resource contributions of the OhioMeansJobs Center partners are outlined in the Local Memorandum of Understanding (MOU) – an agreement resulting from negotiations at the local level that describes the roles and responsibilities of the local workforce development board and local partners in the operation of the OhioMeansJobs centers and participation in the local workforce

development system. The MOU lists each local partner's proportionate share of infrastructure costs and the costs for shared services as well as other locally negotiated terms.

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

Area 17 offers the full range of basic and individualized career services, including:

- Basic Career Services – outreach, intake and orientation, WIOA eligibility determination, assessment, labor exchange services like job search and placement assistance and career counseling, workforce and labor market statistical information, performance information, and program costs on eligible training providers, referrals to and coordination of partner programs, local area performance information, information on supportive services, assistance and information regarding claims for unemployment compensation, assistance in establishing eligibility for programs of financial assistance for training and education not funded through WIOA, and group workshops for interviewing, job search and resume writing.
- Individualized Career Services – comprehensive and specialized assessments, development of individual employment plans including group or individual counseling, career planning, short-term prevocational services, internships and work experience, workforce preparation activities, financial literacy services, out of area job search and relocation assistance, English language acquisition, and job club activities.
- Follow-up Services – appropriate services to provide the continuing link between participant and workforce system.
- Training Services – occupational skills training, on-the-job training, and individual training accounts.

Rapid Response in the area is well developed with teams able to meet with employees facing layoff. Even in times of numerous layoffs, the area has responded to the need. Many employers recognize the value of such assistance to employees and have brought in the service well in advance of the actual layoff. The early warning system has also allowed for the Business Resource Network (BRN) to contact the companies to attempt to provide layoff aversion. The BRN, through its connections and relationships with local employers, has learned of pending layoffs and is able to alert the Rapid Response team.

Additional services or programs that could assist adult and dislocated workers include: additional tools to help job seekers identify transferable skills; credit counseling; additional access to computers and training to use technology in job search. At times, staffing levels in the Resource Room cannot provide adequate support to the large number of job seekers who have minimal computer skills.

Access to additional incumbent worker training funds could also assist the local workforce area in assisting companies that are considering layoffs. In many cases, additional incumbent worker training dollars could help companies avert layoffs by providing additional training to their employees.

Lack of transportation and child care are two barriers that many adult and dislocated workers face when searching for and/or securing employment. Personal counseling is often needed for those who face job loss. The Area is working together to address these barriers. Representatives from the Mahoning and Columbiana Training Association (MCTA) currently participate in a local effort to improve public

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transportation issues – Mahoning County Transportation Coordination Workshops. The OhioMeansJobs Mahoning and Columbiana Centers use One Flow to create a referral system for their customers to additional service providers and partners who can assist with overcoming these common barriers.

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

4-REFERENCE TO THE COMPREHENSIVE CASE MANAGEMENT PROGRAM PLAN

Mahoning and Columbiana Counties have both submitted Comprehensive Case Management and Employment program (CCMEP) Plans to the Ohio Department of Job and Family Services. Plans became effective July 1, 2016, and were developed through a collaborative effort of the MCTA, as the Lead agency in both counties, with the respective County Departments of Job and Family Services. All parties will continue to work together to develop and approve procedures and modifications to the plan as warranted.

WIOA allows for the local definition of a youth requiring additional assistance, and that definition will be utilized in Area 17 for volunteers in the CCMEP. The Mahoning and Columbiana Workforce Development Board has developed a “requires additional assistance” definition, which is included as Appendix F.

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

Co-location of management and front-line staff allows for consistent communication and define roles in business and job seeker services, including application for unemployment, to avoid duplication of services. Wagner-Peyser staff are currently partners in Rapid Response and will continue this role.

New mandates have required additional face-to-face contact with unemployment insurance (UI) recipients at the OhioMeansJobs Centers. This has helped increase the volume of customers taking advantage of universal services, such as workshops, offered at the OhioMeansJobs Centers.

Area 17 has developed a common assessment tool that has led to a more unified intake process. This intake assessment is used to allow all partners to access information on customers without the need to completely reassess with each new service provider.

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

For information on how service providers carry out the requirements for integration of and access to available OhioMeansJobs services, please see the Local Area 17 One-Stop Operations Memorandum of Understanding, which can be accessed at <http://www.wdbinc.org>.

7-IDENTIFICATION OF THE FISCAL AGENT

Mahoning and Columbiana Training Association, 20 West Federal Street, Suite 604 Youngstown, Ohio 44503.

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

The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed price or cost reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids. If this method is used, the following requirements apply:

- a) Any Request For Proposals (RFP) must be advertised at least 30 days before the deadline for receipt of proposals.
- b) At a minimum, the solicitation/advertisement is required to be published in newspapers of general circulation to the extent necessary to foster adequate competition.
- c) Proposals cannot be reviewed or discussed until the submission deadline has passed.

For a full description of the competitive process used to award subgrants and contracts for WIOA Title I activities, please see the Area 17's Fiscal Agent Policy 1 – Acquisition and Procurement (Appendix G).

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

Specific actions the local board will take include:

- position itself to focus on strategic talent issues like comprehensive talent attraction, and development and retention strategy for the area;
- position itself as the “go to” source for labor market information;
- continue to be business driven; and
- continue to support local sector-based approaches to engage regional employers.

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

Area 17 is currently utilizing One Flow for client tracking. One Flow is a very comprehensive referral system that has been in use at the Area for an extended period and is well developed.

Area 17 has been fully engaged in the use of Ohio's Workforce Case Management System (OWCMS) and will continue to engage in training, planning and implementation of the OWCMS system.

Addendum C:

Area 18 Local Workforce Development System

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

Programs included in the Area 18 OhioMeansJobs Centers:

| Program | Partner Name |
|--|---|
| Adult and Dislocated Worker Programs | Trumbull County Department of Job and Family Services |
| Comprehensive Case Management and Employment Program | Trumbull County Department of Job and Family Services |
| Employment Services | Ohio Department of Job and Family Services |
| ABLE | Trumbull Career and Technical Center |
| Vocational Rehabilitation Program | Opportunities for Ohioans with Disabilities |
| Senior Community Employment Services Program | Mature Services |
| Post-Secondary Vocational Education | Trumbull Career and Technical Center |
| Trade Adjustment Assistance | Ohio Department of Job and Family Services |
| Jobs for Veterans State Grants Program | Ohio Department of Job and Family Services |
| Unemployment Insurance Program | Ohio Department of Job and Family Services |
| HUD Employment and Training | Trumbull Metropolitan Housing Authority |
| Temporary Assistance for Needy Families Program (TANF) | Trumbull County Department of Job and Family Services |

Area 18 OhioMeansJobs Center location:

Trumbull County: 280 North Park Avenue, Suite 1, Warren, Ohio 44481

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

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

It is understood and agreed upon by all parties that workforce programs and services delivered through the local workforce development system and the local OhioMeansJobs Centers will be carried out in accordance with WIOA, the corresponding federal regulations, the applicable provisions of Ohio Revised Code Chapters 330, 6301, and 5101, and all applicable ODJFS policies.

The referral process allows individuals, as well as business, convenient and effective use of services. The referral process allows for holistic service on a continuum and is inclusive of follow-up activities. It is agreed that the referral of individuals between the OhioMeansJobs Center and the partners for services and activities will be performed using the following methods:

- The customer, upon initial contact, registers with the Trumbull County OhioMeansJobs Center.
- The customer completes, via registration of the One Flow system, a needs assessment survey designed to determine services needed/requested and to identify barriers.
- The needs survey and service request is reviewed by OhioMeansJobs staff, who review the service plan.
- The customer then is referred to the appropriate partner; the partner will consult with other appropriate partners if multiple services are appropriate.

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

Area 18's OhioMeansJobs delivery system has used One Flow, which is a case management, data collection and reporting system. The system is integrated and technology-enabled and allows OhioMeansJobs Centers and their partners to track all WIOA programs in one common database. Workforce partners may make use of this system through data sharing agreements/memoranda of understanding.

Area 18 also supports full utilization of the online OhioMeansJobs.com, and actively promotes the use of the system for job search, registration, career pathways research, and career planning tools, as well as the numerous other programs and searches available through the website.

OhioMeansJobs delivery system could seek to increase the number of online training opportunities for customers. Online trainings not only allow customers the freedom to participate in trainings at the time which works best with their unique schedule, but also alleviates barriers to receiving training, such as transportation costs.

To improve communication, the region may create a regional Constant Contact account to reach out to claimants across the region. Messages from this account may include information regarding past and upcoming events, targeted outreach initiatives, and other OhioMeansJobs-related messaging. The region may share the costs of the account and the cost to operate it.

The OhioMeansJobs Center will continue to utilize technology to raise awareness of their services. The current partnership with the JobsNow Workforce Initiative, in coordination with the Youngstown

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Warren Regional Chamber and the local television station WKBN, profiles jobs or training programs available in the area.

2.3: 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, assistive technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

Area 18's OhioMeansJobs Center and their local workforce development board will continue to work to ensure Area 18's OhioMeansJobs center is in compliance with all federal and state laws as it relates to disabilities. Collaboration with Opportunities for Ohioans with Disabilities (OOD), the state vocational rehabilitation agency, is ongoing and over the last year has addressed specific issues around improving service for those individuals with disabilities.

Ohio's certification process for the OhioMeansJobs Centers under WIOA is addressing the needs of those with disabilities. Area 18 will follow guidance and participate in training offered by the State. The initial certification process included the completion of the ADA Checklist, self-assessment tool to ensure compliance as it relates to Section 188. The comprehensive facility in Area 18 has been initially certified.

Area 18 is committed to providing services to individuals with disabilities and other untapped talent. It will explore opportunities for cooperative agreements with OOD and other local entities to provide services. Examples of these cooperative agreements may include, but are not limited to: 1) sharing labor market information with WIOA partners, including adult basic education providers and OOD; 2) engaging key stakeholders from businesses and industries cooperatively; and 3) enhancing the coordination of the continuum of career development strategies for shared customer bases across the systems to build and maximize staff capacity, resources and communications. OOD will also work with staff and other partners to provide training, technical assistance, and use and sharing of information. In addition, Area 18 utilizes a wide array of ADA assistive technologies to assist customers.

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

The Area 18 local workforce development board will continue to partner and coordinate workforce development programs and services with economic entities including JobsOhio and the regional network partner, Team NEO. Engagement will include working together on joint projects, identifying opportunities to share information and best practices, and leveraging resources as appropriate. Future partnerships should be revisited to explore ways the local area can re-energize and evolve further by continuing to identify ways to build additional relationships with industry and lead solutions at a grassroots level.

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

The roles and resource contributions of the OhioMeansJobs Center partners are outlined in the Local Memorandum of Understanding (MOU) – an agreement resulting from negotiations at the local level that describes the roles and responsibilities of the local workforce development board and local

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partners in the operation of the OhioMeansJobs Centers and participation in the local workforce development system. The MOU lists each local partner's proportionate share of infrastructure costs and the costs for shared services as well as other locally negotiated terms.

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

Area 18 offers a wide range of job search tools, from career exploration, resume and interviewing workshops, and self-assessments, for adult and dislocated worker clientele. Training is also available through multiple partners including vocational rehabilitation (Opportunities for Ohioans with Disabilities), Adult Basic and Literacy Education (ABLE), and the Career and Technical Centers. Financial assistance for supporting career training is available through on-the-job training grants and individual training accounts (ITAs).

Rapid Response is utilized when employees face layoff. The early warning system has also allowed for the Business Resource Network (BRN) to contact the companies to attempt to provide layoff aversion. The BRN, through its connections and relationships with local employers, has learned of pending layoffs and is able to alert the Rapid Response team.

Additional services or programs that could assist adult and dislocated workers include: additional tools to help job seekers identify transferable skills; credit counseling; additional access to computers and training to use technology in job search. Often times staffing level in the Resource Room cannot provide adequate support to job seekers who have minimal computer skills. Getting information out to employers about on-the-job training grants and services is often difficult, leading to lack of usage of this program. More job seekers could be placed into work environments if employers were more aware of the program and its benefits.

Lack of transportation and child care are two barriers that many adult and dislocated workers face when searching for and/or securing employment.

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

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4-REFERENCE TO THE COMPREHENSIVE CASE MANAGEMENT PROGRAM PLAN

Trumbull County has submitted the Comprehensive Case Management and Employment program (CCMEP) Plan to the Ohio Department of Job and Family Services. The plan became effective July 1, 2016.

WIOA allows for the local definition of a youth requiring additional assistance, and that definition will be utilized in Area 18 for volunteers in the CCMEP. The Trumbull Workforce Development Board has developed a “requires additional assistance” definition, which is included as Appendix H.

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

Area 18 prides itself on the lack of duplication of services as it has a strong, historic link to Wagner-Peyser staff, being co-located for many years. This is a close and productive partnership. Monthly partner meetings, coordinated calendars of workshops and shared staffing at the OhioMeansJobs Centers are just a few examples of the strategies in place that maximize the delivery of a wide range of services thru the OhioMeansJobs system.

Additional new mandates have required more face-to-face contact with unemployment insurance (UI) recipients at the OhioMeansJobs Centers, and WIOA staff administers the testing and assessments before Wagner-Peyser services are delivered. This has helped increase the volume of customers taking advantage of universal services, such as workshops, offered at the OhioMeansJobs Centers. This program requires UI claimants to meet with Wagner-Peyser staff at the OhioMeansJobs Center to create an employability plan and set goals and expectations to becoming re-employed. This program will include all partners and services in the OhioMeansJobs delivery system.

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

Information on how service providers carry out the requirements for integration of and access to available OhioMeansJobs services please see the Area 18 Memorandum of Understanding, which can be requested electronically from Kimberly Barrell by email at Kimberly.barrell-hecker@jfs.ohio.gov.

7-IDENTIFICATION OF THE FISCAL AGENT

Trumbull County Department of Job and Family Services - 280 North Park Avenue, Suite 1, Warren, OH 44481

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

Trumbull County Department of Job and Family Services (TCDJFS) follows the procurement procedures established for the County of Trumbull by its Board of Commissioners. In addition, TCDJFS has established agency guidelines which mirror these procedures. In the event that the TCDJFS Procurement Policy does not specifically address a procedure or control method, TCDJFS refers back to the local county policy for guidance and procedure to be utilized.

Competitive negotiation is used when the agency is to make a purchase that exceeds Five Thousand Dollars (\$5,000.00) for the defined annual period for a procurement which is more complex in nature and as such, the bid specifications may not allow for a full description of the service being procured. In such cases, this method is utilized and award of a contract would be based on multiple factors associated with the service requested in addition to the total dollar amount of the bid.

For a full description of the competitive process used to award subgrants and contracts for WIOA Title I activities please see Area 18 Procurement Policy, attached as Appendix I.

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

Specific actions the local board will take include:

- frame board meetings around strategic issues and initiatives, providing more opportunities for board member input;
- utilize a consent agenda and provide meeting materials and action items to board members in advance of the meeting;
- extend the length of quarterly meetings or have more frequent board meetings;
- organize a process to engage the board in a discussion about its mission and vision to assist new board members in more fully understanding the board's purpose and direction—adjust, if necessary;
- redefine and realign (if necessary) committees to align with WIOA and engage more members in committee work;
- revisit onboarding process for new members; and
- implement a mechanism to track and report progress against the local and regional plans to the board.

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

Area 18 is currently using One Flow for intake and case management information. One Flow is a very comprehensive case management system that has been in use by Area 18 for an extended period and is well developed.

Area 18 has been fully engaged in the use of Ohio's Workforce Case Management System (OWCMS) and will continue to engage in training, planning and implementation of the OWCMS system.

Appendix A – Employment Data by County

| COLUMBIANA | | | | |
|-------------------|---------|-------------|----------|------------|
| Year | UI Rate | Labor Force | Employed | Unemployed |
| 2006 | 6.5% | 53,486 | 50,021 | 3,465 |
| 2007 | 6.2% | 53,532 | 50,208 | 3,324 |
| 2008 | 7.2% | 52,927 | 49,094 | 3,833 |
| 2009 | 13.4% | 53,111 | 45,999 | 7,112 |
| 2010 | 12.6% | 52,880 | 46,218 | 6,662 |
| 2011 | 10.2% | 51,859 | 46,595 | 5,264 |
| 2012 | 8.2% | 50,898 | 46,701 | 4,197 |
| 2013 | 8.3% | 50,652 | 46,471 | 4,181 |
| 2014 | 6.5% | 50,108 | 46,874 | 3,234 |
| 2015 | 5.9% | 49,556 | 46,647 | 2,909 |
| 2016 | 6.6% | 49,200 | 45,952 | 3,233 |

| Mahoning | | | | |
|-----------------|---------|-------------|----------|------------|
| Year | UI Rate | Labor Force | Employed | Unemployed |
| 2006 | 6.4% | 120,024 | 112,304 | 7,720 |
| 2007 | 6.2% | 117,091 | 109,793 | 7,298 |
| 2008 | 7.1% | 115,824 | 107,545 | 8,279 |
| 2009 | 12.6% | 115,543 | 101,026 | 14,517 |
| 2010 | 11.7% | 115,100 | 101,612 | 13,488 |
| 2011 | 9.8% | 112,957 | 101,863 | 11,094 |
| 2012 | 8.3% | 110,721 | 101,531 | 9,190 |
| 2013 | 8.5% | 109,724 | 100,347 | 9,377 |
| 2014 | 6.7% | 107,984 | 100,746 | 7,238 |
| 2015 | 6.1% | 107,101 | 100,557 | 6,544 |
| 2016 | 6.3% | 106,730 | 99,967 | 6,763 |

| Stark | | | | |
|--------------|---------|-------------|----------|------------|
| Year | UI Rate | Labor Force | Employed | Unemployed |
| 2006 | 5.8% | 190,175 | 179,113 | 11,062 |
| 2007 | 5.8% | 192,111 | 180,927 | 11,184 |
| 2008 | 6.8% | 192,019 | 179,027 | 12,992 |
| 2009 | 11.4% | 190,557 | 168,800 | 21,757 |
| 2010 | 11.3% | 191,869 | 170,218 | 21,651 |
| 2011 | 9.3% | 189,210 | 171,558 | 17,652 |
| 2012 | 7.5% | 187,898 | 173,852 | 14,046 |
| 2013 | 7.6% | 189,350 | 175,008 | 14,342 |
| 2014 | 5.8% | 188,272 | 177,369 | 10,903 |
| 2015 | 5.3% | 186,772 | 176,937 | 9,835 |
| 2016 | 5.4% | 188,050 | 177,885 | 10,165 |

| Trumbull | | | | |
|-----------------|---------|-------------|----------|------------|
| Year | UI Rate | Labor Force | Employed | Unemployed |
| 2006 | 6.3% | 106,095 | 99,440 | 6,655 |
| 2007 | 6.2% | 106,325 | 99,690 | 6,635 |
| 2008 | 7.5% | 105,582 | 97,654 | 7,928 |
| 2009 | 13.9% | 106,546 | 91,710 | 14,836 |
| 2010 | 13.2% | 99,834 | 86,624 | 13,210 |
| 2011 | 10.7% | 97,442 | 87,035 | 10,407 |
| 2012 | 9.0% | 95,319 | 86,695 | 8,624 |
| 2013 | 9.3% | 94,692 | 85,840 | 8,852 |
| 2014 | 7.2% | 92,587 | 85,898 | 6,689 |
| 2015 | 6.5% | 91,662 | 85,745 | 5,917 |
| 2016 | 6.7% | 91,336 | 85,199 | 6,129 |

| Tuscarawas | | | | |
|-------------------|---------|-------------|----------|------------|
| Year | UI Rate | Labor Force | Employed | Unemployed |
| 2006 | 5.1% | 48,135 | 45,693 | 2,442 |
| 2007 | 5.4% | 48,239 | 45,658 | 2,581 |
| 2008 | 6.3% | 47,837 | 44,847 | 2,990 |
| 2009 | 11.3% | 47,129 | 41,790 | 5,339 |
| 2010 | 11.2% | 46,070 | 40,889 | 5,181 |
| 2011 | 9.3% | 45,405 | 41,189 | 4,216 |
| 2012 | 7.4% | 44,979 | 41,672 | 3,307 |
| 2013 | 7.3% | 45,119 | 41,831 | 3,288 |
| 2014 | 5.5% | 45,319 | 42,812 | 2,507 |
| 2015 | 5.4% | 45,614 | 43,170 | 2,444 |
| 2016 | 5.7% | 45,685 | 43,101 | 2,583 |

Appendix B

WIOA Regional-Local Memorandum of Understanding

This Memorandum of Understanding is entered into by and between the Ohio Local Workforce Development Boards (WDBs) comprising the East Ohio region (REGION), which includes the WDBs of Area 6, Area 17, and Area 18, hereafter referred to as the Local WDBs.

In consideration of the expectations of Regional collaboration and coordination for mutual undertakings and covenants, under policies set by the Governor and the state of Ohio, the parties agree as follows.

I. Introduction: Purpose and Background

In accordance with the requirements of Section 106 of the Workforce Innovation and Opportunity Act (Public Law 113–128), the members of the East Ohio Region, with the agreement of the chief elected officials of the member Local Workforce Development Areas, shall undertake Regional Planning activity, development of a Regional Plan, and enter into an Agreement as to how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in section 116(c), for local areas or the planning region.

II. Duration: Term of Agreement

This Memorandum of Understanding will cover a period of four (4) years. It will begin on March 1, 2017 and will end on February 28, 2021.

III. Defined Roles and Responsibilities: Provision of Services

The Local WDBs entering into this Memorandum of Understanding agree to collaborate together on all of the required service activities that make up the activity of the Workforce Innovation and Opportunity Act (WIOA) workforce development system as outlined in the Workforce Innovation and Opportunity Act and the State of Ohio WIOA State Plan. The Local WDBs also agree to coordinate and collaborate on the activities that are presented in the East Ohio Region's Regional Plan.

Each Local WDB will work collaboratively as part of the East Ohio Region to analyze available services and identify areas where access to services through the OhioMeansJobs system could be improved. The Local WDBs agree to work collaboratively together as the East Ohio Region on continuous improvement of the OhioMeansJobs system.

IV. Methods for Referral

The Local WDBs agree to the method of cross-referral of customers (job seekers and businesses) among the OhioMeansJobs in the Region's local workforce areas developed and outlined in the Regional Plan. Referral may occur in person, by fax, telephone, mail, or electronic means including information sharing through use of state technology systems developed for integrated service and program management, as well as other shared software packages or technologies.

V. Deliverables

The East Ohio Region commits to support each of the Region's WDBs in achieving the required local performance measures.

VI. Reporting

The Local WDBs commit to adhere to all Federal and State reporting processes as released or developed by State policy. The Local WDBs will report on program performance as part of the bi-annual WDB certification/re-certification process and, if required by state policy, will report on Regional requirements identified within the state policy.

VII. Funding and Operating Costs

The OhioMeansJobs system will be funded primarily through allocations to Local Areas within the Region from WIOA funds and from State funds allocated to the Boards. Other partners may elect to negotiate with the WDBs and staff in OhioMeansJobs offices for coordinated activity. Financial agreements with those individual partners may be negotiated.

All OhioMeansJobs partners assure that they will work together through the MOU negotiations process to work with the State to work out funding of operational costs pursuant to Federal and State guidelines.

VIII. Partner Collaboration and Decision-Making

The Local WDB Directors in the East Ohio Region agree to meet face-to-face at least twice per year, and will utilize email, web-based meetings, and other electronic means for communication as needed. Consensus among the three WDBs will be utilized in decision-making for the Region and for the exploration, creation, and implementation of any innovative workforce development practices serving the Region.

East Ohio Workforce Development Region Four Year Regional Plan

The East Ohio Region attests that the Local WDBs have followed guidance from the state for the OhioMeansJobs infrastructure funding process.

The East Ohio Region shall engage the Workforce Board Chairs from the three local areas should a regional dispute occur that cannot be resolved among the three local Workforce Board Directors, with an appeal process to the Chief Local Elected Officials if the Boards cannot come to a resolution.

The Stark Tuscarawas Workforce Development Board will serve as the regional lead entity and lead contact for Regional reporting and communications with the state. The Region will rotate the lead entity every four years and will update the state of any changes during the life of this Memorandum of Understanding.

IX. Modification Process, Renewal, and Termination

- (a) The parties may modify this Memorandum of Understanding consistent with applicable law and policies. Such modifications shall be made by mutual written agreement of the parties at any time.
- (b) This Memorandum of Understanding shall be reviewed not less than once every four-year period to ensure appropriate delivery of services, strategies in line with current Regional needs, and equitable levels of funding across the East Ohio Workforce Development Region as appropriate.
- (c) This Memorandum of Understanding may be renewed under the same terms and conditions, subject to the approval of all the parties. The term may not be longer than the original term.

X. Equal Employment Opportunity and Nondiscrimination

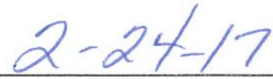
The parties to this Memorandum of Understanding commit to comply with all nondiscrimination and Equal Employment Opportunity provisions and implementing regulations of WIOA.

XI. Authorization

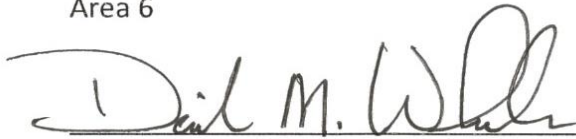
In Witness Whereof, the parties have, through their duly authorized representatives, entered into this Memorandum of Understanding. The parties, having read and understood the foregoing terms of this Memorandum of Understanding, do by their respective signatures dated below hereby agree to the terms thereof.



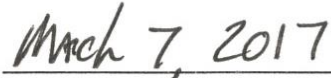
Jennifer Meek Eells
Executive Director
Stark Tuscarawas Workforce Development Board
Area 6



Date



David M. Wheeler
Board Chairperson
Stark Tuscarawas Workforce Development Board
Area 6



Date



Bert Cene
Executive Director
Workforce Development Board, Inc., Mahoning and Columbiana Counties
Area 17



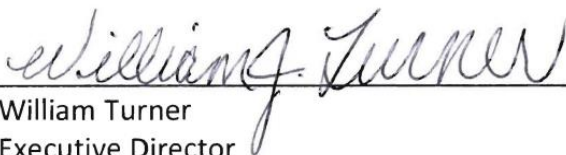
Date



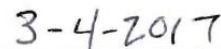
Deann Davis
Board Chairperson
Workforce Development Board, Inc., Mahoning and Columbiana Counties
Area 17



Date



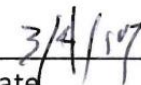
William Turner
Executive Director
Trumbull County Workforce Development Board
Area 18



Date



John Moliterno
Board Chairperson
Trumbull County Workforce Development Board
Area 18



Date

Appendix C

STARK TUSCARAWAS WORKFORCE DEVELOPMENT BOARD

Program Policy & Procedure Letter 10-A

Subject: Requires Additional Assistance Barrier Definition for Out-of-School Youth

Effective Date: July 1, 2016

References: Workforce Innovation and Opportunity Act of 2015, Public Law 129(a)(1)(B)(iv)(VIII)

Workforce Innovation and Opportunity Act; Final Rule § 681.210(c)(9) and § 681.300

WIOAPL 16-01

I. Purpose

To update the locally-approved definition for “Youth Requires Additional Assistance” for out-of-school youth.

II. Background

Either the State or the local level may establish definitions and eligibility documentation requirements for the “requires additional assistance to enter or complete an educational program, or to secure and hold employment” criterion of § 681.210(c)(9).

III. Policy

The State of Ohio in WIOAPL 16-01 defines “requires additional assistance” as “one that is receiving, or has received in the past six months, SNAP, TANF, or SSI or other criteria established by the local workforce development board.”

In addition to the state definition of receiving public assistance in the past six months, the local board has established the following criteria.

A youth is considered barred under the locally-defined definition of “requires additional assistance” if they meet **either** #1 or #2 below.

1. An individual who meets one of the following four situations:
 - A. Has not worked for at least 90 calendar days with one employer (excluding subsidized work);
 - B. Has left a job or cannot obtain employment for any of the following reasons: transportation, lack of child care, tardiness, absenteeism, or difficulty getting along with supervisor or coworkers;
 - C. Has left a training/education program for any of the following reasons: transportation, lack of child care, tardiness, absenteeism, or difficulty getting along with instructors or classmates;
 - D. Has been fired from a job.

2. Youth who are included in one or more of the following characteristics:
 - A. At-risk of court involvement;
 - B. Care giver status;
 - C. Child of Incarcerated Parent;
 - D. Substance Abuse;
 - E. Migrant Seasonal Farmworker Youth;
 - F. Lacks Transportation.

If “requires additional assistance” is the only barrier for a youth, they must also satisfy the low income definition to be eligible for WIOA services.

Approval:



Executive Director

Appendix D

STARK TUSCARAWAS WORKFORCE DEVELOPMENT BOARD

Program Policy & Procedure Letter 10-B

Subject: Requires Additional Assistance Barrier Definition for In-School Youth

Effective Date: July 1, 2016

References: Workforce Innovation and Opportunity Act of 2015, Public Law 129(a)(1)(C)(iv)(VII)

Workforce Innovation and Opportunity Act; Final Rule § 681.220(d)(8) and § 681.310

WIOAPL 16-01

I. Purpose

To update the locally-approved definition for “Youth Requires Additional Assistance” for in-school youth.

II. Background

Either the State or the local level may establish definitions and eligibility documentation requirements for the “requires additional assistance to complete an educational program, or to secure and hold employment” criterion of §681.210(c)(9).

III. Policy

The State of Ohio in WIOAPL 16-01 defines “requires additional assistance” as “one that is receiving, or has received in the past six months, SNAP, TANF, or SSI or other criteria established by the local workforce development board.”

In addition to the state definition of receiving public assistance in the past six months, the local board has established the following criteria.

A youth is considered barriered under the locally-defined definition of “requires additional assistance” if they meet **either** #1 or #2 below.

East Ohio Workforce Development Region Four Year Regional Plan

1. An individual who meets one of the following four situations:
 - A. Has not worked for at least 90 calendar days with one employer (excluding subsidized work);
 - B. Has left a job or cannot obtain employment for any of the following reasons: transportation, lack of child care, tardiness, absenteeism, or difficulty getting along with supervisor or coworkers;
 - C. Has left a training/education program for any of the following reasons: transportation, lack of child care, tardiness, absenteeism, or difficulty getting along with instructors or classmates;
 - D. Has been fired from a job.
2. Youth who are included in one or more of the following characteristics:
 - A. At-risk of court involvement;
 - B. Care giver status;
 - C. Child of Incarcerated Parent;
 - D. Substance Abuse;
 - E. Migrant Seasonal Farmworker Youth;
 - F. Lacks Transportation;
 - G. At risk of dropping out of school;
 - H. Limited English Proficiency.

Not more than 5% of the newly-enrolled, in-school youth in a given program year may be eligible with “requires additional assistance” as their only barrier.

Approval:



Executive Director

Appendix E

STARK TUSCARAWAS WORKFORCE DEVELOPMENT BOARD

REQUEST FOR PROPOSAL POLICY

The competitive process to be used to award grants and contracts. Effective 7-1-2016

Release of RFP

The local Workforce Development Board (WDB) and the Board of Local Elected Officials (LEO) approves all Request for Proposal (RFP) solicitations. The Stark Tuscarawas Workforce Development Board Council of Governments (STWDB COG) is responsible to review the RFP packet prior to publication.

The RFP is publicized by placing legal notices in area newspapers within the Service Area.

Additionally, a solicitation mailing is conducted to notify all service providers who have expressed, in writing, a desire to have their names placed on the solicitation mailing list.

Each proposal submitted to the STWDB COG is logged and date stamped. The Performance and Procurement Manager is responsible for the handling of received proposals. Proposals which arrive after the required due date are stamped and identified as “late” but still routed through the formal review process. The WDB/LEO reserves the right to accept, conditionally accept, or reject these proposals.

The WDB/LEOs have directed the STWDB COG to conduct the initial review and rating of proposals. The WDB/LEO maintains full and final authority in determining ratings. The WDB/LEO is solely responsible for acceptance or rejection of all proposals received by the STWDB COG.

The WDB/LEO maintains the right to attach both general and specific conditions to all proposals which the Boards have recommended for funding. Funding is contingent upon the satisfaction of the WDB/LEO specified conditions.

Proposal Review and Rating Process

1. An Evaluation Committee will be formed comprised of staff members of the STWDB COG.
2. Evaluation Committee members will review and score proposals according to the criteria and assigned points specified in the RFP.

3. Rating Criteria to evaluate the proposal will be established. Consideration may be given to, but not limited to the following:
 - a) Organizational ability
 - a. Qualifications of staff
 - b. Past performance in operating the same or a similar program
 - c. If applicable, history of achieving STWDB COG performance measures
 - d. Adequacy of physical facility/equipment to be used
 - e. Ability to maintain adequate administrative and fiscal responsibility, including record of integrity, business ethics, and fiscal responsibility
 - b) Demonstrated need of service
 - c) Comprehensiveness of the participant service plan, including ability to provide or make available supportive services
 - d) If occupational-specific skill training is included, explanation of the labor market demand and earnings potential
 - e) Cost/Price Analysis – per participant, per service hour, per placement and/or enhancement and/or educational attainment, total cost, etc.
 - f) Staff to participant ratio
4. Youth Only – Proposals may be given preference based on having the capability to serve both in-school and out-of-school youth. Also, proposals will receive special consideration for incorporating a higher number of required STWDB COG youth program elements that are incorporated into the planned program.
5. The Evaluation Committee members' scores will be calculated. Scores will be used as a guide for discussion.
6. Youth Only – The Evaluation Committee will make a recommendation to the Youth Committee.
7. If no response adequately addresses the services and outcomes requested, the committee may recommend that no award be made.
8. To the greatest extent possible, funded proposals will be selected to serve a wide array of customers.
9. Youth Only - The Youth Committee submits a recommendation to the Workforce Development Board.
10. Based on the WDB's decision, letters will be sent out to all proposers notifying them of their proposal status. Selected providers will receive a letter with general conditions and, if applicable, specific conditions.
11. The chosen respondent may be given a provisional award with the stipulation that special terms and conditions regarding the areas of concern will be a part of the contract.

Contracting

12. STWDB COG staff shall negotiate and execute a contract with the respondent approved for funding. These discussions will take place after final funding approval by the Workforce Development Board.

13. A contracting meeting will center on such items as cost, curriculum design, service levels, service by geographic locations and/or target populations, and other clarifications necessary concerning the proposal.
14. Once all items listed above are settled, a Pre-Award Agreement is issued enabling the provider to incur costs initiating delivery of contracted services. However, no costs may be reimbursed until contract is finalized with authorized program operator and STWDB COG Executive Director signatures.
15. A formal contract is then developed and issued for signature.
16. All Planning files are kept at the STWDB COG administrative office for monitoring purposes.

PROCEDURES FOR CONTRACTING

- 1) STWDB COG Performance and Procurement Manager will schedule contracting meetings with selected/approved service providers.
- 2) Pre-contracting meetings will review:
 - a) items discussed during the proposal review process (if applicable);
 - b) prior year overall performance;
 - c) monitoring reports, both fiscal and programmatic; and
 - d) fiscal issues/concerns

Attendees to the pre-contracting meetings will include STWDB COG Performance and Procurement Manager, One Stop Operator Program Manager, Fiscal Agent CFO, One Stop Operator COO, and Career Services Case Manager.

- 3) Contracting will be performed with Performance and Procurement Manager, One Stop Operator COO and Program Manager and the following representatives from service provider:
 - a) individual responsible for program administration,
 - b) lead service provider program staff,
 - c) fiscal representative responsible for invoicing STWDB COG, and
 - d) author of proposal if not already represented above.

If grantee has been funded for the first time, the Career Services Case Manager will also attend the contracting meeting.

During all contracting meetings, a representative from Fiscal (Fiscal Agent) will come in to discuss items related to those areas.

- 4) If contracting is a result of a competitive proposal, grantee's proposal will be the main focus of the contracting meeting. If grantee has been awarded a continuation contract, the focus will be to review the previous contract and overall performance, plus any changes to program design, curriculum, or staff. These changes could be the result of a modification during the prior year or a current request.
- 5) Once all items listed above are settled, a Pre-Award Agreement is issued by the STWDB COG Performance and Procurement Manager enabling the provider to incur costs initiating delivery of contracted services. However, no costs may be reimbursed until contract is finalized with authorized program operator and STWDB COG Executive Director signatures.

**East Ohio Workforce Development Region
Four Year Regional Plan**

- 6) The contract is drafted by STWDB COG Performance and Procurement Manager.
- 7) STWDB COG Performance and Procurement Manager develops a formal contract and issues for signature.

On a quarterly basis, grantee program staff members are invited to attend meetings with other service providers for the purpose of sharing best practices, difficulties, etc. At these meetings, STWDB COG staff and Career Services staff will educate providers on any changes to paperwork requirements, legislation, processes, etc.

Each quarter, a representative from grantee program staff is required to meet with Career Services case managers to review the progress of youth on an individual basis and to provide a brief update on the progress of contracted services. This review will include case notes from the previous quarter as well as any other relevant information about the youth's progress towards their goals.

Approved:



Executive Director

Appendix F

Area 17 “Requires Additional Assistance” Definition

Area 17’s definition of “requires additional assistance” refers to a youth who meets one or more of the following criteria:

1. An at-risk, in-school youth who is in jeopardy of school failure, as documented by the school
2. Has been involved with the juvenile justice system
3. Has a history of mental health issues and/or substance abuse
4. Is a high school student or post-secondary school student (whose parent/parents have not received a high school diploma or post-secondary degree/certificate)
5. Is a known gang member
6. Is a youth not attending post-secondary training
7. Has a poor work history as demonstrated by being fired from employment
8. Has never worked

- If “requires additional assistance” is the only barrier for an out-of-school youth, they must also satisfy the low income definition to be eligible for WIOA services.
- Not more than 5% of the newly enrolled youth in a given program year may be eligible with “requires additional assistance” as their only barrier.

Appendix G

LOCAL WORKFORCE AREA 17

FISCAL AGENT POLICY 1

ACQUISITION AND PROCUREMENT

PURPOSE:

To implement acquisition and procurement standards to be used in purchasing goods and services for the general operation of Area 17.

BACKGROUND:

Area 17 in accordance with minimum requirements established by the law and regulations shall prescribe and implement acquisition and procurement standards to ensure fiscal accountability and prevent fraud and abuse in the operation of Area 17. Acquisition and procurement standards are applicable to all sub grantees of Area 17 funded in whole or in part by state or federal funds.

POLICY:

A. General Statements

1. It shall be the policy of Area 17 to require all acquisition and procurement of goods and services be conducted in a manner providing full and open competition regardless of price, unless specifically excluded by this policy.
2. Area 17 shall inform sub-grantees of applicable procurement requirements in any contract or other applicable types of agreements used in awarding the contract or grant.
3. In cases where there is no certainty as to which price range dictates procurement Area 17 shall conduct the procurement under the guidelines of the more stringent procurement.
4. Subgrant agreements funded in whole or in part with federal funds do not represent acquisitions and are not subject to the requirements contained in this policy providing such relationships are documented between the entities. Area 17 shall inform sub-grantees of applicable procurement requirements in any contract or other applicable types of agreements used in awarding contract or grant.

B. Ethical Procurement Practices

1. Area 17 has a written standard of conduct covering conflicts of interest and governing the performance of their officers and employees engaged in awarding, recommending, approving, monitoring, administering contracts, other purchases of goods and services and grants:
 - a. that requires written disclosure of any conflict of interest, real or apparent.
 - b. that requires any person or agent involved in any stage of the procurement process, from planning through proposal evaluation and contract signing, to sign a nondisclosure and confidentiality statement.
 - c. setting forth penalties, sanctions, or other disciplinary action for violation of the Area 17 ethical procurement standards.
 - d. setting forth prohibition of solicitation or receipt of kickbacks, gratuities, or gifts of any kind.

C. Authority to Take Procurement Actions

1. Area 17 has adopted a policy that identifies who has authority to:
 - a. approve procurement: Chairperson of Executive Council and/or Director of Workforce Development Board of Area 17.

- b. approve the selection for award: Chairperson of Executive Council and/or Director of Workforce Development Board of Area 17.
- c. sign contracts: Chairperson of Executive Council and/or Director of Workforce Development Board of Area 17.
- d. modify contracts: Must follow same procedure as signing of original contracts.
- e. terminate contracts: Chairperson of Executive Council and/or Director of Workforce Development Board of Area 17.

D. General procurement requirements

The following are general procedural requirements applicable to all procurements unless deemed exempt

1. Contract cost and price analysis

a. Area 17 shall perform a cost or price analysis in connection with every procurement action in excess of two thousand dollars, including contract modification. The method and degree of analysis is dependent on the facts surrounding the particular procurement situation, but as a starting point Area 17 shall make independent estimates before receiving bids or proposals. Area 17 shall maintain written documentation to support any procurement action based on cost or price analysis.

b. A cost analysis shall be performed when the bidder is required to submit elements of the estimated cost, (e.g., under professional consulting and architectural engineering services contracts.) A cost analysis is the verification of proposed cost data and projections of the data, and the evaluation of the specific elements of costs and profits. A cost analysis will be necessary when adequate price competition is lacking. A cost analysis will also be necessary for sole source procurements, including contract modifications or change orders, unless price reasonableness can be established on the basis of catalog or market price of commercial product sold in substantial quantities to the general public; or based on prices set by law or regulation.

c. A price analysis will be used in all other instances to determine the reasonableness of the proposed contract price.

d. Area 17 shall negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed. To establish a fair and reasonable profit, consideration will be given to the complexity of the work to be performed; the risk borne by the contractor; the contractor's investment; the amount of subcontracting; the quality of its record of past performance; and industry profit rates in the surrounding geographical area for similar work.

e. Costs or prices based on estimated costs for contracts under grants will be allowable only to the extent that costs incurred or cost estimates included in negotiated prices are consistent with federal cost principles. Area 17 may reference cost principles that comply with the applicable Area 17 federal cost principles.

f. The cost plus a percentage of cost and percentage of construction cost methods of contracting shall not be used.

2. Competition. All procurement transactions will be conducted in a manner providing full and open competition consistent with the standards of 45 C.F.R. 75.327 to 75.335 (U.S. department of health and human services (HHS)), and 2 C.F.R. 200.319 (U.S. department of labor (DOL))

and U.S. department of agriculture (USDA) food and nutrition service (FNS). In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, invitation for bids or requests for proposals must be excluded from competing for such procurements. Some of the situations considered to be restrictive of competition include but are not limited to:

- a. Placing unreasonable requirements on firms in order for them to qualify to do business;
- b. Requiring unnecessary experience and excessive bonding
- c. Non-competitive pricing practices between firms or between affiliated companies;
- d. Non-competitive awards to consultants that are on retainer contracts;
- e. Organizational conflicts of interest;
- f. Specifying only a "brand name" product instead of allowing an "equivalent" product to be offered and describing the performance of other relevant requirements of procurement; and
- g. Any arbitrary action in the procurement process.

3. Selection procedures - Area 17 shall have written selection procedures for all procurement transactions.

a. Written procedures must ensure that all solicitations:

- i. Incorporate a clear and accurate description of the technical requirements for the materials, products or services to be procured. Such description shall not, in competitive procurements, contain features which unduly restrict competition. The description may include a statement of the qualitative nature of the material, product or service to be procured, and when necessary, shall set forth those minimum essential characteristics and standards to which it must conform if it is to satisfy its intended use. Detailed product specifications should be avoided if at all possible. When it is impractical or uneconomical to make a clear and accurate description of technical requirements, a "brand name or equivalent" description may be used as a means to define the performance or other salient requirements of procurement. The specific features of the brand name which must be met by bidders must be clearly stated.
- ii. Identify all requirements that the bidder must fulfill and all other factors to be used in evaluating bids or proposals.

b. Area 17 shall ensure that all pre-qualified lists of persons, firms or products, which are used in acquiring goods and services, are current and include enough qualified sources to ensure maximum open and free competition. Area 17 must not preclude potential bidders from qualifying during the solicitation period.

c. Area 17 procedures shall include a review of proposed procurements to avoid purchase of unnecessary or duplicative items. Consideration should be given to consolidating or breaking out procurements to obtain a more economical purchase. Where appropriate, Area 17 shall conduct an analysis of lease versus purchase alternatives and any other appropriate analysis to determine the most economical approach. Breaking out procurements should only be done to obtain a more economical price and shall not be done to avoid procedural requirements.

4. Geographic preference

a. For purchases made in whole or in part with federal funds, or with state or local funds required for match, Area 17 shall conduct procurement in a manner that prohibits the use of statutorily or administratively imposed in-state or local geographical preferences in evaluation of bids or proposals, except in those cases where applicable federal statutes expressly mandate or encourage geographic preference.

5. Debarment and suspension

a. Area 17 procedures shall include requirements to ensure that no contracts are entered into with or purchases made from a person or entity which is debarred or suspended or is otherwise ineligible for participation in federal assistance programs under executive orders 12549 and 12689, debarment and suspension, and other applicable regulations and statutes, including 2 C.F.R. parts 180, 200, and 417, 29 C.F.R. part 98, and 45 C.F.R. part 75.

6. Monitoring - Area 17 shall maintain a contract administration system that ensures that contractors perform in accordance with the terms, conditions, and specifications of their contracts or agreements. Specific monitoring guidelines will be established by separate policy letter(s).

7. General contract requirements

Each Area 17 monetary contracts shall contain the following provisions:

- a. Administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as may be appropriate.
- b. Termination for cause and for convenience by Area 17 including the manner by which it will be effected and the basis for settlement.
- c. Compliance with executive order 11246 of September 24, 1965, entitled "Equal Employment Opportunity," as amended by executive order 11375 of October 13, 1967, and as supplemented in DOL regulations (41 C.F.R. chapter 60). This applies to all federally assisted construction contracts awarded in excess of ten thousand dollars by Area 17 and their contractors or sub-grantees.
- d. Compliance with the Copeland "Anti-Kickback" Act (18 U.S.C. 874 and 40 U.S.C. 3145) as supplemented by DOL regulations (29 C.F.R. part 3).
- e. Compliance with the Davis-Bacon Act as amended (40 U.S.C. 3141 - 3148) as supplemented by DOL regulations (29 C.F.R. part 5). This applies to all construction contracts in excess of two thousand dollars.

- f. Compliance with sections 3702 and 3704 of the Contract Work Hours and Safety Standards Act (40 U.S.C. 3701 - 3708) as supplemented by DOL regulations (29 C.F.R. part 5).
- g. Compliance with "Rights to Inventions" clause 37 C.F.R. part 401 pertaining to patent rights with respect to any discovery or invention which arises or is developed in the course of or under such contract.
- h. Access by the Ohio department of job and family services (ODJFS), the local WIOA Area 17, the federal grantor agency, the comptroller general of the United States, or any of their duly authorized representatives to any books, documents, papers, and records of the contractor which are directly pertinent to that specific contract for the purpose of making audit, examination, excerpts, and transcriptions.
- i. Compliance with all applicable standards, orders, or requirements issued pursuant to the Clean Air Act as amended (42 U.S.C. 7401 - 7671) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251 - 1387). This is applicable with any contract in excess of one hundred and fifty thousand dollars).
- j. Financial, programmatic, statistical, and recipient records and supporting documents must be retained for a minimum of five years after the submittal of the final expenditure report for the grant or as otherwise provided by any minimum retention requirements specified by applicable state or federal law. If any litigation, claim, negotiation, audit or other action involving the records has started before the expiration of the five-year period, the records must be retained until the completion of the action and resolution of all issues that arise from it, or until the end of the regular five-year period, whichever is later.
- k. Certification that a contractor has not and will not use federal funds to pay for any lobbying activities as defined in the Byrd Anti-lobbying Amendment (31 U.S.C. 1352). Certification is required for contractors that apply or bid for an award of one hundred thousand dollars or more.

E. Procurement Methods:

Unless applicable local requirements are more restrictive, Area 17, sub grantees and contractors shall use one of the following procurement methods when acquiring goods and/or services paid for in whole or part with federal funds.

1. Micro-purchases procedure <\$500

- a. Area 17, sub grantees and contractors may acquire by micro purchase any supplies or services in which the aggregate dollar amount does not exceed the micro-purchase threshold of \$500.
- b. Micro purchases may be awarded without soliciting quotes for acquisitions of supplies or service if price is considered reasonable, and to the extent practical, micro-purchases are distributed equitably among qualified suppliers. Catalog or verbal quotes may be used.

2. Micro-purchases procedure >\$500 <\$2,000

- a. Area 17, sub grantees and contractors may acquire by micro purchase any supplies or services in which the aggregate dollar amount does not exceed the micro-purchase threshold of >\$500 <\$2,000.

b. Micro purchases may be awarded for acquisitions of supplies or service if price is considered reasonable, and to the extent practical, micro-purchases are distributed equitably among qualified suppliers. Verbal solicitation of at least three or more sources is required, if available.

3. Micro-purchases procedure > \$2,000 and <\$3,000

a. Area 17, sub grantees and contractors may acquire by micro purchase any supplies or services in which the aggregate dollar amount does not exceed the micro-purchase threshold of > \$2,000 and <\$3,000.

b. Micro purchases may be awarded for acquisitions of supplies or service if price is considered reasonable, and to the extent practical, micro-purchases are distributed equitably among qualified suppliers. Written quotations, bids, or proposals, from at least three sources is required, if available.

4. Small Purchases Procedures >\$3,000 and <\$25,000

a. Area 17, sub grantees and contractors may acquire by small purchase any supplies or services in which the aggregate dollar amount does not exceed the small purchase threshold of >\$3,000 <\$25,000. Written quotations, bids, or proposals, from at least three sources is required, if available.

b. For purchases where price is not the overriding factor but are relatively simple and straight forward purchases that are >\$3,000 <\$25,000, and where relative quality and performance must be evaluated (e.g., consultant services), Area 17 shall seek proposals from an adequate number of qualified sources, but not less than three sources, if available. Area 17 shall maintain a list of qualified sources from which to solicit proposals, and the list shall include qualified sources that have expressed an interest in providing products or services to Area 17. Area 17 must identify and document the evaluation factors and their relative importance.

c. Awards will be made to the responsible source whose proposal is most advantageous to the program, with price and other factors considered.

d. Once a vendor relationship is established, additions, upgrades and changes will be acquired without quotes for the enhancements. The vendor relationship will be reviewed and reevaluated as deemed necessary.

5. Competitive Sealed Bids >\$25,000

a. Area 17 shall use competitive sealed bidding (formal advertising) under the following conditions:

- i. A complete, comprehensive, and realistic specification or purchase description is available;
- ii. Two or more responsible bidders are willing and able to compete effectively for the business; and
- iii. The procurement lends itself to a firm fixed price contract and the selection of the successful bidder can be made principally on the basis of price to the lowest and/or best bidder.

b. Area 17 shall adhere to the following procedural requirements in administering competitive sealed bidding (formal advertising):

- i. The invitation to bid (ITB) will be publicly advertised in newspapers of general circulation to the extent necessary to foster adequate competition at least 30 days before the date set for opening of bids, where practical. Bids shall be solicited from an adequate number of known suppliers.
- ii. The ITB which will include any specifications and pertinent attachments shall define the items or services in order for the bidder to properly respond;
- iii. All bids will be publicly opened at the time and place prescribed in the ITB;

c. At a minimum, Area 17 will have written bid opening procedures that require the following:

- i. Bids shall be opened publicly in the presence of one or more witnesses at the time and place stated in the Invitation for Bids (IFB).
- ii. Bids shall be accepted unconditionally and without alteration or correction, except as authorized in this policy. Bids shall be evaluated based only on the requirements set forth in the IFB.
- iii. Correction or withdrawal of erroneous bids before the bid opening may be permitted by the contracting officer, where appropriate. Mistakes discovered before bid opening may be modified or withdrawn by written notice received in the office designated in the IFB no later than 24 hours before the time set for bid opening. No corrections shall be made after the bid opening.
- iv. Each IFB solicitation shall contain a provision that reserves the right to reject any and all bids for good cause.
- v. Each solicitation issued shall state that the solicitation may be canceled and that any bid may be rejected in whole or in part when it is in the best interest of the soliciting entity. Notice of cancellation shall be sent to all entities submitting a bid. The notice of cancellation shall identify the solicitation and explain the reason(s) for cancellation. The reason(s) for cancellation shall be made part of the notice and contract file.
- vi. A firm fixed price contract award will be made in writing to the lowest responsive and responsible bidder. Where specified in bidding documents, factors such as discounts, transportation costs and life cycle costs shall be considered in determining which bid is lowest. Payment discounts will only be used to determine the low bid when prior experience indicates that such discounts are usually taken advantage of.
- vii. Any or all bids may be rejected if there is a sound documented reason.

6. Competitive proposals

a. Area 17 shall use competitive proposals when the conditions are not appropriate for the use of competitive sealed bidding, micro-purchases, small purchases, or non-competitive proposals. The technique of competitive proposals is normally conducted

with more than one source submitting an offer, either a fixed price or cost reimbursement type contract is awarded, and the following conditions are met:

- i. The complex and technical nature of the procurement cannot be described in bid specifications; and
 - ii. It is logical to award a contract on factors other than price.
- b. Evaluation factors other than price can only be used when they are clearly explained in the Area 17 request for proposal (RFP).
- c. Area 17 shall comply with the following procedural requirements in administering competitive proposal procurements, commensurate with the scope and complexity of the acquisition:
- i. Requests for proposals will be publicized and identify all evaluation factors and their relative importance. Any response to publicized requests for proposals shall be honored to the maximum extent practical. The request for proposal (RFP) will be publicly advertised in newspapers of general circulation to the extent necessary to foster adequate competition at least 30 days before the deadline for receipt of proposals, where practical. Proposals shall be solicited from an adequate number of known suppliers.
 - ii. Proposals cannot be reviewed or discussed until the submission deadline passes.
 - iii. Area 17 will have a method for conducting technical evaluations of the proposals received and for selecting awardees. A technical evaluation is a review to verify that the technical requirements contained in the request for proposals are met.
 - iv. Awards will be made to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered.
 - v. Area 17 may use competitive proposal procedures for qualification based procurement of architectural/engineering (A/E) professional services whereby competitor's qualifications are evaluated and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation. The method, where price is not used as a selection factor, can only be used in procurement of A/E professional services. It cannot be used to purchase other types of services through A/E firms that are a potential source to perform the proposed effort.
- d. If after solicitation of an adequate number of qualified sources, Area 17 determines that competition is inadequate resulting in a failed competitive procurement, Area 17 may use a small purchase procurement method as detailed above. In this instance, Area 17 has completed a legitimate and reasonable competitive procurement.

7. Noncompetitive procurement methods

- a. Area 17 may use noncompetitive procurement methods only when the award of a contract is infeasible under the micro-purchasing threshold, small purchase procedure, competitive sealed bidding or competitive proposals, and one of the following conditions applies:

i. The item is available only from a sole source. This type of noncompetitive proposal means only one source exists for the goods or services being procured; an example being the procurement of proprietary products. Business justification or long-term relationships with a particular contractor does not constitute justification as sole source procurement. Sole source procurements do not require prior approval.

ii. The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation. This type of noncompetitive procurement is mainly reserved for emergencies caused by natural disasters. Public exigency or emergency procurements do not require prior approval.

iii. The federal awarding agency or ODJFS authorizes noncompetitive procurements.

iv. The purchases are for equipment or services where the prices are established by law for technical equipment requiring standardization and interchangeability of parts with existing equipment.

b. Noncompetitive proposals require the mutual discussion and arrangement of terms of a transaction or agreement for the purpose of arriving at a common understanding of contract essentials such as technical requirements, schedules, prices, and terms. From any noncompetitive proposal in excess of the small purchase threshold, written documentation must be included in the records to show why a noncompetitive proposal was used instead of competitive sealed bidding. Such justification must include the following items:

i. Copies of the public advertisements;

ii. A list of providers contacted;

iii. Copies of all letters received from prospective bidders or respondents, including those indicating a bidder's lack of interest in competing for the contract;

iv. Any other materials which would justify the agency's use of noncompetitive procurement methods; and

v. Cost analysis, the projections of the data, and the evaluation of the specific elements of costs and profit. Independent estimates must be made before receiving bids or proposals.

c. Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source, or after solicitation of a number of sources, competition is determined inadequate.

d. Adequate justification is required before an award of any dollar amount is made and Area 17 will maintain that the required product or service is available only from a single source, unless the service is a public utility (e.g. electric, telephone, gas water, sewer, etc.) or the price is set by law or regulation.

e. Area 17 will maintain a file containing the following information on all sole source awards.

i. written description of the service or product, including information available regarding cost and price

ii. written record of efforts made to foster competition and to locate other sources of the product or service; or to divide the solicitation into units/coverage rather than insisting on only single source delivery

iii. written narrative describing why the product or service is necessary to Area 17 operations, including an explanation of why alternative product or services that might be obtained through competitive bid are not appropriate

iv. documentation of cost analysis and negotiation efforts. Area 17 understands that the State of Ohio will review sole source files for adequate documentation during regular monitoring

e. In situations where a public exigency or emergency requires action that may result in a non-competitive procurement, Area 17 Director or a designated representative may take action to protect the agency's property, equipment, staff, and participants. Area 17 will document why actions were taken. Poor management planning in procurement practices can never be the basis for an award under the emergency provisions.

f. Area 17 shall not permit or authorize sole source awards before solicitation is attempted except as noted in E 7(a) above.

g. In cases where Area 17 has solicited proposals in accordance with current laws and regulations and the effort has resulted in inadequate competition, Area 17 will decide whether to make an award or withdraw the solicitation. In such cases, Area 17 will consider whether the need for the service is critical to the area. Area 17 will document in writing the decision, including efforts made to foster competition. If an award is made under non-competitive procurement, it enhances the need for thorough cost analysis and negotiation procedures. Area 17 will take action to determine why adequate competition did not occur. Factors that must be considered in the written analysis include:

i. Were there other sources that could have been solicited that were not?

ii. Would the increase of public notification help spur competition?

iii. Were the statement of work and other RFP contents clearly stated?

iv. Is there a need to increase the solicitation time for this type of service?

v. Would subdividing the work have induced greater interest among possible offerors?

vi. The award of OJT contracts, except for OJT brokered contracts, are not required to be procured competitively.

vii. Enrollment of a customer into classroom training is not required to be competitive; however, Area 17 will perform price analysis comparison of tuition costs at training institutions to determine where it is most advantageous to enroll customers. Other factors, such as transportation expenses, prior performance record, class availability and scheduling should also be considered.

F. Procurement File Contents

The Standard Operating Procedures (SOP) for Requisition (Attachment 1) will aid in standardizing the collection of required documentation. Procurement files must be maintained which contain, at a minimum, the following written information:

1. Micro/Small purchases solicitation - \$500 to \$25,000:
 - a. documentation to establish need for procurement and requisition
 - b. a record of the solicitation method used, which providers were solicited, and what quotes were received
 - c. rationale for selection of awardee
2. Solicitation of Invitation for Bid (IFB) regardless of dollar amount includes a record of:
 - a. all bids received and all inquiries regarding bids, including data received
 - b. advertisement placed in newspapers, etc.
 - c. entities that were mailed IFBs
 - d. how contractor responsibility was determined
 - e. if the bidder selected was not the lowest bidder, the rationale for selection
 - f. a copy of the contract awarded
3. Solicitation by Request for Proposal (RFP), regardless of dollar amount includes:
 - a. a record of all proposals and dates received, plus any other inquiries or correspondence regarding the proposal process
 - b. factors used to determine the proposer's responsibility
 - c. a list of any proposals that were not rated, and the reasons and rationale for not rating them (for example: proposal received late, proposals non-responsive, etc.)
 - d. signed rating sheets from each rater for each proposal, and a summary of the rating results
 - e. if Area 17 uses a competitive range, identification of proposals eliminated by this procedure
 - f. if Area 17 uses a best and final offer approach to award, identify the proposals that qualified under this approach
 - g. all discussions regarding selection of awardee(s)
 - h. a disclosure of conclusions reached as a result of cost/price analysis performed
 - i. disclosing the rationale for the selection of awardee(s)
 - j. negotiations held with awardee (s)
 - k. rationale for form of contract agreement

I. Area 17's independent estimate of price

G. Requests for Proposals (RFP) and Invitations for Bids (IFB) shall include the following:

1. date issued
2. name and address of contracting agency and the name, title, address and telephone number of the contact person for the contracting agency
3. final date for submission of RFP/IFB
4. name, address, date and signature of the person having final authority to approve the solicitation
5. list of goods or services to be provided
6. request for price quotes
 - a. for IFBs, a request for breakdown of prices for goods or services being solicited or
 - b. for RFPs, a request for either a breakdown of prices or a budget projecting costs.
7. If the solicitation is for training or services, a statement of work which includes:
 - a. the targeted group for training or services
 - b. the estimated number to be served
 - c. a time frame for completing the services
 - d. an outline of the general training or service requirements (statement of work)
 - e. the purpose for the training or service
 - f. the expected outcome and/or goals to be achieved
 - g. the basis to be used to determine payment
8. If the solicitation is for training, a clause requiring proposers/bidders to disclose:
 - a. the location of training
 - b. a training outline and the duration of the training that includes the following
 - 1) number of weeks; number of days per week, and number of hours per day
 - 2) number of hours of other direct contract time per participant
 - c. course curriculum
 - d. how progress will be measured and how often
9. Contract administration data:
 - a. billing procedures

- b. contracting offices' technical representative(s)
 - c. any special contract requirements
10. Disclosure of required contract language and clauses as follows:
- a. compliance with federal, state, and local regulations
 - b. remedies/sanctions
 - c. patent rights
 - d. copyrights and rights in data
 - e. termination
 - f. access to records
 - g. reporting requirements
 - h. audit
 - i. payment conditions and delivery terms
 - j. contract changes
 - k. provision against assignment
 - l. non-discrimination
 - m. code of conduct/conflict of interest
 - n. retention and maintenance of records
 - o. dispute and grievance policy
 - p. prohibition against sectarian activities except as defined by Executive Order
 - q. disposition of program income (except "for-profit" entities)
11. Assurances and certifications:
- a. drug-free work place
 - b. lobbying
 - c. debarment and suspension
 - d. assurance that cost and price information submitted with proposal/bid is accurate, complete and based on current data at time of submission
12. Requirement that proposer/bidder submit the following information:
- a. federal employer ID number, if applicable
 - b. Workers' Compensation and Unemployment Insurance account numbers, if applicable
 - c. certification of type of entity

- i. for profit
 - ii. not for profit
 - iii. political subdivision
- d. copy of last audit completed (RFP for subrecipient relationship only)(Vendor /Contractor relationship does not require submission of audit)
- e. name of person (s) who have authority to:
 - i. submit proposals/bids
 - ii. negotiate proposals (RFP only)
 - iii. sign contracts
 - iv. modify contracts (RFP only)
 - v. terminate contracts (RFP only)
- 13. Statement of Area 17/Contractor code of conduct and conflict of interest policies.
- 14. Statement of Area 17/Contractor right to refuse award to any and all proposers/bidders.
- 15. Area 17/Contractor assurance of compliance with 29 CFR 37.35.
- 16. If applicable, responsibilities for provision of supportive services.
- 17. A disclosure by the Area 17/Contractor of the evaluation factors to be used for the selection of awardee(s).
- 18. A requirement that the proposer provide a line item budget that contains at a minimum, the following:
 - a. a full disclosure of cost by Area 17 cost categories
 - b. a disclosure of any costs by cost category that are proposed as stand-in cost, and the funding source from which these cost will be absorbed
 - c. if any of the proposed cost are not entirely allocable to the proposed project, the method or cost allocation plan(s) used to determine the allocation to Area 17 (RFP only)
 - d. a disclosure of the source and amount of any funds anticipated from the other sources that may contribute to the completion of the proposed project
 - e. a detailed breakout of the proposer's staff costs, which includes an hourly rate per staff member, hours a week devoted to the proposed project, number of weeks devoted, and a description of each staff person's duties, as they relate to completion of the proposed project. Cost must be broken down by cost category (RFP only)
- 19. A statement of method(s) to be used to handle offerors' protests of the contracting agency's procurement process which includes:
 - a. with whom the offeror must file a protest
 - b. the time limitations for filing a protest

- c. how the contracting agency will handle the process
- d. appeal rights (if any) of offerors

H. Cost/Price Analysis

1. Cost/price analysis is a process of making valuation comparisons. Price analysis is always required. It involves comparing prices, even for small purchases. It is sufficient to do price analysis when price reasonableness can be established, based on the catalog or market prices of commercially available products targeted and or market prices of commercially available products, targeted and sold to the general public, or when price is set by a law or regulation. Cost analysis, evaluating the reasonableness and allocability of resources needed to perform the work, must be performed in all other circumstances, especially when the offer is required to produce cost data (for example, a budget) or when price competition is lacking (for instance, a sole source procurement or a contract modification).

2. Area 17 will make independent written estimates of the anticipated costs before issuing an RFP/IFB. Cost data from previous awards may be considered when making estimates but is not considered sufficient in itself to meet the requirement of a written independent estimate of the valuation of resources needed to perform the work.

3. Area 17 will conduct a cost/price analysis for each procurement action, which includes the following:

- a. a written comparison of prices submitted by all offerors
- b. a written comparison of prices submitted by offerors, with the independent estimate made before solicitation
- c. a written analysis of costs submitted, with line item budgets provided by offerors that include the following
 - i. a written comparison of proposed costs with the statement of work
 - ii. a written determination that proposed costs are allowable and allocable to Area 17
 - iii. a written determination that proposed costs are properly classified by cost category
 - iv. for training services, a determination of the cost per participant per training hour
 - v. for classroom training, a determination of the cost per classroom hour

I. Evaluation of Proposals and selection of Awardee

1. Area 17 procedure for evaluating offers includes the following:

- a. the person(s) responsible for evaluation of offers and the person(s) responsible for final determination of selection of awardee
- b. a written procedure that discloses the individual steps of the evaluation and the person(s) or staff position(s) responsible for each step

c. a policy that requires decisions made in the evaluation and award process to be noted in writing and kept in the procurement record file. The files must contain information stating reasons why proposals were not selected for award, as well as information indicating why proposals were selected for award

2. Area 17 will use a formal rating instrument(s) which include(s) the following criteria:

a. a written objective evaluation of the offeror's past experience that documents placement rates, wages rates, drop out rates, etc

b. a written objective evaluation that considers completed monitoring reports, audits and financial reporting of previous providers

c. consideration of the cost/price analysis information required by Section H (3) of the policy

d. consideration of the offeror's financial resources or ability to obtain them

e. consideration of the offeror's record of integrity, business ethics, and fiscal accountability

f. consideration of the offeror's experience and accounting and operational controls

g. consideration of the offeror's technical skills to perform the work

h. consideration of the offeror's ability to provide or make available appropriate supportive services

J. Each monetary contract executed shall, at a minimum, contain the specific data that includes:

1. the contract is formally executed

2. the operations start and end date

3. a detailed work statement including specification(s) for which the contractor is to be paid.

4. a total price for full performance, if at a fixed price agreement or a fee for services

5. a clear, concise statement of both performance and documentation criteria to be presented by the contractor for requesting payment, along with time frames for billing

6. a budget breaking out all anticipated costs by cost category and title, including any anticipated stand-in costs, segregated and broken out by cost category and title

7. a contract close-out procedure that accounts for all expenditures by title and cost category and includes time frames for completion of the process

8. required contract language including amendments and modifications, and assurances and certifications, as previously listed in this policy letter (G 11). If the entity is non-profit or a government entity, a determination and disclosure of the existence of program income are required

K. Contract Administration

1. Area 17 will maintain a complete listing of all active contracts which must contain the following information:

- a. current name, address, and telephone number of contractor
- b. dollar amount of the award
- c. present unpaid balance of the contract
- d. date contract was executed
- e. date contract expires
- f. contract number
- g. whether award was made competitively, non-competitively (solicited, but inadequate competition) or sole source
- h. the RFP or IFB number used for solicitation
- i. date(s) modified, if applicable

2. Area 17 will maintain an individual contract record for all contracts, which must contain the following information:

- a. the original/complete executed contract
- b. documentation of cost analysis
- c. a record of dates and amount of payments made to the contractor
- d. copies of all audits, monitoring reports, programmatic and financial, along with corrective action requested and received
- e. any other communication pertinent to the administration of the contract
- f. any contract modifications or addendums

L. Requests For Quotations

This method of procurement is only permitted for awards made under the micro/small purchase method.

CLARIFICATION:

Any clarification on the above policy should be directed to your immediate supervisor

EFFECTIVE DATE: July 1, 2016

Area 17

A 1 Procurement Policy

Attachment 1

To establish the standard operating procedure for processing requisitions for the purchase of goods and services. The flow chart is to be used to establish the required documentation to be attached to the requisition. (Requisition may be on requisition form, or any standard form which contains all required information)

Requestor originates requisition, standard form or supportive service requisition. All information required should be completed. For example, Purpose, Customer Name, SS#, Program, Start and End dates, Pell, OIG, other sources of funding, Vendor, Supervisors approval, etc. Any special instructions should be put on requisition (Required by date; Return check to ...). Submit original requisition as appropriate.

If the request involves a customer, the requisition must be submitted to the MIS Department; MIS will verify proper enrollment and classification. MIS will indicate eligible funding stream(s) to be charged. MIS will forward to Fiscal.

If request does not involve a customer, submit requisition to Fiscal.

If the request involves office supplies, notify the appropriate Fiscal Specialist in Mahoning County and designated staff in Columbiana County (no requisition needed).

When the appropriate supervisor signs the requisition, the service has been approved.

No commitments can be made on behalf of MCTA prior to receiving approval.

Once a requisition is received by Fiscal Department, the following procedures will be followed:
Fiscal Specialist (payables) will indicate Fund, Account, Vendor Code, and check requisition for accuracy and completeness.

Purchase Order to be generated in Blackbaud as necessary

Fiscal Specialist (payables) will forward requisition to Chief Financial Officer for approval, return to Fiscal Specialist (payables).

Fiscal Specialist (payables) will forward requisition to Director for approval, return to Fiscal Specialist (payables).

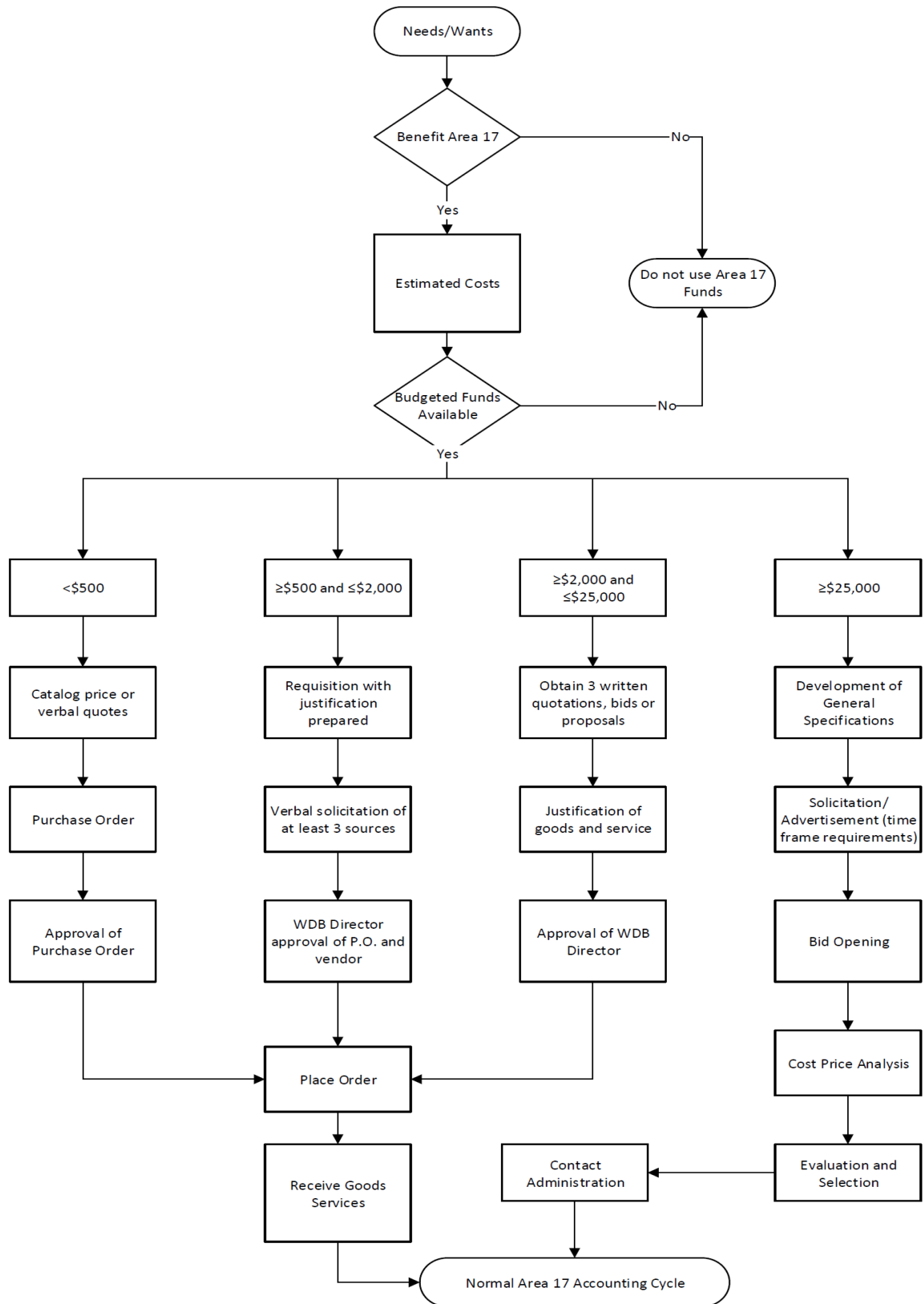
Fiscal Specialist (payables) generated purchase order, if appropriate, once approved, affix approved stamp and distribute copies to requisitioner. Original stored in file to hold for invoice.

Estimated processing time for requisition shall be five (5) working days.

Requests that require immediate attention (walk thru) need to be brought to the Fiscal Specialist (payables) attention and walked thru signature process by requestor.

July 1, 2016

East Ohio Workforce Development Region Four Year Regional Plan



Appendix H

The Area 18 definition of a “Youth Requiring Additional Assistance” is defined as an individual lacking in any of the Work Readiness Skills:

- a. Career readiness: labor market information; occupational information; career planning and decision making; job search techniques; values clarification; personal understanding.
- b. Work Ethic and Professionalism: attendance; punctuality; workplace appearance (attire and grooming); workplace performance; accepting direction and constructive criticism; motivation and taking initiative; understanding workplace culture, policy and safety.
- c. Communication and interpersonal skills: listening; speaking; interaction; coping skills.
- d. Survival skills: life skills (personal budgeting; rent, utilities, clothing, gasoline, car insurance, etc.); opening and maintaining bank accounts.

And:

- e. Educational skills: study skills; time management; written communication; listening skills; reading comprehension; lacking career certification.

Appendix I

The Trumbull County Workforce Policy Board, under the auspices of the Trumbull County Board of Commissioners, abides by the procurement policies established by the Trumbull County Commissioners.

In that the Trumbull County Department of Job and Family Services is the Fiscal Agent for the Trumbull County Workforce Development Board, and is also under the auspices of the Trumbull County Board of Commissioners, the Procurement Policies and Related Internal Controls will be utilized by the Workforce Policy Board.

However, any Board procurements will be conducted by the Workforce Policy Board and/or Workforce Policy Board Staff.

Trumbull County Department of Job and Family Services Procurement Policy and Related Internal Controls -- Narrative

Effective September 1, 2014, Trumbull County Department of Job and Family Services (TCDJFS) follows the procurement procedures established for the County of Trumbull by its Board of Commissioners. In addition, TCDJFS has established agency guidelines which mirror these procedures. In the event that the TCDJFS Procurement Policy does not specifically address a procedure or control method, TCDJFS refers back to the local county policy for guidance and procedure to be utilized.

The agency plans to adhere to the policies and procedures established in this guideline until such time that a new policy is established by TCDJFS. This Policy and the Related Internal Controls establishes the standards and guidelines which will be utilized by TCDJFS in the procurement of all services, supplies and equipment purchased by the agency.

The TCDJFS Procurement Policy includes a section which specifically addresses “Standards of Conduct” which prohibits its employees from participating in the purchase and/or contracting procedures of TCDJFS if there is and/or appears to be an identified “conflict of interest” with such participation. All local county employees are required to sign a “Code of Conduct” which also addresses this issue. All contract awards require the service provider to sign a Non-Collusion Affidavit affirming that the contract was appropriately awarded without impropriety. Additionally, contracts may also include a clause which specifically addresses “conflict of interest” as well as “Provider Solicitation of TCDJFS Employees.” Policy also allows for maximum availability of open competition through the Request for Bid/Proposal and/or other bidding processes utilized for all procurements completed by TCDJFS.

The TCDJFS’ Procurement Policy allows for four possible types of procurement: 1) small purchasing procedures; 2) formal advertising; 3) competitive negotiation; and 4) non-competitive negotiation.

Small Purchase procedures are to be utilized by TCDJFS when the agency is making informal purchases that are relatively simple and will result a purchase which will not exceed more than Five Thousand Dollars (\$7,500.00) for an annual period (calendar or fiscal). Small purchases are procured through obtaining quotes either by phone, electronic mail, or postal mail at the discretion of TCDJFS and based upon the nature and specifics of the purchase to be made. When it is determined by the Program Administrator that a small purchase needs to be made, the Program Administrator shall coordinate with the Fiscal Office to determine the method of contact and receive instruction from the Fiscal Office on proper procedures for obtaining quotes. Under small purchase procedures, a minimum of three (3) responses shall be obtained unless contacted vendors fail to respond, with a minimum of five (5) vendors contacted when at all possible. TCDJFS' staff shall document the contacts made and responses received in writing to support the small purchase. Purchases of this nature made on an ongoing basis must be procured annually following these procedures to ensure that services are being purchased at the most effective cost.

Formal Advertising is used for any purchases which may or may not be more formal in nature, but are expected to exceed the threshold of Five Thousand Dollars (\$5,000.00) for an annual period (calendar or fiscal). In the case of formal advertising, the award of the contract is primarily based on cost, but also includes review of the service being offered.

Competitive Negotiation is used when the agency is to make a purchase that exceeds Five Thousand Dollars (\$5,000.00) for the defined annual period for a procurement which is more complex in nature and as such the bid specifications may not allow for a full description of the service being procured. In such cases, this method is utilized and award of a contract would be based on multiple factors associated with the service requested in addition to the total dollar amount of the bid.

When procuring services through Formal Advertising and Competitive Negotiation, TCDJFS shall follow the minimum requirements of Ohio Revised Code 307.86 and 307.87, effective September 26, 2003 in publishing the notice of bid/proposal a minimum of one (1) time not less than two (2) consecutive weeks preceding the day of the opening of bids in a newspaper of general circulation within the county as long as the notice meets all other requirements defined in Ohio Revised Code Section 307.87(A) and will be distributed by electronic means with the posting of the notice on the TCDJFS' internet site on the worldwide web including the appropriate website link with instructions as to how to locate the notice. TCDJFS shall also post and maintain a copy of the notice on its public bulletin board in the TCDJFS' main lobby for a minimum of the duration of the bid/proposal period.

TCDJFS' staff may use discretion in determining the necessity of holding a Bidder's Conference based upon the nature and complexity of the service being procured through Formal Advertising and Competitive Negotiation. When a Bidder's Conference is scheduled, the above procedures for advertising will be followed to issue notification of the Bidder's Conference to the public. Regardless of whether a Bidder's Conference is held, a formal Question & Answer period shall be identified and available to potential responders for questions regarding the service being procured.

Non-competitive negotiation can be used for any purchase, regardless of total dollar amount (if total contract amount exceeds the Twenty-Five Thousand Dollar (\$25,000.00) threshold, the final contract will be journalized by the County Board of Commissioners), in situations rendered by a determined public emergency, a single source service provider, state purchasing, or after such time that a formal advertising has been completed and only one proposal/bid has been received.

When any service is available through the State Purchasing program, TCDJFS may elect to obtain a service through the approved State Purchasing agent without utilizing other procurement methods.

The established Procurement Policy of TCDJFS requires that all pertinent records relating to procurement of any services, supplies, and equipment be maintained within the TCDJFS records. All activities related to each procurement action will be maintained by TCDJFS in an individual file in order to appropriately document the significant history of each procurement. Prior to the advertisement of a bid or proposal, the TCDJFS' Administrator or the proxy assigned by this Administrator of the program service to be procured will prepare an independent estimate prior to the advertisement to receive bids or proposals. Upon review and evaluation of any bid or proposal submitted in response to an advertisement, the Cost/Price Analysis tool adopted by TCDJFS at the time of the procurement action shall be completed by the assigned Fiscal staff member to ensure that there is an appropriate comparison of cost categories during the evaluation process. It is primarily the responsibility of the TCDJFS' Fiscal Department, with exceptions as documented within the agency in writing, to monitor all contracts for compliance with all terms, conditions, and specifications within the contract document. It is primarily the responsibility of the TCDJFS' Fiscal Department, with exceptions as documented within the agency in writing, to monitor all contracts for compliance with all terms, conditions, and specifications within the contract document. All such procurement records of TCDJFS, and additionally the contractors or subcontractors of such services, provided under payment/reimbursement of federal and/or state funds, will be made available to the Ohio Department of Job and Family Services and/or any other federal or state entities associated with related funding. Such records will be maintained for the minimum required period associated with the individual funding source or until completion of an initiated audit, negotiation, claim, litigation or any other action related to the records, whichever comes first.