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Ohio's Integrated Workforce Plan

For Title I of the Workforce Investment Act of 1998
Wagner-Peyser Act
Wagner-Peyser Agricultural Outreach Program
Senior Community Service Employment Program

Program Years 2012-2016

Ohio's Integrated Workforce Plan

for
Title I of the Workforce Investment Act of 1998
the Wagner-Peyser Act
the Wagner-Peyser Agricultural Outreach Program
and
the Senior Community Service Employment Program
Program Years 2012 – 2016
(July 1, 2012 – June 30, 2017)

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Section I. State Workforce Strategic Plan

I.A Governor's Vision

I.A.1 Governor's strategic vision for the state's economy and overarching goals for the state workforce system

When Governor John R. Kasich and Lieutenant Governor Mary Taylor took office in January 2011, Ohio faced historic challenges. Over 400,000 jobs had been lost in the previous four years, unemployment peaked at 10.6 percent in August 2009 and was 9.2 percent in December 2010, and the state faced an $8 billion budget shortfall. Governor Kasich's top priority since taking office has been to create a jobs-friendly environment so Ohioans can get back to work. By closing an $8 billion budget shortfall without a tax increase and while cutting taxes by more than $800 million, as well as bringing a commonsense, results-oriented focus to Ohio state government, Ohio is beginning to get back on track. Unemployment is going down and all three credit rating agencies now give Ohio a "stable" credit outlook.

One of the Governor's first actions when he took office was to realign Ohio's economic development efforts and create a private, non-profit entity—JobsOhio—that could quickly and effectively respond to the needs of job creators. House Bill 1, passed by the General Assembly and signed by the Governor in February 2011, requires JobsOhio to provide strategic business retention, expansion, and attraction services on behalf of Ohioans.

Continuing this rapid pace of much-needed reform, Governor Kasich did not wait until the 2014-15 biennial budget process to seek additional needed changes, but instead unveiled another major reform package in 2012. Referring to this process as the Mid-Biennium Review, his administration conducted a top-to-bottom review of state government operations in key areas, resulting in a package of reforms that help continue to create a jobs-friendly environment in Ohio by transforming education and workforce training programs, streamlining and improving management of government agencies, and establishing a first-of-its-kind state energy policy. The key strategies resulting from the Mid-Biennium Review include: the Management Efficiency Plan, veteran services reform, local government and school reforms, Ohio's 21st Century Energy Policy, and Ohio's 21st Century Education and Workforce Plan.

Governor Kasich's vision is to create a business-friendly environment that fosters job creation. This vision includes making state government smaller, more efficient, and more effective in order to get Ohioans back to work.

The Governor recognizes that a skilled workforce is vital to ensure a vibrant and growing economy. Therefore, the Governor has three overarching goals for Ohio's workforce system, with corresponding policy priorities.

Goal 1 – Streamline workforce programs and services.

Policy priorities are to:

- reduce duplication of workforce programs and services,
- increase collaboration and coordination,
- identify strengths and develop best practices, and
- align existing workforce programs to priorities identified by business.

Goal 2 – Improve system performance and access.

Policy priorities are to:

- centralize workforce data collection and reporting,
- establish meaningful metrics to manage system performance, and
- create, enforce and maintain a single point of entry to access training and services.

Goal 3 – Invest resources to meet business and individual needs.

Policy priorities are to:

- work with business to identify both short- and long-term workforce needs,
- make sound investments to ensure Ohio's educated and trained workforce is available to meet business-identified needs, allowing business to compete and prosper in a global marketplace and allowing individuals to earn wages to sustain themselves and their families, and
- support the advancement of the incumbent workforce, underemployed and unemployed.

I.A.2 Strategic direction for the state workforce training system

Education and workforce development are inextricably linked. The better that Ohioans are prepared for current and future workforce challenges, the more opportunities they have and the more attractive Ohio becomes to job creators. Unfortunately, as currently configured, it is difficult if not impossible to accurately determine how well state workforce systems are achieving that goal. Governor Kasich's administration knows that accurate information is essential to ensure Ohioans are on track to success. Additionally, Ohio's workforce development system is duplicative and rigid and does not effectively serve its customers. With improved alignment and a more innovative approach, both job creators and Ohioans looking to improve their skills can get the help they need.

The Governor's strategic direction is to create a workforce training system in Ohio that will be:

- driven by the needs of business
- adaptive to rapid change
- innovative in design and delivery
- entrepreneurial in spirit
- responsive to the current and future needs of employers, workers and individuals.

In September 2011, Governor Kasich created a team of agency staff from six state agencies that focused on workforce development programs in their respective offices. The agencies represented included the Ohio Board of Regents, Ohio Department of Aging, Ohio Department of Development, Ohio Department of Education, Ohio Department of Job and Family Services and the Ohio Rehabilitation Services Commission. The team looked at the workforce challenges plaguing Ohio and asked how each agency could improve collaboration among all programs. The team's work led to a Lean Six Sigma activity that looked at Ohio's workforce programs, utilizing cross-functional teams to identify opportunities for rapid improvement and transformation. After the Lean Six Sigma work was complete, stakeholders of the workforce system, including business executives, state workforce agency representatives, and local and state workforce staff, were convened to review the identified solutions. The team's work and stakeholder discussions led to the creation of the Office of Workforce Transformation.

In February 2012, Governor Kasich created the Office of Workforce Transformation (OWT), whose Executive Director reports directly to the Governor. The OWT is charged to coordinate and align workforce programs, policies and resources across the state, as well as establish a state and local data collection system and cross-agency workforce performance measures that are effective and meaningful to employers and individuals.

The OWT is currently made up of staff from four lead workforce state agencies: the Ohio Board of Regents, the Ohio Department of Administrative Services, the Ohio Department of Development, and the Ohio Department of Job and Family Services. The representatives brought together are working collaboratively to coordinate the state's workforce system so as to provide seamless services for both employers and individuals.

The OWT has established seven Guiding Principles for day-to-day decision-making priorities. Those principles include:

- **Economic Development:** recognizing the critical link between workforce development activities and the growth of the local economy.
- **Market-Driven Focus:** ensuring that the system is driven to meet the demands of business and industry, based on the changing requirements of the workplace.

Focusing on business needs creates a stronger, interactive role for employers, community stakeholders, and workforce developers.

- **Flexibility:** providing increased state and local flexibility to implement innovative and comprehensive workforce systems, and making changes regularly to respond quickly in a rapidly changing economic environment.
- **Sustainability:** ensuring the sustainable use of Ohio's workforce resources and developing the new unified system in accordance with best practices and for the best interest of the state's resources.
- **Accountability:** increasing the accountability of the state, local boards, and contractors for appropriate use of tax dollars toward achieving successful performance outcomes and basing the system on clear, measurable indicators of success.
- **Universal Access:** ensuring universal access to basic workforce services and streamlining the availability of services and information to the community. The keystone of the system is the Workforce Center – physical and virtual locations where all available federal, state, and local workforce services can be integrated.
- **Data Collection and Reporting:** standardizing and enhancing the methods by which information is collected, recorded and shared within the regions.

I.A.3 How the vision guides investments in workforce preparation, skill development, education and training, and major initiatives supporting the governor's vision

The JobsOhio Network is a regional economic development partnership, emphasizing return on investment, to support the shared vision of growing the state's key industries, aiding in job creation, and enhancing economic prosperity for Ohio. Within the six JobsOhio Network areas, OWT is establishing regional integrated teams that are comprised of representatives from business, labor, education (four year universities, community colleges, career technical centers, K-12, etc.), trade associations, and other workforce stakeholders. A process will be developed to collaborate with regional stakeholders to effectively address the immediate and future workforce needs identified by businesses. This regional team structure and planning process will help guide investments in workforce preparation, skill development, education and training, and major initiatives that are needed to transform Ohio for growth.

Businesses have indicated that one of the barriers to short- and long-term growth is the lack of a motivated, well-educated, and highly-trained workforce. To address this need, OWT is working with the Ohio Business Roundtable, the Ohio Chamber of Commerce, Battelle Institute, General Electric, Accenture, and representatives from two- and four-year colleges and career technical schools to develop a Business Forecasting Tool to help assess the businesses' workforce needs on a regional basis. This tool will capture information about businesses' top critical job shortages and the education, experience, and skills required for those jobs. The tool is a survey that will be administered to the top 236 employers (according to number of employees) in nine strategic industry

sectors. Small, medium, and large companies will be adequately represented in this sample size, and steps will be taken to ensure a high response rate. The information learned from the Business Forecasting Tool, coupled with labor market information and Wanted Analytics, will then be used by the education and workforce systems to ensure that these systems align the training offered with employer-identified needs.

I.A.4 Governor's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service

The Governor's vision is for Ohioans to have access to training or get the right skills for jobs. To accomplish this, the workforce development partners will need to align with business needs in order to achieve accessible, seamless, integrated, and comprehensive service. The State of Ohio is moving toward a regional approach and structure to support regional industries and grow regional economies. The state is considering numerous ways to increase statewide and regional consistency among the Workforce Investment Boards to ensure alignment with the Governor's vision for the workforce development system. One of those ways will include universal branding of the One Stops as OhioMeansJobs. This will create consistency and uniform identity, enhancing Ohio's ability to market programs and services, improving the public's awareness, and increasing access by businesses and individuals. In addition, Ohio will mandate www.OhioMeansJobs.com as the state's primary job matching tool.

The OWT is developing statewide policies that support regional demand-driven and responsive systems to meet real-time and future critical workforce needs. The State of Ohio is also working on a series of policies under the continuous improvement umbrella that will assist in reducing One-Stop infrastructure and administrative costs and increase the efficiency of the system as a whole. Further, the state will work with the Governor's Executive Workforce Board to implement state level performance measures for the WIBs in addition to the mandatory federal performance measures for all 20 WIA areas. The state is in the process of developing and implementing innovative policies to help drive "regional" investment of WIA funds and streamline services to businesses and individuals. Ohio will have a regionally sustainable workforce development system that meets business needs and builds Ohio's talent pipeline to ultimately grow our economy. It also includes the public higher education system working collaboratively to deliver training for the skills and credentials that industry in Ohio needs most to compete in the global marketplace.

I.A.5 How programs and activities in the plan will support the state's economic development needs and employment and training needs of all working-age youth and adults in Ohio

Improving Ohio's business environment remains the top priority. To create this jobs-friendly environment, Governor Kasich has initiated a comprehensive review of state government management, operations, and policies. The economic development operation arm in Ohio is JobsOhio. This private, non-profit corporation is guided by a

business-minded Governor and a highly accomplished board of directors, designed to help Ohio's job-creation efforts by singularly focusing on attracting and retaining jobs, with an emphasis on strategic industry sectors. These include:

- Aerospace & Aviation
- Automotive
- Banking & Insurance
- BioHealth
- Consumer Products
- Energy
- Food Processing
- Information Services & Software
- Polymers

JobsOhio specifically focused on the industry sectors where Ohio is most strong and that drive the state's overall economy. Using that measure, JobsOhio developed the list of strategic industry sectors from the North American Industry Classification System (NAICS). Detailed information on the above industry sectors can be found at http://jobs-ohio.com/images/jobsohio_strategic_framework.pdf.

Using a private-sector approach, JobsOhio speaks the language of business, enabling Ohio to be more nimble, flexible, and competitive in its economic development efforts. To achieve JobsOhio's focus on attracting and retaining jobs, the role of other state agencies, in partnership with business and along with the OWT, is to ensure that Ohio has a ready workforce.

Staff at the OWT work closely with the JobsOhio team and have most recently collaborated on a regional team strategy and planning process. Through these two efforts, Ohio can begin to assess (with a new Business Forecasting Tool and statewide LMI information) the specific economic development and skill needs of business. Please see page 4 for a description of the Business Forecasting Tool. To address these needs, all workforce and education partners will come together to discuss needs that have been identified. Each region will need to take a hard look at how best to align all regional workforce resources and eliminate duplication in order to ensure Ohio's success. Workforce and education partners will then be better prepared to match employer needs and the employment and training needs of all working-age youth and adults in Ohio. In addition to creating the OWT, Executive Order 2012-02K also created the Governor's Executive Workforce Board (Board). Duties of the Board include reviewing the regional strategic plans and looking for what policies need to be developed or modified to best serve the needs of the regions. With this information in hand, the Board and OWT can begin to also look on a statewide level at all state and federal workforce programs and identify cross-agency workforce performance measures that encourage the provision of seamless services.

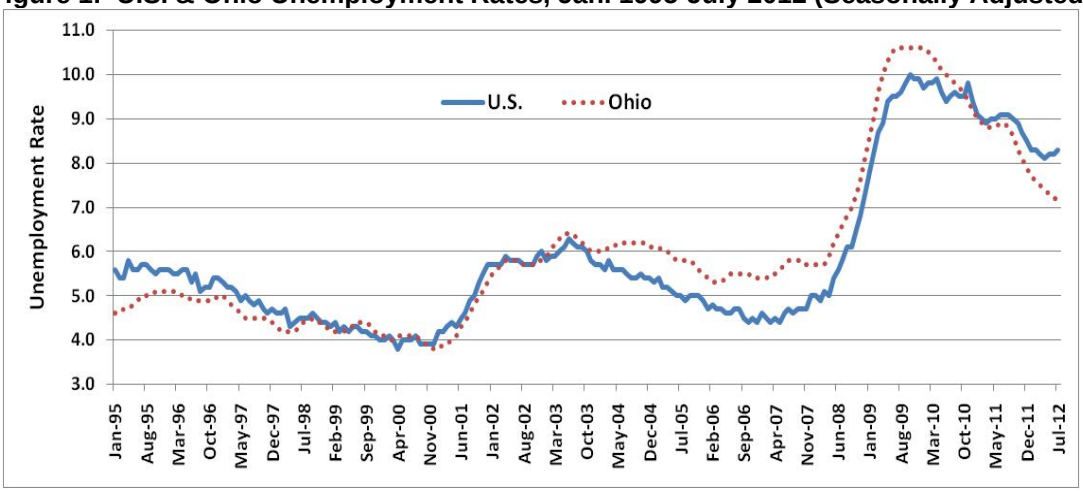
I.B Economic and Workforce Information Analysis

I.B.1 Assessment of the current economic situation and projected trends of the economy, industries and occupations including major economic regions and industrial and occupational sectors

Ohio's economy has been slowly improving over the last 18 months. Several key conditions point to an improving economy:

- Declining unemployment rate.
- A 2.4 percent increase in total nonfarm employment since December 2010.
- An overall projected 4.3 percent growth in total nonfarm employment. (Projected through 2018 by the Ohio Bureau of Labor Market Information)
- A 30 percent increase in the number of online help wanted job advertisements since December 2010.
- Projected employment growth of up to 5.8 percent in each of Ohio's 8 largest metropolitan statistical areas. (Projected through 2018 by the Ohio Bureau of Labor Market Information)
- Expected high occupational growth in several high-skill, high-wage occupations.
- A high number of projected total annual job openings across all occupations.

Figure 1: U.S. & Ohio Unemployment Rates, Jan. 1995-July 2012 (Seasonally Adjusted)



Source: Local Area Unemployment Statistics (LAUS). July numbers subject to revision.

- From January 2003 until January 2011, Ohio's unemployment rate was above the U.S. rate. Since January 2011, it has been consistently below the national rate. Following the national recession that started in 2007, Ohio's unemployment rate peaked at 10.6 percent, dropping to 7.2 percent in June and July 2012.

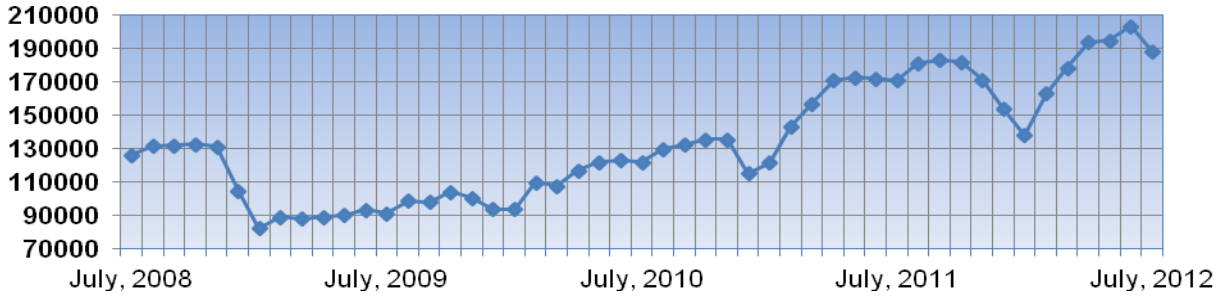
Figure 2: Ohio Employment by Major Industry Group, Dec. 2009 – July 2012

Industry	December 2009	July 2012	Net Growth	Percent Growth
Total Nonagricultural	**5,001,600**	**5,187,100**	**185,500**	**3.7%**
Mining and Logging	11,400	11,900	500	4.4%
Construction	171,300	176,100	4,800	2.8%
Manufacturing	611,400	663,500	52,100	8.5%
Trade, Transportation and Utilities	947,000	980,300	33,300	3.5%
Information	78,600	76,500	-2,100	-2.7%
Financial Activities	276,200	279,600	3,400	1.2%
Professional and Business Services	611,200	660,600	49,400	8.1%
Educational and Health Services	835,000	881,200	46,200	5.5%
Leisure and Hospitality	472,000	479,700	7,700	1.6%
Other Services	210,500	217,600	7,100	3.4%
Government	777,000	760,100	-16,900	-2.2%

Source: Current Employment Statistics (CES). Note: July numbers subject to revision

- From December 2009 to July 2012, Ohio added a total of 185,500 nonagricultural jobs.[1] Strong growth industries include:
  - Manufacturing (+52,100 jobs)
  - Professional and business services (+49,400 jobs)
  - Educational and health services (+46,200 jobs)
  - Trade, transportation and utilities (+33,300 jobs)

Figure 3: Trends in Ohio Help Wanted Online Job Ads



- The number of help wanted online job ads for Ohio has trended upward since January 2009, reaching an all-time high in June 2012.
- In July 2012, there were a total of 188,300 job ads posted online.
- Occupations most sought after included truck drivers, heavy and tractor-trailer; registered nurses; retail salespersons; first-line supervisors; and, customer service representatives. For a detailed list of occupations found in Ohio job ads, see Attachment J, Figure 1.

[1] Current Employment Statistics (CES) – Numbers are subject to month to month and annual benchmark revisions.

Projected Economic Trends

Overall, total employment in Ohio is expected to grow 4.3 percent through 2018.[2] The largest growth is expected in the following industries:

- Professional and technical services (22.2%)
- Health care and social assistance (21.2%)
- Educational services (13.7%)
- Administrative and waste services (12.5%)
- Construction (11.4%)
- Transportation and warehousing (9.5%)

For a detailed list of statewide industry projections, see Attachment J, Figure 4.

Figure 4: Long-Term Employment Forecast by Metropolitan Statistical Area

	2008-2018 Projected Change					
	Total		Goods-Producing		Service-Providing	
MSA	Jobs	Percent	Jobs	Percent	Jobs	Percent
Akron	15,300	4.3%	-4,800	-8.1%	19,500	7.1%
Canton-Massillon	4,700	2.6%	-3,100	-7.7%	7,500	5.7%
Cincinnati-Middleton	54,800	5.0%	-6,900	-3.9%	60,000	7.0%
Cleveland-Elyria-Mentor	18,800	1.7%	-23,300	-12.8%	40,500	4.7%
Columbus	57,300	5.8%	-7,900	-6.7%	63,800	7.9%
Dayton	8,200	2.0%	-9,100	-13.7%	16,600	5.1%
Toledo	4,000	1.2%	-7,800	-12.7%	11,300	4.5%
Youngstown-Warren-Boardman	2,800	1.2%	-5,500	-11.8%	8,000	4.5%

Source: *2018 Ohio Job Outlook,* ODJFS, Bureau of Labor Market Information, 2010.

- All metropolitan statistical areas are expected to add jobs through 2018.
- Total employment growth in the Columbus (5.8%), Cincinnati-Middleton (5.0%) and Akron (4.3%) metropolitan statistical areas is projected to be at or above the overall 4.3 percent growth rate for Ohio as a whole.
- For goods producing industries, the construction industry is projected to gain employment in the Akron, Canton, Cincinnati, Columbus and Dayton MSAs. For service-providing industries, the largest projected growth is expected in the professional and business services industry and in the education and health services industry for all MSAs. For a list of industry projections by MSA, see Attachment J, Figure 3.

[2] *2018 Ohio Job Outlook*, ODJFS, Bureau of Labor Market Information, 2010.

Over the next few years, the demand for several occupations is expected to grow at a rate much higher than the overall growth rate for Ohio according to Ohio Labor Market Information. Occupational growth is not specific to one industry as one occupation may be present across several industries. The highest growth is projected for the following occupations[3]:

- Health care support occupations (27.3%)
- Computer and mathematical occupations (17.5%)
- Health care practitioners and technical occupations (16.7%)
- Personal care and service occupations (14.5%)

For a detailed list of statewide long-term occupation projections see Attachment J, Figure 4.

Across all occupations between 2008 and 2018[4], Ohio is projected to have an average of 166,269 job openings a year. Even occupations and occupational groups expected to shed jobs will still have openings to replace workers who retire or leave for other reasons.

- The following occupational groups pay above minimum wage, have low turnover rates, and are projected to have more than 1,500 openings a year:
    - Registered nurses (4,175 annual openings)
    - Truck drivers, heavy and tractor trailer (2,271 annual openings)
    - Licensed practical and licensed vocational nurses (2,022 annual openings)
    - Accountants and auditors (1,509 annual openings)

- Within most MSAs, select projected growth occupations requiring short-moderate term on-the-job training consist of medical secretaries, customer service representatives and waiters and waitresses. Select projected growth occupations requiring long term on-the-job training or work experience consist of first-line supervisors, electricians and fire fighters. Projected growth occupations requiring postsecondary vocational training or an associate degree include registered nurses, nursing aides, computer support specialists and insurance sales agents. For a detailed list of select occupational projections by educational requirement for the metropolitan statistical areas, see Attachment J, Figures 5 - 12.

I.B.2 Assessment of the workforce skills and knowledge individuals will need to find current and future employment, particularly as identified by employers as necessary for economic growth

To assess current workforce skills as identified by employers, Ohio examined educational requirements for help wanted online job ads. Judging from requirements posted in online help wanted ads, Ohio employers need experienced workers. This

[3] *2018 Ohio Job Outlook*, ODJFS, Bureau of Labor Market Information, 2010.
[4] *2018 Ohio Job Outlook*, ODJFS, Bureau of Labor Market Information, 2010.

corresponds to the projected skills and knowledge needed to fill the expected job openings Ohio will have through 2018.

Figure 5: Educational Requirements for Active Help Wanted Online Ads, August 1, 2012

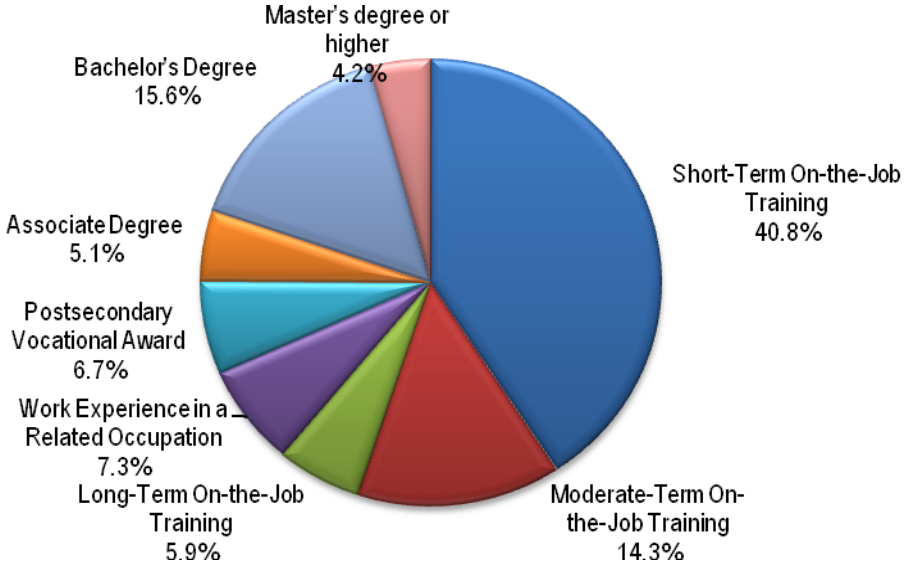
Education Requirement	Total Ads
Experience only	55.1%
Less than 4 year Degree, but more than High School	16.2%
4 Year Degree	24.7%
More than 4 year Degree	4.1%

*Percentages do not sum to 100% due to data match issues between ads and occupation classifications. Source: Help Wanted OnLine® - Wanted Analytics

- Approximately 50 percent of employers with a help wanted online ad require prospective employees to have experience only (55.1%),
    - 28.8 percent require a 4-year degree or more,
    - 16.2 percent require more than a high school degree, but less than a 4-year degree.

The workforce skills identified as current needs correspond to the projected skills and knowledge needed to fill the expected job openings Ohio will have through 2018 (see Figure 6).

Figure 6: Typical Training and Education Needs for Projected Openings, 2008-18



Source: ODJFS, Bureau of Labor Market Information, 2010.

- Of all projected job openings in Ohio between 2008 and 2018, more than half (55.1%) are expected to be in occupations that require less than one year of on-the-job training.
    - 14.3 percent require moderate-term on-the-job training.
    - 40.8 percent require short-term on-the-job training.
- 5.1 percent of openings will be in occupations requiring an associate degree. This group includes registered nurses.
- 19.8 percent of openings will be in occupations requiring a bachelor's degree or higher.

I.B.3 Description of the characteristics and employment-related needs of the population, and diverse subpopulations, including those from racial, ethnic, linguistic groups, older persons and individuals with disabilities

Demographically, Ohio faces many challenges:

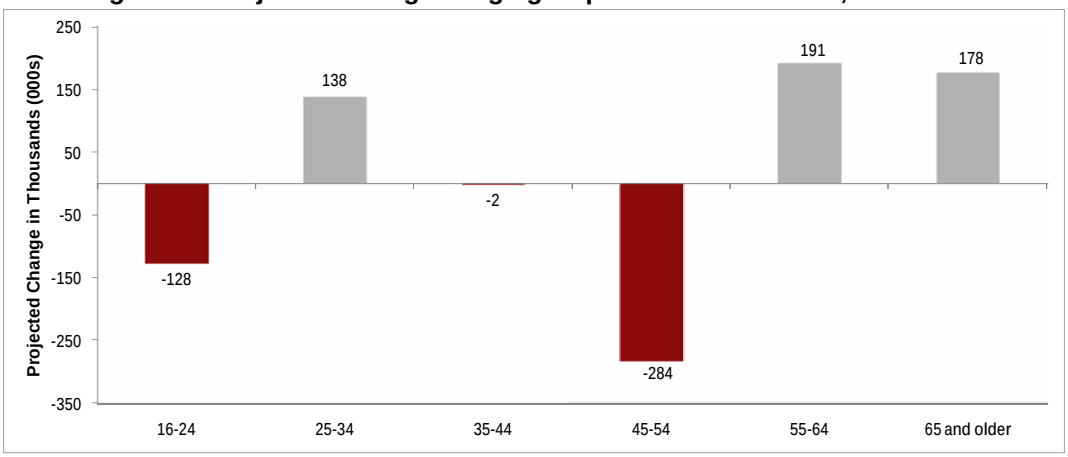
- The working age population is aging, and there may not be enough workers to replace retiring baby-boomers.
- Racial and ethnic groups have a higher unemployment rate than whites.
- Ohio has a moderate number of areas with subpopulations that do not speak English very well.
- Ohio has a high number of individuals with disabilities not in the labor force or unemployed.

Ohio's population in 2010 was 11,536,504. Of that, approximately 83.4 percent of the population was white, 12.1 percent African-American, 0.2 percent Native American, 1.6

percent Asian and 0.9 percent Other. Regarding the educational attainment of persons 25 years and older, 12.6 percent had no high school diploma, 35.8 percent were high school graduates, 20.1 percent had some college, but no degree and 31.4 percent had an Associate's degree or higher (http://development.ohio.gov/files/research/C1001.pdf).

Working Age Population Aging

Figure 7: Projected change in age groups in the labor force, 2008-2018

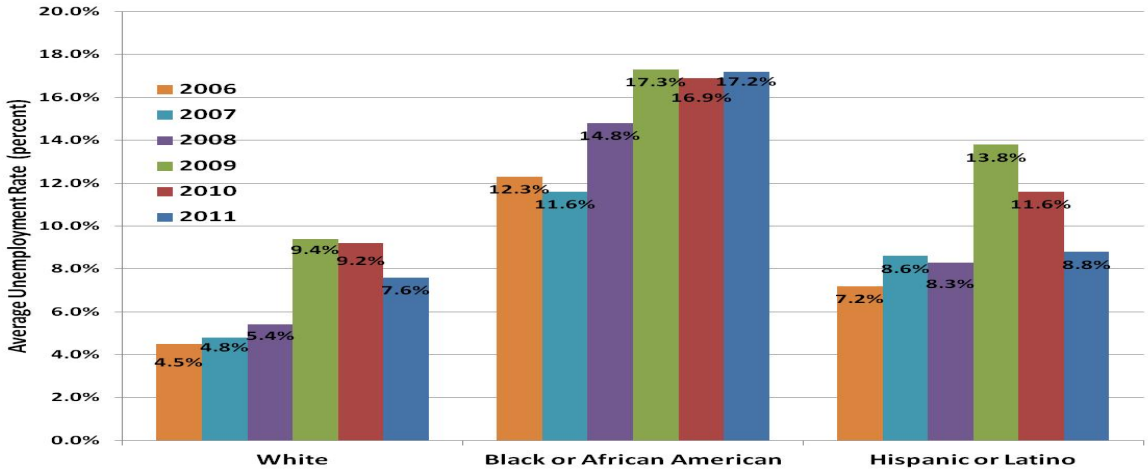


Source: *2018 Ohio Job Outlook*

- Through 2018, Ohio is expected to have a substantial decrease in a prime working age group, those ages 45 to 54.
- Ohio's 25-to-34 age group is expected to grow, but not enough to offset the decline in the 45-to-54 age group.
- There will be an increase in the number of those 55 and older, and workers from this age group may be needed to fill shortages from the 45-to-54 age group.

Racial and Ethnic Groups Have High Unemployment Rates

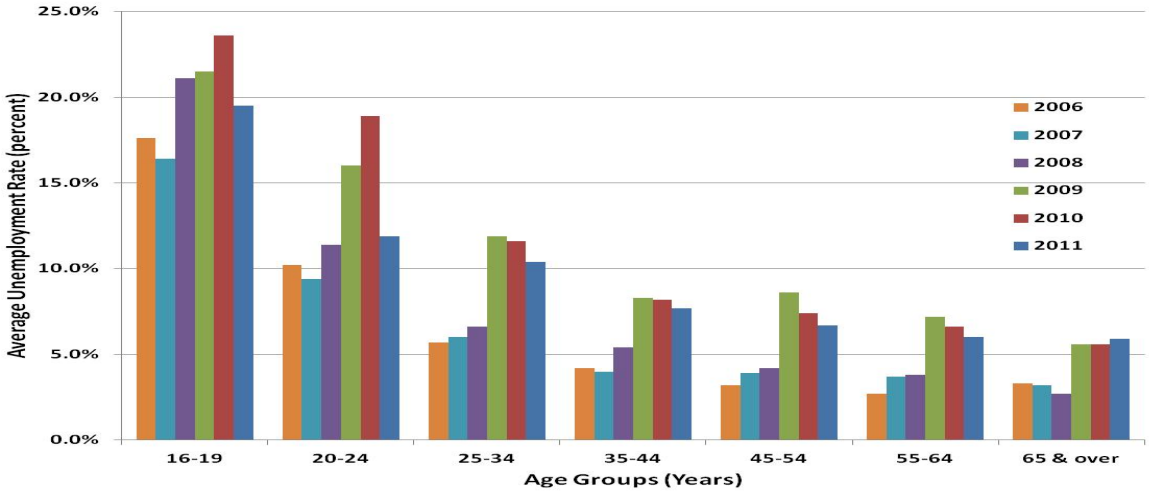
Figure 8: Ohio Annual Average Unemployment Rates by Race / Ethnicity



Source: US Bureau of Labor Statistics, Geographic Profile of Employment and Unemployment

- In 2011, unemployment rates for African-American workers were 9.6 percentage points higher than those for white workers and 8.8 percentage points higher than those for Hispanic/Latino workers.
- Since 2009, unemployment rates for Hispanic/Latino workers decreased at a faster rate than those for other racial groups.

Figure 9: Ohio Annual Average Unemployment Rates by Age



Source: US Bureau of Labor Statistics, Geographic Profile of Employment and Unemployment

- During the recession, unemployment rates were considerably higher (8 to 10 percentage points) for workers in the 16-to-19 and 20-to-24 age groups than for older workers.

Some Subpopulations Do Not Speak English Very Well

Figure 10: 5 years old and over speaking English less than "very well"

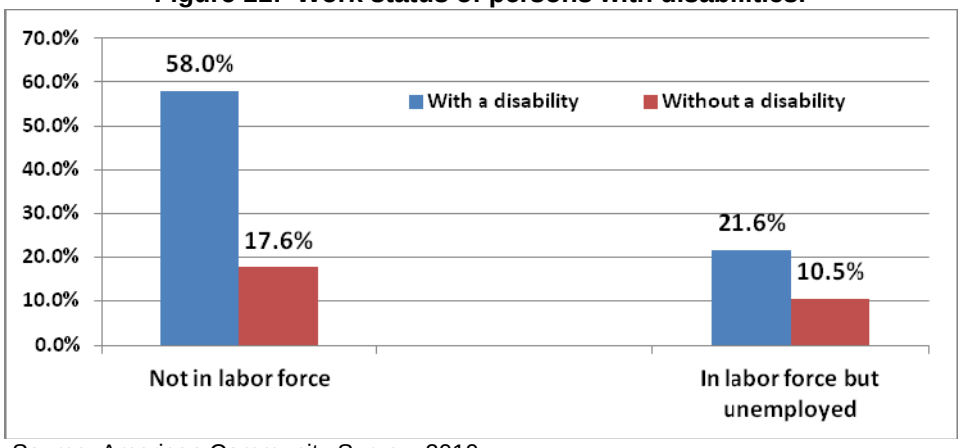
Area	Percent Speaking English less than "very well"
Ohio	2.2%
Holmes County	17.6%
Franklin County	4.7%
Cuyahoga County	4.1%
Wayne County	3.9%
Geauga County	3.3%
Huron County	3.0%
Lake County	3.0%
Ashland County	2.5%
Butler County	2.4%
Lorain County	2.4%

Source: American Community Survey, 2010

- Approximately 2 percent of Ohioans speak English less than "very well," which could be a barrier to employment.
- Ten counties have significant groups with limited English speaking skills: Ashland, Butler, Cuyahoga, Franklin, Geauga, Holmes, Huron, Lake, Lorain and Wayne.

Many People with Disabilities Are Unemployed

Figure 11: Work status of persons with disabilities.



Source: American Community Survey, 2010

- In 2010, 11.4 percent of Ohioans ages 18 to 64 reported they had some kind of disability, which could also be a barrier to employment.
    - 58 percent of those with a disability were not in the workforce, compared to 17.6 percent for the civilian noninstitutionalized population.
    - 21.6 percent of workers with disabilities were unemployed, compared to about 10.5 percent of the civilian noninstitutionalized population.

I.B.4 Analysis of the skill and education gaps for all individuals in the state, particularly for the targeted populations for the programs in the plan, based on an economic assessment

Higher average wages and greater job stability are associated with higher levels of educational attainment, which is an indicator of job skills. In Ohio, older workers were harder hit in the 2007 to 2009 recession. Unfortunately, educational attainment levels for those ages 45-64 are lower than those ages 25-44. Increasing the educational attainment of this age group should increase their skills for today's job market (see Attachment J, Figure 13). Strategies for serving older workers are discussed in Section II.C.2.k and Section II.H. See Section II.B.4 for information about how the skills and interests of dislocated workers are assessed during Rapid Response services and Section II.C.2.d for information about services to dislocated workers. In addition, between 8.5 and 9.7 percent of all age groups have less than a high school education.

Blacks/African-Americans and Hispanics-Latinos have lower levels of educational attainment (see Attachment J, Figure 14). In particular, members of these groups are more likely to have less than a high school education. Increasing educational attainment in general and, specifically, decreasing the percentages of those with less than a high school education should improve the employment outlook for these groups.

Speaking a language other than English in the home and having lower levels of educational attainment are associated with an increased likelihood of not being in the labor force, except among those speaking Asian or Pacific Island languages. Increasing both English proficiency and educational attainment may decrease the percentage of those not in the labor force (see Attachment J, Figure 15).

Persons with disabilities generally have lower levels of educational attainment than persons without disabilities. Disabilities may act as a barrier to increasing job skills, which may lead to fewer persons with disabilities in the labor force and higher unemployment rates for those in the labor force (see Attachment J, Figure 16). Strategies for serving persons with disabilities are discussed in Section II.C.3.

In Ohio, data suggest that too few workers are being prepared for some occupations. Consequently, Ohio will experience a skills and education gap for these occupations.

Figure 12: Supply/Demand Comparisons, Selected Occupational Clusters

Occupational Cluster	Avg. Ann. Openings, 2008-18	Degree Completers 2009-10	Entering Labor Force*	Projected Shortage
Biological Technology	109	24	20	81.7%
Chemical Technology	127	25	21	83.5%
Communication Electronics	239	0	0	100.0%
Computer Engineering	1,202	405	344	71.4%
Computer/Business Machine Prod./Repair	170	14	12	92.9%
Dental Hygiene	324	286	243	25.0%
Electrical	938	488	415	55.8%
Elementary Education	1,276	584	496	61.1%
Legal Secretarial	184	49	42	77.2%
Physician Assisting	100	84	71	29.0%
Preschool Education	868	441	375	56.8%

*Up to 15% of degree completers may not enter their associated labor markets.
Source: Occupational Supply-Demand System, 2012. (http://occsupplydemand.org)

- More than 1,200 annual job openings are projected for computer engineers and related occupations, but during the 2009-2010 school year only 405 people in Ohio completed associated training and education programs.
- No one completed training and education programs associated with communication electronics occupations during this time.

As mentioned in prior sections, to obtain current information about the skill and education gaps for individuals in the state, Ohio will use a Business Forecasting Tool. This tool will capture information about businesses' top critical job shortages and the education, experience, and skills required for those jobs. The tool is a survey that will be administered to the top 236 employers (according to number of employees) in nine strategic industry sectors. Small, medium, and large companies will be adequately represented in this sample size, and steps will be taken to ensure a high response rate. The information learned from the Business Forecasting Tool, coupled with labor market information and Wanted Analytics, will then be used by the education and workforce systems to ensure that these systems align the training offered with employer-identified needs. As a result, individuals who lack the skills and education required will receive the necessary training and skills specifically identified by business.

I.B.5 Analysis of the challenges associated with the state's population attaining the education, skills and training needed to obtain employment

Ohio faces several challenges:

- Declining yet still high unemployment rates for the state as a whole and in some subpopulations
- Continued slow recovery from the recession
- Slow long-term growth projections for some industries
- An aging workforce
- High levels of job churn for some occupations that require short on-the-job training when compared to growth occupations requiring skilled workers, such as the health care and social assistance industry
- Difficulties reported by employers in finding workers with the education and skills they need.

However, the state also has several strategic advantages. These include new and emerging industries and an administration committed to streamlining the existing fragmented workforce system, making it easier for both employers and job seekers to access, and directing limited resources toward short-term on-the-job training which, because it is employer-directed, is much more successful. Once these fundamental shifts are made, Ohio will be in a much better position to address its challenges and turn the economic tide for Ohio's families, businesses, and the state as a whole.

With the establishment of the Governor's Office of Workforce Transformation and the Governor's Executive Workforce Board, the Governor is committed to addressing the state's challenges and transforming Ohio for growth.

I.B.6 Discussion of the plan's programs' ability to meet the skill needs of employers in the state and ability to close any skill gaps

Meeting the skill needs of employers, by identifying gaps and closing them, is a key reason for Ohio's new regional approach, utilizing the six JobsOhio regions. Regional and sector strategies will be based on input from businesses, including information from Ohio's customized Business Forecasting Tool. Forecasting will be cross matched against labor market information to determine regional occupational demand. This strategic use of forecasting and labor market information will enable Ohio to identify the skills needed to meet that demand. The regional planning structure, which incorporates secondary and post-secondary education, facilitates development of strategies with all partners to close skill gaps. Ohio's workforce training reform plan requires community colleges, technical schools and universities to work more closely with businesses and produce the skill-set needed to fill job vacancies. The plan also creates metrics, which will measure the success of this collaboration.

Projections indicate that more than half of future jobs will require short-term or moderate-term on-the-job training (OJT). Therefore, the programs included in the plan

can help meet the skill needs of employers and help close skill gaps by promoting OJT, specific to employer needs. Ohio has promoted OJT funded by WIA adult and dislocated worker programs, an OJT National Emergency Grant, and the Trade program. The state has also taken advantage of a waiver, permitting an increase in the 50% limit on employer reimbursement of the cost of customized training and OJT. In addition, Ohio's Rapid Response funding policy limits funding for long-term training and promotes short-term training based on employer hiring data.

Apprenticeship is also utilized to close skill gaps, enhance individuals' competitiveness, and increase the number of Ohioans with postsecondary degrees. Ohio is making it easier for technical instruction acquired through a Registered Apprenticeship program to count, or be portable toward, an Associate's Degree or further education to the extent such instruction is deemed equivalent to college-level work. Through the collaborative effort of the Ohio Board of Regents, the Ohio Association of Community Colleges, and the Ohio State Apprenticeship Council, the Ohio Articulation Initiative announced the first agreement which will afford all apprentices for a given registered apprenticeship occupation throughout the state the same amount of awarded credit and the same courses to complete their degree. This allows for a defined degree pathway which can be completed at any number of the University System of Ohio's 14 universities, 24 regional campuses, and 23 community colleges.

The International Brotherhood of Electrical Workers (IBEW)-National Electrical Contractors Association (NECA) Electrical Apprenticeship program for Inside Wireman is a nationally recognized program provided through the National Joint Apprenticeship and Training Committee (NJATC). Providers of this apprenticeship program in Ohio have partnered with public community colleges to provide a pathway to a technical associate degree. Institutions with programs approved as part of the statewide articulation and transfer agreement currently include:

- Central Ohio Technical College
- Columbus State Community College
- Cuyahoga Community College
- Eastern Gateway Community College
- Lakeland Community College
- Lorain County Community College
- North Central State College
- Northwest State Community College
- Owens Community College
- Sinclair Community College
- Washington State Community College

Some of the requirements for these programs are provided by adult organizations that are non-degree granting providers. The Higher Learning Commission has given the Ohio Board of Regents a verbal agreement that a waiver will be available that exempts these programs from the rule that requires over 50 percent of the requirements be provided by the degree granting institution.

The next groups expected to undertake this process are the United Brotherhood of Carpenters and Joiners of America (Ohio JATCs) and the Sheet Metal Workers International Association (Ohio JATCs). Then the statewide initiative will branch to manufacturing and other occupational sectors.

I.C State Strategies

I.C.1 Integrated Cross-Program Strategies for specific populations and sub-populations identified in economic analysis, strategies for meeting the workforce needs of employers, and regional and sector strategies tailored to economy

Ohio's entire workforce system must work together in order for Ohio to prosper. Prior sections of this plan have identified Ohio's strategies for meeting the workforce needs of employers, and regional and sector strategies tailored to the state's economy.

Ohio's workforce development initiative in support of the state's growing oil and gas industry, due in part to improved technologies that now allow industry to access Utica Shale, is one example of a key cross-program strategy to meet the workforce needs of employers and to meet the employment and training needs of Ohioans. Committed to meeting the current and future occupational demands, the Ohio Department of Job and Family Services (ODJFS), in partnership with the Ohio Board of Regents and the University System of Ohio, is developing a comprehensive workforce training and placement strategy in support of high-priority occupations in the crude oil and natural gas drilling and production industry.

According to a needs assessment conducted by the Marcellus Shale Education and Training Center, approximately 75 percent of oil- and natural gas-related jobs require little formal post-secondary education and rely heavily on hands-on work experience and OJT. The remaining 25 percent require two-year or four-year degrees, plus experience. The majority of employment opportunities for oil- and natural gas-related jobs will be in the Eastern portion of the state. However, ancillary businesses throughout Ohio have the opportunity to provide products and services to the industry.

The ODJFS Office of Workforce Development (OWD) enhanced its case management system, the Workforce Case Management System (WCMS), to track individuals who are interested in occupations in the oil and gas industry, as well as individuals who receive services directly related to the oil and gas industry. This provides real-time data on the services provided and job placements made in support of the industry. In addition, ten Ohio counties that are part of local workforce investment areas 4, 6, 16, 17 and 18 are participating in the ShaleNET grant, a $4.9 million USDOL Community-Based Job Training Grant to train participants and place them in OJT for specific occupations within the industry. The ShaleNET grant increases collaboration among Ohio's post-secondary education institutions, which are certified as training providers, and the local workforce investment areas as they work together to recruit, assess, train and place individuals in jobs. In addition, recently-passed Senate Bill 315 allows the

state to work with its regional workforce development partners to maximize job training opportunities around shale.

Senate Bill 316, signed by Governor Kasich in June 2012, calls for the creation of a website for both employers and workers to find the opportunity that best suits their respective needs in the natural gas industry. Ohio will use the state's online job matching site OhioMeansJobs.com (OMJ) for strategic job matching. As an added service for employers in the crude oil and natural gas industry, OWD is encouraging them to include "OOGI" in the job titles of all employment opportunities they post on OhioMeansJobs.com. "OOGI" stands for "Ohio oil and gas industry." This will allow job seekers and staff at One-Stop Centers who work with job seekers to more easily search for jobs in the industry. Similarly, individuals who are interested in occupations in the crude oil and natural gas industry should include "OOGI" in their resumes. One-Stop Center staff will work with job seekers on developing skill-based resumes that highlight their work experience and training that are relevant to the industry, and employers will be able to search for those individuals based on the "OOGI" identifier.

One-Stop Centers also are providing workforce development support for oil and gas employers hosting job fairs, recruiting sessions, and pre-screening for specific occupations. They represent workforce development on local coalitions, counsels, and committees formed to support the industry. ODJFS and the One-Stops also are working with the Ohio Board of Regents and the University System of Ohio to ensure training programs in support of the industry are available and Ohioans are enrolled in those programs that are in demand.

Ohio applied for and received a DOL Discretionary Grant, the H-1B Technical Skills Training Grant. This program is another example of a multi-agency, integrated strategy involving ODJFS and the Ohio Board of Regents. The program is intended to raise the technical skill levels of Ohio workers so they can obtain or upgrade employment in high-growth industries and occupations. Over time, these education and training programs will help business reduce their use of skilled professionals from other countries, who are permitted to work in the U.S. on a temporary basis under the H-1B program.

Directly aligned with the Governor's strategic vision to streamline and improve access, ODJFS has created enhancements to the OhioMeansJobs web site that will significantly expand upon its capabilities by adopting state-of-the-art technology. With funding from a Workforce Innovation Grant awarded in June 2012, the enhancements will improve the state's ability to serve both individuals and businesses through an approach that offers a consistent gateway to a comprehensive menu of workforce services, as well as online applications for a variety of integrated programs. Implementation of the planned enhancements to OhioMeansJobs will focus on a limited set of the state's total workforce programs, initially focusing on DOL-funded programs, such as WIA, Wagner-Peyser, Trade, and Veterans workforce programs.

Based on statewide feedback from businesses and trade associations, the enhancements are designed to reduce the complex maze of multiple state agencies and

programs. Customers – with a simple click of the mouse – will have easier access to a wide range of services.

- Individuals seeking jobs will no longer be tied to brick-and-mortar locations to receive services, saving time and travel expense. They will have the ability to perform registration and preliminary eligibility, obtain primary services, create employment portfolios (called e-Folios), post resumes, search thousands of job openings using key word filters, request online help, access video units and other learning resources, and use online tools from home, office, school, library, military base, etc.
- Businesses will have access to customer service tools that make resumes, reference material, program referrals, talent searches, job description tools, labor market information, salary data, virtual job fairs, training videos for incumbent workers, and more instantly available
- Workforce professionals will have improved integration of data and services from different agencies for managing cases
- Users of the enhanced OMJ will be able to use newer technologies such as chat, mobile apps, and videoconferencing to communicate virtually with knowledgeable Customer Service Representatives at any time

Several integrated cross-program strategies are in place for specific populations and sub-populations. A few examples follow.

Younger Ohioans tend to have higher unemployment rates. Therefore, Ohio has leveraged funds and maintained strong partnerships with WIA, Temporary Assistance to Needy Families (TANF), foster care independent living programs, and other programs in order to improve the employment, work experience, and internship opportunities for youth.

Ohio has also developed cross-program strategies to meet the needs of dislocated workers and employers who need skilled workers. A partnership including the ODJFS Offices of Workforce Development, Unemployment Compensation Trade Section, and Local Operations has streamlined processes for writing OJT contracts to retrain dislocated workers for new jobs. The offices also developed a comprehensive OJT policy that reduces administrative burden for employers, streamlines contract approvals, and facilitates leveraging WIA Rapid Response, Dislocated Worker, National Emergency Grant, and Trade Adjustment Assistance (TAA) funds.

Another example of a cross-program, cross-agency strategy is underway to address the needs of older workers. Workforce participation rates among those 55 and older have increased and are projected to continue to increase until 2018. Therefore, an Aging and Higher Education Advisory Committee that includes representatives from many state agencies, higher education associations, universities, service providers, and private employers has been meeting regularly. The committee is examining the role of higher education in creating a workforce for an aging society, helping to train and retrain older workers to remain in or return to employment, improving opportunities for lifelong

learning, and examining how to better create partnerships between higher education and industry.

I.C.2 Partnerships necessary to implement the strategies, specify roles of specific state entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population

Ohio's new economic development strategy requires a partnership between JobsOhio (which will focus on growing the state's economy) and the workforce development system (which will be aligned to produce the skilled workers needed by business). A key part of the work of the OWT is to facilitate the partnership of workforce development professionals in the JobsOhio Network in each JobsOhio region. Ohio will use this regional infrastructure for planning, service delivery, and assessing and aligning workforce programs to meet the identified occupation demand of businesses. The state anticipates that WIA and Wagner-Peyser state staff and local WIA and One-Stop staff will join state and local staff from economic development, education, and the other agencies to develop regional workforce plans. To the extent possible, programs will align service delivery maps to align with the JobsOhio regional map. Ohio's new workforce reform plan will measure the success of these partnerships in closing skill gaps.

ODFJS received the Expanding Business Engagement grant, which will address a number of gaps and challenges in Ohio's current business engagement strategies. Workforce development is not the primary mission of any state agency or cabinet level official. Programs and resources are spread across multiple state agencies. Ohio also recognizes that performance measures and data collection reporting systems are unable to gauge the efficiency and effectiveness of workforce programs and policies across the state government. And most importantly, Ohio employers report a deficit of job-seekers and workers with 21st century education and skills. The grant will focus initially on the current in-demand occupations as set by stakeholders working with OWT.

To address the gaps in current performance measures and data collection reporting systems that are unable to gauge the efficiency and effectiveness of workforce programs and policies, Ohio will focus on three improvement areas: implement the Workforce Gateway (a single point of entry to multiple workforce programs); improve system performance; and create new services such as virtual business services. By providing a more streamlined and centralized approach to business services, ODFJS believes that all Ohio business who seeks workforce services will benefit.

See Section II.C for more details on specific examples of partnerships that exist to implement key strategies and initiatives related to services to special populations.

I.C.3 Leveraging Resources - describe how the state will coordinate discretionary and formula-based investments across programs and in support of governor's vision including the state's planned commitment of Federal and non-Federal funds to these investments. Describe how the state will use program funds to leverage other Federal, state, local, and private resources in order to effectively and efficiently provide services

The Governor's vision requires the workforce development system to invest resources to meet business and individual needs, so that individuals seeking jobs and workers will have the 21st century skills they need to be successful. To achieve this, the OWT was charged to determine the best deployment of state and federal workforce resources and to direct how these resources are allocated and used by Cabinet Agencies, Boards, and Commissions. As described in earlier sections, the state is working with local partners, including businesses, chambers, training providers, and labor to approach businesses jointly to request forecasting information for both short- and long-term workforce needs. With this information, Ohio will review all state and federal programs to ensure that Ohio is best meeting the needs of businesses while still meeting the goals of the individual programs.

The Office of Workforce Transformation has catalogued the workforce programs operating within Ohio. The diagram available at: http://workforce.ohio.gov/Portals/0/pdf/ohio%20job%20training%20system%20chart%20372012.pdf depicts the 77 programs housed within 13 state agencies. The programs include a mix of federally funded, state funded, locally funded and combined funding programs and projects. This diagram helps make it evident where and how program funds can be used to leverage other Federal, state, local and private resources in order to effectively and efficiently provide services.

A specific example of leveraging resources is that the State legislature has set aside $50 million of the state's $200 million in casino licensing fee revenue over a two year period for incumbent worker training. This initiative, which will launch very shortly, is designed to fill gaps in the overall workforce strategy, since existing federal programs focus on training specific populations such as Dislocated Workers or individuals with a specific barrier to employment like felony records or those with a disability.

Another specific example of leveraging resources is the "Connecting the Dots From Foster Care to Independent Living" initiative. This joint initiative between the ODJFS Offices of Workforce Development and Families and Children has included a host of funding options including the use of special grants; state general revenue, WIA, Chaffee, and TANF funds; corporate sponsorship; potential match requirements for vendors; and private resources. ODJFS is in discussions now with a corporation interested in partially sponsoring the initiative, recruiting vocational mentors, providing job shadowing events, and hiring foster youth.

Another new development is the plan to co-locate the Ohio Board of Regents with the Ohio Department of Education. This initial step is designed to promote collaboration, consolidate building-related costs, and jump-start Ohio's primary to graduate school continuum. The move is expected to take place by the end of the year.

I.C.4 Policy Alignment - discuss how the state will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities

As regional plans are developed, the OWT also is identifying state policies that need to be modified and/or created to support collaboration, performance, alignment, and fiscal management. By assessing the policy and programs, Ohio can prevent duplication of programs and services, and identify opportunities to leverage dollars among agencies and their funding streams. Again, the regional approach that Ohio is undertaking will help facilitate and drive this needed policy alignment.

I.D Desired Outcomes

I.D.1 Describe and provide specific quantitative targets for the desired outcomes and results for WIA and Wagner-Peyser.

Figure 13: State WIA/W-P Performance Indicators and Goals WIA Requirement at Section 136(b)	Previous Year Performance	Proposed Performance Goal
Adults:		
Entered Employment Rate	78.1%	72.0%
Employment Retention Rate	88.0%	87.0%
Average Six-Months Earnings	$16,337	$15,500
Dislocated Workers:		
Entered Employment Rate	80.2%	78.0%
Employment Retention Rate	91.4%	90.0%
Average Six-Months Earnings	$19,494	$18,911
Youth Common Measures:		
Placement in Employment or Education	64.2%	65.0%
Attainment of a Degree or Certificate	59.6%	60.0%
Literacy and Numeracy Gains	52.5%	44.0%
W-P Requirement at Section 13(a)		
Entered Employment Rate	48.0%	53.0%
Employment Retention Rate	81.0%	81.0%
Average Six-Months Earnings	$18,157	$18,000

I.D.2 Describe any additional established indicators and system measures beyond those required by the programs' authorizing statutes.

Between July of 2011 and June of 2012, the Ohio House of Representatives convened a Legislative Study Committee on Workforce Development. The primary objectives of the committee were to: (1) review the operations of various programs and evaluate their effectiveness; (2) evaluate coordination and collaboration throughout the workforce development system; and (3) explore and identify areas for improvement. At six

hearings across the state, the bipartisan ad hoc committee heard from front-line service providers, businesses, and workers looking to improve their skills.

The committee's report identified the need for the creation, collection, and reporting of strategic performance metrics and data – and making it available across agencies and accessible to the public. Similarly, one of the named responsibilities of the OWT is to establish an effective state and workforce data collection system as well as cross-agency performance measures that are meaningful to employers, individuals, and policymakers.

WIA common measures, which are based upon percentages, are insufficient to fully understand program performance. For example, a program that places seven out of eight people in jobs appears better than one placing far more individuals but at a lower percentage success rate (i.e. 75 out of 100) despite the far greater economic impact for a similar investment. Although a great deal of data are being collected, they often do not address the needs of businesses or the workers needing training. In some cases, data are collected by one agency but not shared. In others, data are being collected too many times by multiple agencies.

Regarding additional system measures, a state team of stakeholders has been convened to identify One-Stop metrics. Ohio expects to announce additional metrics during Program Year 2012, which started July 1, 2012, and ends June 30, 2013. Failure to meet the state performance measures may result in modifications to the One-Stop operator and/or WIB structure.

In addition, the state has explored a Return on Investment (ROI) model. This is a first step in looking beyond common measures impact of program services. During Program Year 2011 (July 1, 2011 – June 30, 2012), Ohio's statewide board of local workforce board directors initiated an ROI analysis with the assistance of staff from the ODJFS Office of Workforce Development.

The ROI team was charged to measure and convey workforce training program effectiveness in terms of dollars, to quantify the net benefits of training investments and identify opportunities for program improvement. In less than six months, the team which included program and labor market information staff experts:

- researched ROI approaches used across the country,
- developed key parameters for the Ohio model,
- defined key data elements and sources,
- completed regression models for cohort and control group comparison data, and
- produced a draft analysis of results using pilot data for dislocated workers in Workforce Area 7 (43 counties) who completed training services between July and September, 2010.

The WIB Directors embraced the model. Full statewide implementation started in December 2011, with rolling ROI data to be collected each quarter until a full program year is compiled. Ohio's ROI methodology is built upon key principles of: transparency,

credibility, adaptability, sensitivity to change, relative simplicity to administer, and ability to yield timely and relevant results. The model uses cohort group and control group regression analysis.

The core assumption in development of this model was that the impacts of WIA services are not limited to its program participants, but are also extended to taxpayers who fund the services and society as a whole who benefit from the investment in its members.

The methodology measures costs and benefits relative to three perspectives: program participants, taxpayers, and society. The society ROI considers the ROI of the WIA program and considers program participants and the taxpayers as equal members of society.

The Ohio model calculates the in-program and out-of-program costs and benefits to the participant, to taxpayers, and to society. Specific data elements include costs for tuition and on-the-job training, taxes and wages, unemployment compensation, and costs and benefits associated with Cash, Food Assistance, and Tax Credit programs. In addition, the model produces data regarding a one-year ROI for various occupational categories in order to provide local areas with data regarding high prospect occupations, typical education requirements, earnings, and average training costs.

I.D.3 Other goals desired to achieve, in addition to the program performance goals - specifically desired results for the whole workforce investment system and metrics utilized to measure results.

OWT is in the process of developing policies and performance measures that will be reviewed by the Governor's Executive Workforce Board, which will in turn advise the Governor of the policies that should be implemented. The policies and measures being created for review will all reflect the Governor's goals to provide state and regional consistency in the WIB system and be demand driven and responsive to businesses' training needs. In line with the goals for the workforce system, these policies will diminish duplication of services and implement a more efficient use of WIA resources statewide that is beneficial to businesses and individuals while reducing the overall administrative and infrastructure costs of the public workforce system.

As the state and/or regional policies are approved, the Governor's Executive Workforce Board will provide the results to the Department of Labor.

Section II. State Operational Plan

II.A Overview of the Workforce System

II.A.1 Organization

II.A.1.a Describe organization and delivery systems at state and local levels for programs in the plan

Ohio's current workforce system includes adult basic education programs, career centers, two-year and four-year colleges and universities, local workforce boards and One-Stop centers, employer training programs, economic development organizations, and community-based organizations. At the state level, there are 77 workforce training programs and services spread across 13 agencies, but the primary programs are organized as indicated below.

- The Ohio Department of Job and Family Services administers the following programs:
  - Workforce Investment Act
  - Wagner-Peyser (labor exchange)
  - Jobs for Veterans Act
  - Trade Adjustment Assistance
  - Unemployment Insurance
  - Apprenticeship
  - Migrant & Seasonal Farmworker
  - Bureau of Labor Statistics Program
  - Temporary Assistance for Needy Families

- The Department of Aging administers the Senior Community Service Employment Program.
- The Board of Regents administers: Post Secondary Adult Career-Technical Education, Carl Perkins Act, Adult Basic and Literacy Education, and the Foster Youth Scholarship Fund.
- The Department of Development administers the Ohio Workforce Guarantee, the Ohio Incumbent Worker Training Voucher Program, and the Third Frontier Internship Program.
- The Rehabilitation Services Commission administers vocational rehabilitation services.
- The Department of Education administers K-12 education and Career-Technical Education (Carl Perkins).

At the local level, WIA programs are governed by twenty Workforce Investment Boards. Customers may access services through the 30 full-service comprehensive One-Stops that include all mandated partner services and 60 satellite One-Stops located throughout the state.

II.A.1.b How does this organization effectively support coordination and alignment of workforce programs and integrated service delivery?

Coordination and alignment occur at the state and local levels and are documented through Memoranda of Understanding, interagency initiatives, and regular meetings. However, Governor Kasich has concluded that the current organization of workforce

training programs lacks a central guiding entity; is overly complex, fragmented, and administratively burdensome; and is not adequately connected to regional and state economic development strategies. Therefore, as stated previously, he created the Office of Workforce Transformation in order to better support coordination and alignment of workforce programs and integrated service delivery.

Emphasizing the importance of the strategic vision, Governor Kasich has appointed an Executive Director of the OWT and assigned an interagency team of representatives from Cabinet Agencies, Boards, and Commissions. He has directed all Cabinet Agencies, Boards, and Commissions to comply with any requests or directives issued by the OWT Executive Director.

II.A.1.c Describe key state administrative personnel of programs in the plan

The executives of each of the state agencies identified in Section II.A.1.a above are on the Governor's Cabinet, except the Ohio Department of Education's Superintendent of Public Instruction under the State Board of Education. Locally, Ohio's One-Stops are governed by the WIBs and Youth Councils. Executives from the ODJFS Office of Workforce Development, Office of Unemployment Compensation (Trade), and Office of Local Operations; the Ohio Board of Regents; and the Ohio Department of Development meet monthly with the WIB Directors' Association.

II.A.1.d Organizational structure and membership roster of state board and their organizational affiliation

Please see Attachment H for the Governor's Executive Workforce Board membership roster and Attachment I for the organizational affiliations of members to meet the requirements of WIA Section 111(b). Governor Kasich has appointed Ohio Department of Job and Family Services Director Michael Colbert to serve as the lead workforce agency representative on the Board. Director Colbert is responsible for convening and leading the interagency team of Governor Kasich's Cabinet Directors who have workforce programs in their agencies. The Interagency Team will ensure that the needs of their constituents are being met and will serve as a Committee of the Governor's Executive Workforce Board.

II.A.2 State Board

II.A.2.a How does the state board effectively coordinate and align the resources and policies of programs in the plan?

Senate Bill 316, which was signed, gives the Governor's Executive Workforce Board, created by Executive Order 2012-02K, the authority to develop a unified budget and performance management metrics for the entire workforce development system. The provision will better align programs and increase access for both employers and individuals seeking jobs to obtain training. The Governor's Executive Workforce Board was established in July 2012, and was tasked with creating statewide performance measures that will provide state and regional consistency across the workforce system.

In coordination with the OWT, the Board is responsible for several program initiatives that are outlined in the Governor's workforce strategic framework.

The Board is responsible for reviewing data and information on economic, employment and education conditions and trends. The Board will also review the skill needs of employers and look at all state workforce programs in conjunction with OWT.

In addition, the Board is tasked with recommending procedures and policies to help improve state and local workforce programs and services and to streamline and align programs, resources, and performance measures across state government. Specifically the Board will create performance metrics and a system performance structure for the regional WIBs.

The final task of the Board is providing guidance on funding levels for workforce programs that serve employers as well as incumbent and dislocated workers.

II.A.2.b How did the board collaborate in development of the plan?

Although the Board was not established prior to the Governor's Office of Workforce Transformation, the Governor had previously met with many of the Board members prior to their appointment. Those members were instrumental in the creation of several of the Governor's goals, including the regional workforce concept within the JobsOhio regions. Staff from OWT also worked closely with the Board Chair, Blane Walter, Chairman and Chief Executive Officer, inChord Communications, whom the Governor selected in April 2012, on the development of this plan.

Board members were also instrumental in the creation of the Business Forecasting Tool. Several Board members served on the working group to establish this tool and defined the best way to communicate with business so as to best identify the short- and long-term needs of the workforce.

In addition, Board staff in the Office of Workforce Transformation talked with Board members and asked them what issues they wanted to look at more closely and what their most critical concerns were related to Ohio's workforce and workforce development system. This information was shared with the Board Chair and is helping to shape the agenda for Board meetings. Some members have been engaged in other specific workforce activities even prior to their Board appointment.

II.A.2.c How will the board collaborate in carrying out the functions defined in the Workforce Investment Act?

The Board's role is to work with the Office of Workforce Transformation to help establish the regional teams, guide regional planning, and establish a regional service concept for Ohio. The Board will continue to collaborate with the regional partners in identifying business needs, as well as with the workforce providers who respond to those business needs.

The Board functions identified in WIA Section 111 are tasked primarily to the Executive Committee of the Governor's Executive Workforce Board. Staff from the Office of Workforce Transformation and the ODJFS Office of Workforce Development work closely with the Executive Committee to be sure all required functions are handled. Several initiatives are being addressed at the initial Board meetings. These include branding of One-Stops, making available training resources more consistent statewide, maximizing employment opportunity of recipients of Unemployment Compensation, and developing state metrics.

II.A.2.d How does the board member who represents vocational rehabilitation effectively represent the interests, needs, and priorities of the vocational rehabilitation program and how will the employment needs of individuals with disabilities be addressed?

Governor Kasich has appointed Ohio Department of Job and Family Services Director Michael Colbert to serve as the lead workforce agency representative on the Board. Director Colbert is responsible for convening and leading the interagency team of Governor Kasich's Cabinet Directors who have workforce programs in their agencies. Director Kevin Miller, from the Ohio Rehabilitation Services Commission, is a member of this Cabinet level workforce team. The Interagency Team will ensure that the needs of their constituents are being met and will serve as a Committee of the Governor's Executive Workforce Board.

An example of interagency collaboration can be seen in the recent veteran initiative *Ohio Hires its Own: From the Battle Front to Home Front.* Under the direction of Directors from the Ohio Board of Regents, Ohio Department of Rehabilitation and Services Commission, Ohio Department of Job and Family Services, Ohio Department of Veteran Services, and the Governor's Office of Workforce Transformation, agency staff worked closely with the Ohio National Guard to prepare and learn how best to serve recent returning veterans in need of training and employment. An emphasis was placed on assisting veterans who will be returning with disabilities. The teamwork established for this initiative has provided a structure that is rich in cooperation and sets a tone for future interagency endeavors. This partnership between the agencies will continue to strengthen, and Ohio is looking for similar opportunities for collaboration to extend to the employment needs of individuals with disabilities in other workforce projects.

II.A.3 Local Areas

II.A.3.a Identify the local areas designated and the process used to designate local areas

Ohio is organized into 20 workforce investment areas. These areas are identified in Ohio's Workforce Development System Map that can be viewed at http://jfs.ohio.gov/owd/wia/Docs/2011-WFD-System.pdf. The number of local areas has changed in accordance with Board recommendations to the Governor, since the

inception of the WIA program. The process used to designate local areas would include a letter signed by the County Commissioners for each county requesting designation, technical assistance coordinated by the Office of Workforce Development, a resolution prepared for the Board's approval, and a Board recommendation prepared for the Governor. On June 27, 2007, the State Board approved a resolution (#06-27-2007-02) designating 20 local areas, effective July 1, 2007.

II.A.3.b Describe the designation of intrastate regions and interstate regions and corresponding performance measures (For interstate regions, describe the roles of respective governors, and state and local WIBs)

On February 27, 2009, Ohio and Pennsylvania announced the designation of the nation's first interstate workforce region, a collaborative plan to enhance the economic and workforce develop initiatives of Northeastern Ohio and Western Pennsylvania. The interstate region includes Columbiana, Mahoning, and Trumbull counties in Ohio (Local Areas 17 and 18) and Lawrence and Mercer counties in Pennsylvania. The designation was made in accordance with WIA legislation and was recommended by the State Board in both Ohio and Pennsylvania. The designation, effective January 1, 2009, provides a framework for collaborative planning, information sharing, and coordination of services by economic and workforce leaders in both states. The two local WIBs from Ohio and one local WIB from Pennsylvania initiated the request for designation as an interstate region. Each local WIB operates under the performance measures and numerical standards established for its local area.

This interstate region received a $6 million Workforce Innovation Grant in June, 2012. The goals of the grant are to create stronger cooperation and alignment across state lines, programs and funding streams; create a robust sector strategy that aligns employment and training services with the critical skill needs of regional manufacturers; and build out manufacturing career pathways. The outcomes anticipated include increased enrollment in manufacturing career pathway programs and attainment of nationally recognized credentials, which will in turn, lead to employment and earnings outcomes for individuals and increased competitiveness for employers.

II.A.3.c Discuss other types of regional structures

Ohio has begun aligning program service delivery with the JobsOhio regions. For example, Rapid Response and Veterans services are now delivered in regions that match the JobsOhio regions. In addition, as described in earlier sections, Ohio is developing a regional workforce development model. The REGIONAL TEAM MEMBERSHIP includes key regional leaders representing:

- Employers in industries having significant economic impact in the region
- Industry intermediaries (i.e. industry and trade associations)
- Economic development organizations
- Public 4-year universities
- Community Colleges (2-year institutions)
- Career technical centers and vocational education
- K-12
- Workforce professionals as selected by the region

The purpose of these systems is to deliver a trained and educated workforce driven by regionally significant industries through a collaborative process that is responsive to employer needs.

The regions will play a key role by aligning educational programs and curriculum to meet defined requirements of the industries and will communicate and promote the regional business needs collected through the forecasting process (to include occupational, certificate, and incumbent worker training needs) to the current and future workforce. The work of the business-driven regional team will be decided by its stakeholders and the businesses that impact the identified region.

II.B Operating Systems and Policies Supporting the State's Strategies

II.B.1 State operating systems that support coordinated implementation of state strategies

A key component of carrying out the Governor's strategic vision of a streamlined workforce system is the ability to collect, maintain and update the critical information needed by all its stakeholders, for without timely, accurate, relevant, and accessible information, there can be no integration or efficiency in operation

II.B.1.a Labor Market Systems

ODJFS will build upon its ability to implement its strategy through four coordinated information tools:

1. The Bureau of Labor Market Information (LMI) maintains a dynamic web site (http://OhioLMI.com) that provides data and information for individuals, workforce professionals, researchers, and economic development professionals and also produces customizable query tools, such as the Employment and Wages Query and the Current Employment Statistics query. The Bureau produces a number of economic reports/studies, as well as short-term and long-term workforce analysis

reports, including employment and industry/occupation projections that will enable workforce partners to plan and coordinate their efforts more effectively. The Workforce Data Quality Initiative is an effort by the ODJFS, Ohio Board of Regents and The Ohio State University Center for Human Resource Research to create a longitudinal repository for data on the workforce and higher education in Ohio. The repository was funded by the U.S. Department of Labor, and is intended to serve as a resource for state government and the larger research community for policy-relevant research and analysis on Ohio.

2. The Bureau supports OhioMeansJobs.com by maintaining and updating the Career Exploration tool and its links to the ODJFS job bank. With recent funding of the planned enhancements to OMJ, tools like this will become even more robust for users, with improved ability to offer dynamic market information, online job postings, and use of Wanted Analytics.
3. The state also publishes monthly reports based upon the Help Wanted OnLine® (HWOL) data series using its exclusive methodology. This real-time online job ad information resource produces profiles of the number of job ads organized by top employers, industries, occupations, and more.
4. Ohio will also utilize a new Business Forecasting Tool (mentioned previously) that yields data on employer job openings, automatically matching the data against the OMJ resumes. Resumes matching the job openings are then electronically sent to the employers for review.

II.B.1.b Data Systems

The Workforce Case Management System (WCMS), formerly known as SCOTI, is an integrated case management system facilitating service delivery across programs including WIA, special grants, Wagner-Peyser, Rapid Response, Veterans, Migrant and Seasonal Farmworker, Foreign Labor Certification, and Trade Adjustment Assistance (TAA). This integrated data is stored in a reporting database that provides “canned” and “ad hoc” reporting capabilities to its users.

The state has plans to enhance WCMS with the 'Single Seeker' concept. This would mean the system would have one seeker record for multiple programs. There would no longer be separate WIA title IB and Wagner-Peyser seeker records, and there would no longer be a need to copy seeker cases between programs. One seeker record with shared data would include one intake date and one exit date used amongst all programs. The DOL reporting will be revised to include this new functionality. Ohio also has plans underway to integrate the WCMS with the Unemployment Compensation system called Ohio Job Insurance (OJI). This will allow program staff to work even more closely with UC claimants, share similar data, customize the work search process, and provide job contact information to the claimants weekly. In addition, it will greatly enhance and streamline service delivery to claimants and assist them in finding a job much sooner, before exhausting benefits.

As noted in Section I.C.4, Ohio has initiated enhancements to OMJ, an approach for integrated services using state-of-the-art technology aimed at streamlining services.

Expanding beyond the capabilities of OhioMeansJobs.com, the state's web-based self-service tool for both employers and individuals, the enhancements will improve the state's ability to help employers fill jobs more quickly, more efficiently, and with individuals who have the specific talent required for the job. See https://ohiomeansjobs.com/omj/ for more details.

In July 2011 ODJFS began upgrading the County Finance Information System (CFIS) to a web-based format. CFIS allows county family services agencies and workforce development agencies to capture and report financial data in a way that is compatible with the state's financial system. It also gives county agencies and ODJFS the ability to "talk" to each other in the same financial language, using automated rather than manual processes. CFIS-Web went live in July 2012. Counties now have 24/7 access to CFIS reports and data, and ODJFS is able to import financial data from any county finance system.

II.B.1.c Communication Systems

Primary communication is disseminated via a system of e-mail "alerts" to almost 2,000 WIB members and workforce development professionals. These alerts notify subscribers of relevant information and additions to the Office of Workforce Development web site. This web site is designed to target specific audiences, featuring access on the front page for employers, individuals seeking jobs, and workforce development professionals. All new Federal guidance is found through links on this website. In addition, all new Ohio draft guidance is posted on the web site for public comment and then the final guidance is posted when approved.

Ohio is utilizing additional communication systems as well. The OhioMeansJobs.com web site is not just a job matching tool; it is also an important communication tool. Special events, job fairs, training workshops, and much more are featured on the home page and targeted to employers and individuals seeking jobs. Ohio is also using social networking to communicate with employers, individuals, and workforce professionals. OMJ utilizes social media, with over 300 followers on Twitter, over 900 on Facebook and over 130 on LinkedIn. Ohio's Rapid Response Unit has also created a Facebook page that provides information on services and links individuals to OMJ for job search assistance. Ohio expects to expand utilization of social networking in the future to update employers and individuals seeking jobs.

Ohio also offers a comprehensive array of technical training through a cadre of speakers to disseminate state and national cutting-edge information. Ohio also conducts quarterly regional training sessions to share information among various stakeholders and state agencies. These communication tools are in addition to the current array of WIB Directors' Association meetings, fiscal managers meetings, workforce board meetings, and many committees that process and disseminate information through venues such as meeting minutes and local web sites.

II.B.2 State policies that support the coordinated implementation of the state's strategies

Prior sections of this plan have detailed the plans to review state policies in order to streamline workforce systems, improve system performance and access, and invest resources to meet business and individuals needs. In addition to that work, which will evolve over the months ahead, Ohio has existing policies that support coordinated implementation of workforce programs.

Ohio has previously received waivers, which are requested again in this State Plan, that support coordination of the state's strategies to serve employers and individuals. Ohio's waivers, to permit local areas to use a sliding scale to reduce employer contribution for customized training based on the size of the business and to use a sliding scale to increase the wage reimbursement for on-the-job training (OJT) based on the size of the business, allow Ohio to expand its training services to small businesses. These waivers, and the policies created in relation to them, support Ohio's economic development via placement, promotions, and business expansion.

To further enhance OJT for trainees and employers, Ohio created a comprehensive policy that outlines the parameters of OJT for local areas. The policy supports coordination of WIA, Trade, and economic development to make working with workforce programs easier for employers.

The state also has a policy regarding procedures for staff in County Department of Job and Family Services (CDJFS) to obtain specific data. Existing policy enables local county staff to obtain unemployment compensation information for the purpose of administering employment and training and public assistance programs. Ohio is developing data sharing agreements to issue wage record data to local areas to further enhance their outreach efforts to individuals and employers.

In addition, Ohio is looking at a branding strategy, which would involve branding of all One-Stops, use of a statewide job matching system for the workforce system, and other components. The goal is to make OhioMeansJobs synonymous with workforce development in Ohio. This branding strategy includes steps to improve the public's awareness of, and access to, Ohio's One-Stop resources and services, in both physical locations and virtually. The strategy builds on WIA policy Letter No. 10-05 issued on September 10, 2010, which established "OhioMeansJobs" as a unified brand for the state's workforce system. This policy recommended that the Ohio Board of Regents, Ohio Department of Development, and Ohio Department of Job and Family Services work in collaboration to develop an outreach campaign promoting OhioMeansJobs as the integrated point of entry to Ohio's workforce system. Incorporating a unified brand is designed to enhance the way state and local workforce agencies communicate to the general public and make the workforce system both more understandable and accessible. OhioMeansJobs provides a tool to customers not familiar with the structure of Ohio's workforce systems and/or a local or state workforce brand to find workforce services and resources easily by using a common name.

In the short term, early in 2013 Ohio expects to issue a revised branding policy and guide which is currently in the final stages of development. Each workforce investment area statewide will have six months from the date of issuance to implement the policy. The immediate steps require all local areas to use the brand on new outreach opportunities including, but not limited to, websites, screen savers, signage, brochures, posters, and job fair displays. Branding is required for both physical One-Stops and online tools and resources. All One-Stop centers will be named OhioMeansJobs followed by the name of the county.

The strategy requires that the OhioMeansJobs brand functions as a web-based informational gateway and support system for primary customers: employers, employees and individuals seeking jobs. The policy also recommends marketing workforce services available and showcasing success stories and examples of excellence.

Further down the branding implementation timeline, it is the intent of the Kasich administration to explore a more comprehensive OhioMeansJobs branding initiative, beyond the One-Stop system.

The estimated initial cost of implementing the OhioMeansJobs branding initiative is $600,000. Funds provided to local areas, which are designated for outreach, may be used toward the branding initiative and must be used for business cards, phone system changes, signage, social networking, and websites.

II.B.3 Description of how the delivery of services to jobseeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs

Governor Kasich's over-arching effort to align workforce programs is expected to further improve integration between programs and streamline service delivery by addressing policy, performance, and planning. More specific ways of aligning the delivery of services to individuals and employers will be identified as the OWT progresses in that office's work.

Specific examples of how the state's programs are currently aligning the delivery of services for individuals seeking jobs and employer customers are as follows:

- Within each One-Stop, partners routinely work together on alignment of services and customer flow under the direction of the local workforce boards and One-Stop operators. Partners sign a Memorandum of Understanding that defines each partner's role for service delivery and funding. Common services such as business services and workshops are coordinated among the partners who provide shared staffing. Some One-Stops, for example, have launched Business Resource Networks, a partnership of workforce and economic development

entities that share resources and information and coordinate their services to local businesses.

- Electronic resources are being used in new and exciting ways to align the delivery of services to individuals seeking jobs and employer customers.

- A new initiative called “Connecting the Dots from Foster Care to Employment and Independent Living” has been established by an alliance of foster care independent living case workers, One-Stop WIA Youth Program staff, and the ODJFS offices of Families and Children and Workforce Development. The partner agencies work together to align the WIA Youth Program and Chaffee-funded independent living services while youth are in foster care and after emancipation. The goal of this program alignment is to improve the educational and employment outcomes of Ohio youth aging out of foster care.

- The Office of Workforce Development has a permanent ex-officio position on the Ohio Refugee Advisory Council. The purpose of this position is to ensure that important advice and information regarding Ohio's delivery of services is readily available to resettlement agencies and other organizations that assist refugees across the state.

- The Registered Apprenticeship system in Ohio continues to meet the training needs of employers and individuals to ensure a skilled workforce. The Ohio system currently serves 12,000 registered apprentices, 1,000 sponsors, and represents over 10,000 employers. The program is funded solely through the Workforce Investment Act’s discretionary funds. State field staff reach out to potential sponsors and individuals through the One-Stop system. Outside employers are directed to the One-Stop for services, and individuals are provided information on qualifications and programs in their careers of interest. The OJDFS Apprenticeship unit plans to launch an initiative called: “One-Stop services, what they can do for you”, which will be an educational and outreach effort, geared to the current and potential apprenticeship sponsors, regarding services that are available through the local workforce system. This will be rolled out in regional meetings and at the annual apprenticeship conference in December 2012 to enhance the alignment of apprenticeship programs with the larger workforce system.

II.B.4 Description of how the state will provide WIA rapid response activities to Dislocated Workers from funds reserved under Section 133(1)(2)(A) including designation of a state rapid response unit

Ohio's Rapid Response strategy and accompanying procedures should be viewed in the larger context of Ohio's comprehensive talent development system. Attention must be focused on the key elements of an efficient and effective talent supply chain, including:

- Attraction and retention – having a documented, qualified pool of talented workers
- Layoff Aversion – providing assistance to employers to make the most of talent, potentially reorganizing, and managing talent
- Rapid Response Intervention – Re-skilling workers, matching workers with growing companies

The ODJFS Rapid Response Unit oversees Ohio's rapid response service delivery system by:

- ensuring compliance with federal and state requirements
- implementing program initiatives
- providing support, guidance, technical assistance, and financial resources to the local rapid response teams and stakeholders.

Rapid response services are delivered at the local level through local area WIBs and One-Stop systems. Local WIBs validate their role as the service delivery mechanism through signing a Notice of Intent (NOI). This NOI requires adherence to state policy and procedure requirements, the Rapid Response Procedures Manual, and any future policies issued by the state. Should local WIBs choose not to participate in the rapid response delivery system or fail to follow Ohio rapid response policies and procedures, the state will offer technical assistance. However, it is the State's intent, should the need arise, to identify alternate delivery methods in order to fulfill its statutory requirements. In 2012, Ohio put out a Request for Quotes in order to get qualified Rapid Response service vendors on the State Term Contract. This will increase the capacity of the state and local areas to provide early intervention and timely Rapid Response services.

Each One-Stop system must have a state/local area rapid response team made up of the following mandated partners:

- ODJFS Regional Rapid Response Coordinator
- local area Rapid Response Coordinator representing the WIB, WIA, and One-Stop system
- ODJFS Workforce Specialist.

All local WIBs and One-Stop systems must have a complete array of rapid response services available, as needed, for local employers and impacted workers. Assistance may include layoff aversion, survey of workers, transition committees, peer-to-peer counseling, transition centers, job and education fairs, workshops on a variety of topics

including resume preparation and interviewing, and job search assistance. In addition, the following ten steps are required for every dislocation event, with variances for unique circumstances in order to meet customer needs:

1. Notification
2. Research
3. Initial Contact
4. Strategy Meeting
5. Initial Employer Meeting
6. Approved Plan for Services
7. Rapid Response Worker Orientation
8. Additional Rapid Response Services
9. Transition to Local One-Stop Services
10. Post Rapid Response Follow-up

If it is determined that rapid response funds are needed in order to respond to a dislocation event, local area WIBs must apply using the application for rapid response emergency assistance funds. Detailed instructions on the application procedures are available on Ohio's Rapid Response web site (http://ohiored.gov/misc/forms.stm). Rapid response funds are to ensure that efficient early intervention strategies are available for dislocation events, with effective transitions to local WIA formula-funded programs, when needed.

Ready access to accurate up-to-date information for Ohio's dislocation events is critical to many stakeholders at the state and local level. These data are also a key factor in assessing the need for state or federal financial assistance and are required when applying for National Emergency Grants through DOL. For these reasons, the State mandates the collection and reporting of rapid response data elements at the local level, using an information tracking system called OhioRED

Ohio's Rapid Response strategy improves the connectivity between "rapid response", talent attraction and retention, and layoff aversion strategies and services to employers. Effective talent management can take place only when these strategies and services align with employer needs, assist with those needs, and (if possible) avert potential layoffs. Ohio has provided more funding to support employer outreach and layoff aversion activities.

There are four critical elements to providing successful Rapid Response services:

- Relationships with business
- Early intervention
- Cooperation
- Full range of customized program options

Programs should be able to provide individual workers with career planning based upon an assessment of the worker's unique background, needs, and skills as well as the realities of the current job market. Ohio's Rapid Response unit and local teams use

traditional and real-time labor market information, as may be captured in Wanted Analytics reports of online job ads, to assess the jobs available and the talent pool available to fill those jobs. By using the worker survey and up-to-date labor market information, Ohio is promoting more direct job placement activity.

Rapid response activities may be a short-term solution, but have the greatest impact on making an affected worker job ready, minimizing time to re-employment, and providing employers on the expansion side of the business cycle with desired workforce talent. The ODJFS Rapid Response Unit annually reviews the effectiveness of the Rapid Response service delivery model, looking for continuous improvement opportunities and best practices. In addition, quarterly professional development opportunities are provided to Rapid Response staff statewide in order to continually enhance services.

II.B.5 Common data-collection and reporting processes used for all programs and activities present in One-Stops

A number of policies and processes support the Governor's strategic vision for a streamlined workforce system. To bring consistency to data, Ohio established a rule requiring local Workforce Investment Areas to use the WCMS, for WIA reporting.

Similarly, the newly-funded enhancements to OMJ (see Section I.C.4) will be able to streamline the data collection and reporting processes by improving the integration and standardization of information from various workforce agencies and programs in the state.

The OhioMeansJobs web site (www.OhioMeansJobs.com) allows employers to post job openings and search for resumes using a variety of filters. The web site allows employers to tailor their search to resumes with specific key words, education/training levels, targeted industry segments, experience level and other chosen criteria. This feature allows employers to have a bird's eye view of their local talent pool without posting an advertisement or relying on a staffing company. Employers also have the option to create and save resumes in specific folders, as well as save entire searches. There are also advanced tools that allow employers to manage saved resumes and searches and create resume folders to organize specific position types or skill sets. The only requirement for Ohio employers to gain free access to Monster.com's resume database is that they register through the site, which takes just a few minutes.

Individuals can access thousands of job openings for positions ranging from file clerks to CEOs and can search for jobs by key words and a variety of other filters, including company names, occupational titles, locations, and salary requirements. The site includes full-time, part-time, contract, internship and temporary opportunities. Individuals also can use it to learn about upcoming recruitment events. Ohio developed and became the first state in the nation to adopt this groundbreaking model of public-private collaboration.

All Ohio Unemployment Compensation claimants are required to register for employment in OMJ in order to be eligible to receive benefits. To streamline access to

additional services available in the local WIA Dislocated Worker Program, Ohio has issued policy that allows local WIBs to automatically determine a "profiled" claimant as eligible for the Dislocated Worker Program. Information is passed from Ohio's Unemployment System, Ohio Job Insurance (OJI), to WCMS. This process expedites enrollment for WIA services needed beyond those available under the Worker Profiling and Reemployment Services program. This also strengthens the connections between ODJFS' Offices of Unemployment Compensation, Local Operations, and Workforce Development, and the local One-Stops. The process also streamlines customer data and information sharing in an effort to efficiently return claimants to work as quickly as possible. This has allowed local One-Stop staff (WIA) and state merit staff in the Office of Unemployment Compensation and the Office of Local Operations to coordinate and reduce duplication.

In addition, many local Business Plans (local WIA plans) include a clause where all the One-Stop partners agree to use the WCMS whenever WIA funds are expended. The WCMS was enhanced after initial development to enable One-Stop partners to have access to the first three screens of customer records and enhance integrated service delivery to customers. It was also enhanced for performance management by providing pop-up reminders of information or action needed impacting performance results. These pop-up reminders greatly enhance each case manager's ability to keep track of and report important performance information.

The WCMS was also recently modified to integrate the Trade Adjustment Assistance Program and WIA, allowing case managers to co-enroll trade-eligible dislocated workers in both programs. Individuals continue to be enrolled in both programs until they receive all the resources from both programs that they need before having to exit either program.

All individuals who have been identified by Ohio's Rapid Response Program are required to be entered into the self-service part of the WCMS to insure that they can be tracked from the time when services were made available to them until the point they exit all Department of Labor funded services.

The WCMS was revised and updated to permit tracking and reporting common performance measures.

II.B.6 State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system

Current conditions make it imperative for Ohio to continually improve programs and service delivery strategies in order to achieve the goals that have been established. Ohio's economic challenges were well documented during Program Years 2009 and 2010. The Economic and Workforce Information Analysis in Section I.B indicates that several key conditions point to an improving economy in Ohio. However, several factors continue to adversely impact WIA performance including: unemployment,

educational status of working Ohioans, continued loss of middle-wage jobs, gaps between employer needs and job-seeker skills and stagnant earnings

A major part of achieving the strategic goal of improving the state's performance accountability system includes USDOL's performance criteria that build in accountability through appropriate performance and outcome standards for the state and each local area.

Ohio requested a waiver and was approved to operate under the Common Measures, so program design changes could be made to best meet state and USDOL strategic policy goals. Ohio's performance level goals for the Common Measures will help Ohio achieve continuous improvement for the next Program Year.

For the adult and dislocated worker programs, Ohio set performance level goals that balanced the commitment to continuous performance improvement while recognizing current adverse economic conditions. Ohio's youth performance level goals were established so local areas would be more focused on out-of-school and hard-to-serve youth.

Ohio established goals for the Common Measures with USDOL as part of the negotiation process for Program Years 2010 and 2011. Ohio developed those levels of performance by conducting a review of the following:

- Economic trends and demographic variables
- Information gathered from local area business plans and current business environment
- State strategic vision and policy directions impacting programs and performance
- Quarterly Census of Employment and Wages (QCEW)
- Historical data from statewide performance system for prior years and the most current quarter

Ohio will use the same factors to propose performance standards for Program Year 2012 for the WIA and Wagner-Peyser programs.

ODJFS requires local areas to submit performance standards to ensure that the state meets the USDOL performance measures. Ohio sends a memo annually to each local area instructing them on procedures for negotiating their local performance standards or, as an alternative, adopting the state performance measures. Ohio will make this opportunity available for local areas for Program Year 2012.

The state uses the Workforce Case Management System (WCMS) to collect the data for the WIA, Wagner-Peyser, and Trade programs. This data is the source for compiling federal reports and performance outcomes required by USDOL. Ohio uses the ETA Data Reporting and Validation System (DRVS) software, with WCMS data, to prepare the ETA 9091, 9090, 9002, and Veteran's 200 reports.

II.B.7 State strategies for using quarterly wage record information to measure the progress on state and local performance measures including identification of which entities may have access to wage record information.

Ohio has pursued a number of strategies for the application of wage record information to measure progress on state and local performance measures and for the provision of wage record information for state and local program management and research. Three key strategies are:

- Incorporating wage record information within the system design of program data to establish entered employment, employment retention and average earnings within the Workforce Information Act Standardized Record Data (WIASRD) reports.
- Providing local WIBs the opportunity to obtain, on a quarterly basis, information on WIA participants who had wages, total average wages and average wages by major industry sector.
- Implementing and expanding a longitudinal data repository of educational attainment, workforce program participant information and industry employment and wage files, under the Workforce Data Quality Initiative grant. This repository is intended to serve as a resource for state government and the larger research community for policy relevant research and analysis on Ohio – to holistically and strategically evaluate workforce system outcomes, challenges and opportunities.

Ohio's efforts are not necessarily limited to these particular strategies. The state is continually reviewing strategic uses and users of these data within the context of maintaining confidentiality protections and abiding by legal requirements.

II.C Services to State Target Populations

II.C.1 Description of how all programs in the plan will work together to ensure that customers who need a broad range of services receive them

In keeping with the Governor's vision to ensure that the workforce system is responsive to the current and future needs of individuals, Ohio is committed to ensuring that all One-Stop Centers' core services are universally accessible. Local areas' commitments to provide access to One-Stop core services for all customers, including those with special needs and barriers, is expressly stated in the local partner memorandum of understanding. The document provides assurances that all customers may explore work preparation and career development services and have access to information on a range of employment, training, and occupational educational programs, and they will have access to employment and training services based upon their individual needs.

Priority services are provided for the following target populations: veterans and eligible spouses, low-income individuals, public assistance recipients, food stamp recipients, dislocated workers and under-skilled adults, disconnected youth (from education and/or work), unemployment compensation claimants, individuals with disabilities, and

offenders. Innovative strategies are used to enhance services to these target groups as described in Section II.C.2 below.

The partner programs are physically co-located in Ohio's One-Stops, exchanging participant referrals, coordinating services, and sharing in the operational and service delivery costs of the system. Common activities such as business services and workshops are coordinated among the partners who provide shared staffing.

Ohio has created electronic resources such as those included on the web sites www.OhioMeansJobs.com, for job search assistance and posting of resumes, and www.OhioHereToHelp.com which all partners may use to better serve customers. Ohio Here to Help (OHH) is a web portal that provides links to partner programs and community resources related to income support, food, housing, healthcare, education and training. OHH offers a free checklist for the customers to review all of the resources available to assist them. Initially developed for individuals exhausting Unemployment Compensation, OHH is now utilized widely as an electronic support service network for individuals needing comprehensive information about multiple programs and services.

In addition, ODJFS encourages local areas to provide links to federal career exploration tools such as My Skills, My Future, and My Next Move so that available technology is utilized to serve customers. A link to these tools and the ETA-produced CareerOneStop resources is also included on the OHH web site at http://ohioheretohelp.ohio.gov/skillbuilding.stm.

Local Areas' commitment to provide universal access to One-Stop core, intensive, and training services for all customers, including those with special needs and barriers, is expressly stated in the local partner memorandum of understandings. The document provides assurances that all customers may explore work preparation and career development services; have access to information on a range of employment, training, and occupational educational programs; and have access to employment and training services based upon their individual needs.

Special outreach efforts are taken by the state and One-Stops to attract individuals with disabilities to the centers for employment and training services. At the state level, information about the One-Stop services are available on the Department's web site where individuals with disabilities can find tips on accessing One-Stop Center services. A web portal will be developed under the DOL-funded Disability Employment Initiative to provide information on state partner services and resources for individuals with disabilities.

One-Stop staff and partners are provided with training and resources to better serve individuals with disabilities. A training curriculum, developed as part of the Disability Program Navigator Initiative, is available to build staff awareness of how to improve services to individuals with disabilities. The Department's website provides information and resources to help workforce professionals better serve individuals with disabilities.

All customers, including individuals with disabilities, have access to a full array of One-Stop and specialized partner services. For instance, individuals who voluntarily disclose a disability may be referred to the Ohio Rehabilitation Services' staff that is physically located at the One-Stop. Disability Resource Coordinators located in pilot sites for the Disability Employment Initiative (DEI) will partner with the Ohio Rehabilitation Services Commission staff and other partners to coordinate employment and training services for individuals with disabilities through integrated resources teams. Ohio is expanding the number of local areas operating as Employment Networks under the Social Security Administration's Ticket to Work program.

Governor Kasich issued an executive order requiring state agencies to improve and coordinate efforts to increase community employment outcomes for Ohioans with developmental disabilities. A strategic employer engagement plan will be developed under the Disability Employment Initiative designed to increase employers' awareness of the benefits of hiring and retaining workers with disabilities. Ohio is automating the application and certification process for Work Opportunity Tax Credit which will make it easier for employers to apply for the tax credit and possibly result in the hiring of more individuals with disabilities.

Ohio continues to ensure that One-Stop Centers provide physical, programmatic, and communication access for individuals with disabilities. Universal access is included in the One-Stop continuous improvement program. In 2010, One-Stop Centers received funds to make improvements in signage, computer equipment, software, and other purchases. Priority purchases include the enhancement to meet Americans with Disability Act requirements. One-Stops participating in the Disability Employment Initiative will develop One-Stop access plans to address access needs.

Ohio's long-term strategy for continuing to improve One-Stop Center services for individuals with disabilities is to sustain many of the promising practices from the DEI project and replicate them throughout Ohio's One-Stop system, i.e., use of integrated resource teams, customized employment services, asset accumulation strategies, and One-Stop access plans. In addition, Ohio's Methods of Administration plan is being updated to reflect new or updated policies and procedures in accordance with the Workforce Investment Act's non-discrimination and equal opportunity provisions. More information about services to individuals with disabilities can be viewed in Section II.C.3.

The Ohio Refugee Services Program, supervised by ODJFS, offers help to refugees, asylees, and selected others to resettle in Ohio. These individuals have been displaced from their countries and are in need of a new home and a new life due to war, political, religious, or economic turmoil, which was beyond their control. The goal of the program is to help refugees achieve economic self-sufficiency and social adjustment as quickly as possible.

A new initiative, "Engaging the New Generation to Achieve their Goals Through Empowerment" (ENGAGE), was developed as a statewide system of care framework

that coordinates and adapts policy, fiscal, and administrative actions of multiple agencies and programs to support Ohio's youth and young adults ages 14 – 21 years who have serious emotional disturbances or serious mental illnesses, including co-occurring disorders, and multi-system needs when transitioning to adulthood. This program is funded by the federal Substance Abuse and Mental Health Services Administration (SAMHSA). The outcome of the ENGAGE process will be a system of care spectrum that is effective, utilizes community-based services, and provides supports for children and youth with mental health challenges, along with their families. The process will be coordinated, built on meaningful partnerships with families and youth, and will address the cultural and linguistic needs of each youth.

Job Corps is a program that offers education and training for young people ages 16-24. The program can provide a comprehensive array of career development services to at-risk youth to prepare them for successful careers. As a One-Stop partner, Job Corps works with local Workforce Investment Areas to address the needs of referred youth through a holistic, career development training approach. In addition, the program provides representation on the local WIB.

II.C.2 Description of how the state and One-Stops will serve the employment, re-employment and training needs of specific populations.

As part of the Governor's strategic vision, the state will continue to support individuals in need of a safety net while they transition to employment. The state serves target populations who have need for additional training and support services, including the following:

II.C.2.a Unemployment Compensation (UC) Claimants

To assist Unemployment Compensation (UC) claimants, Ohio is expanding the amount of UC recipient information shared with local areas. The state will develop internal controls and data sharing agreements in compliance with UC confidentiality regulations, to provide claimant and exhaustee information to local areas for program purposes.

UC claimants may access Ohio's One-Stop system which offers re-employment services that may include assessment, counseling, job placement and referral, job search workshops/job clubs, and referral to education/training when available. Claimants who are likely to exhaust regular compensation and need job search assistance may be selected to participate in the Unemployment Compensation Reemployment Services (UCRS) profiling program for a more intensive level of job search assistance.

Ohio continues to enhance the Reemployment and Eligibility Assessment (REA) Program, which is funded by DOL to provide more intensive reemployment services. UC claimants are randomly selected to participate in the REA Program. ODJFS has developed an online tool to help REA program participants return to work faster. The online tool allows REA program participants the option to access REA Orientation via

the web from any computer anywhere. This option is provided in the "Schedule Notice for REA Orientation" sent to the REA claimant. The claimant is given a claim number and link to access the online orientation. After completing the online orientation, the claimant is directed to a link for the Barriers to Employment Success Inventory (BESI) assessment. The claimant is required to complete the REA Orientation, assessment, and one-on-one session, as well as participate in other reemployment services.

In June 2012, Governor Kasich signed a bill to establish a "Learn to Earn" program that would allow Ohioans receiving unemployment compensation benefits to train with an employer while still receiving UC benefits. The program will enable Ohioans looking for work to maintain their standard of living while obtaining the skills they need to succeed.

II.C.2.b Long-Term Unemployed

The local One-Stops provide services for the long-term unemployed by offering a resource room where individuals have access to current job listings, computers with Internet access, telephones, copiers, fax machines, staff assisted job-matching services, comprehensive and specialized assessments, reemployment workshops, and group and individual career counseling sessions.

Ohio also uses OJT as a service strategy to link long-term unemployed individuals with employment. Through an approved waiver, One-Stops can offer reimbursement of up to 90% of the employer's training costs. This provides an incentive to employers to hire the targeted population.

As noted in Section II.C.1 above, ODJFS developed the self-service OhioHereToHelp web site to assist individuals in danger of exhausting UC benefits, as well as other individuals needing access to information about multiple services.

II.C.2.c The Under-Employed

Ohio will expand electronic self-service resources to allow under-employed working individuals to access services around-the-clock and more conveniently. Current examples include the creation of the Ohio Here to Help web site, the OhioMeansJobs web site (now available on Smart Phone), and social media sites.

Several industry-specific projects have been launched to help the under-employed, long-term unemployed, and other dislocated workers enter careers in demand occupations, such as the healthcare career pathways launched in several Ohio regions. Ohio also supports specific industries with the following statewide informational tools:

- Green Jobs: http://jfs.ohio.gov/owd/Initiatives/greenjobs-home.stm
- Shale Project: http://jfs.ohio.gov/owd/Initiatives/Shale-Project.stm

II.C.2.d Dislocated Workers, including Trade Eligible and Displaced Homemakers

Several programs work together in the local One-Stops to assist laid off workers with finding employment and training, notably the WIA Dislocated Worker and Trade Adjustment Assistance programs. Ohio has obtained a waiver to shift up to 50% of WIA Adult funding to the Dislocated Worker program to further assist laid-off workers in areas with numerous lay-off events. More information on the transformation of the state's Rapid Response program to better meet the needs of employers and individuals can be found in Section II.B.4 of this plan.

Ohio plans to continue expanding the usage of discretionary National Emergency Grants (NEGs) to assist workers affected by mass lay-offs and disasters. Ohio will issue a procedures manual to help local areas apply for and manage NEGs effectively. Displaced homemakers are included in Rapid Response and Dislocated Worker programs. They are now included in all NEG applications to ensure expanded services funded with discretionary dollars are available to them as well.

Many of the resources mentioned previously, such as OhioMeansJobs and the Rapid Response Facebook page, are also available to Ohio's Dislocated Workers.

II.C.2.e Low-Income Individuals including Public Assistance Recipients

The Temporary Assistance to Needy Families (TANF) public assistance program, administered by each County Department of Job and Family Services (CDJFS), is an active One-Stop partner. This partnership enables more public assistance recipients to discover and access the services of the One-Stop and partners. In September 2011, Governor Kasich signed an executive order approving a corrective action plan to be managed by ODJFS to help CDJFS departments meet federally required work participation rates for the Ohio Works First program. At the state and local levels, collaborative, multi-program efforts are underway to achieve compliance with the federal benchmarks.

Given the recent high demand for services, many WIA Areas have established additional access points in their public libraries and other community buildings, making services more accessible to populations that face transportation barriers. These access points offer brochure and Internet information on services and link individuals to specialized seminars such as resume writing, interviewing, etc.

Ohio has been operating with an approved waiver to shift up to 50% of Dislocated Worker funds to Adult funds, or to shift up to 50% of Adult funds to Dislocated Worker funds. With the anticipated continued approval of this waiver, WIBs will meet the demands of their customers. The flexibility provided by this waiver will continue to assist the unemployed, public assistance recipients and low-income adults with greater access to intensive and training services.

The Work Experience Program (WEP) encourages individuals to work temporarily with or without pay at a job site in order to gain work experience and training. It may include activities ensuring that participants become familiar with workplace expectations and exhibit behavior and attitudes necessary to compete successfully in the labor market.

II.C.2.f Migrant and seasonal farm workers

See the Agricultural Outreach Plan in Section II.D of this plan.

II.C.2.g Veterans

Ohio's policy regarding Priority of Service for Veterans and Covered Persons is aligned with Ohio Revised Code 5903.11 to ensure all local areas understand that the application of Priority of Service for Veterans covers all federally funded employment and training programs administered by the local area One-Stop center, and maximum employment and training opportunities must be provided to veterans and other covered persons as established by applicable federal law.

In January 2009, the Ohio Department of Job and Family Services' Office of Workforce Development (ODJFS/OWD) published and/or distributed guidance to administrators of the WIA programs and One-Stop systems in Ohio. Flyers and posters have been distributed to the One-Stops for prominent posting at points of entry and service. The flyers/posters serve as one form of notification of the entitlement to Priority of Service for Veterans and other eligible persons. Provisions ensure that veterans and other covered persons have access to and receive priority in receiving the full array of services available from DOL-funded programs and grants operated directly or indirectly through the One-Stop delivery system.

Other points of access for learning about Priority of Service for Veterans include: telephone, websites, kiosks, bulletin boards, and One-Stop promotional materials. Information provided at physical and virtual entry points allows for self-identification of veterans and other eligible persons. It also gives awareness of the covered persons' entitlement of priority of service, the programs and services available, and any applicable eligibility requirements for those programs and/or services. Additionally, registration forms have been modified to include verbiage to identify covered persons and frontline staff members are informed of their role in identifying covered persons at the point of entry and communicating entitlement. The identification of covered persons at these various access points gives veterans and other eligible persons the opportunity to take full advantage of Priority of Service.

A Memorandum of Understanding (MOU) has been negotiated with each One-Stop system. The One-Stop MOU determines the layout of all services and programs within the One-Stop System as well as where and how those services will be administered. One-Stops provide a wide variety of services to the veteran customer on a priority basis throughout the One-Stop system as outlined within the MOU. All local approved plans include provisions outlining how Priority of Service for Veterans will be applied and

customer flow charts are mapped to ensure all appropriate core, intensive, and training services are provided to covered persons.

Ohio worked closely with the National Veterans Training Institute (NVTI) to develop the One-Stop Operators' Veterans Employment and Training Program Orientation Course. This course educates partner staff on the provisions of TEGL 5-03 and its requirement for Priority of Service for Veterans in all 20 DOL-funded employment and training programs. It emphasizes the importance of distinguishing targeting provisions that are statutory and mandatory compared with those that are regulatory and/or optional. WIA eligibility trainings have been conducted throughout the state and will be regularly offered to local areas and providers to ensure understanding of Veteran's Priority of Service across the board.

In accordance with DOL VPL 11-02, Veteran Program Managers (VPMs) monitor the provision of services to veterans. If a deficiency is discovered, the VPM will reiterate the provisions of TEGL 5-03 to the One-Stop management staff.

Services are provided to veterans in all One-Stop centers. WIA core services are provided by Wagner-Peyser and/or WIA staff. Veterans are referred to partner staff in the One-Stops based upon individual need and interest. Veterans are referred to all training opportunities and all new job openings listed with the center on a priority basis. The WCMS provides for veterans' priority of service by sorting the candidate list with veterans at the top of the list. In addition, when employers search for qualified workers, OhioMeansJobs includes veterans' priority of service functionality. The employer's matching skill requirement search results are displayed with qualified veterans being displayed first in order of relevance and qualified non-veterans following thereafter.

Employers are regularly informed about the advantages of hiring veterans through targeted outreach efforts. Each November has been designated as Hire-a-Veteran Month and a communication campaign encouraging employers to participate in area job fairs and veteran stand-downs with local federal, state, and private-sector partners. ODJFS Veterans Representatives also participate in a wide variety of veterans' events ranging from employer recognition luncheons and veteran job fairs to award ceremonies and public relations campaigns.

Depending upon individual need, veterans may be referred to intensive services which may include referral to Local Veterans' Employment Representative (LVER) or Disabled Veterans' Outreach Program Specialist (DVOPS). Comprehensive One-Stops are staffed full time by at least one LVER or DVOPS. Metropolitan One-Stops may house as many as five full-time Veteran staff. Many satellite One-Stops are also staffed full time, with the remainder being staffed part-time or by appointment. These staff provide employment and training services to qualified veterans and other eligible persons in accordance with Title 38, USC, as amended by Public Law 107-288, the Jobs for Veterans Act of 2002. All disabled veterans themselves, the staff are trained at the National Veterans Training Institute. Each One-Stop displays signs about the federally-

launched Gold Card initiative provides services, and reports data required under this initiative.

The primary duties of the LVER are to conduct employer outreach and advocacy to the business community on behalf of veterans for employment and training opportunities. LVERs market veterans as a special class of job seekers who are highly skilled, disciplined and possess leadership attributes developed and enhanced during military service. It is also a primary duty of the LVER to monitor the provision of services to veterans in the public labor exchange system. This is done via the Department of Labor Quarterly Managers Report. The report is submitted to the LVER's supervisor, the State Veterans Program Coordinator, and the Director of the Veterans Employment and Training Service, U.S. Department of Labor.

The DVOPS staff serve as case managers for those qualified veterans with identified barriers to employment. The DVOPS maintain weekly contact with each veteran client to facilitate the ultimate removal of all barriers to employment in order for the veteran client to obtain and sustain long term and gainful employment. DVOPS also contact employers regularly through job development efforts on behalf of veteran customers when assigned outside the metropolitan areas. DVOP and LVER staff develops and maintain solid employer relationships to the benefit of not only veterans, but as an effort to support program partners in the One-Stop system as a whole.

To increase usage of OJT National Emergency Grant (NEG) services by military veterans – the priority population -- ODJFS deployed its Veterans Services staff in outreach. Veteran Services staff worked with the local WIA Area who determined eligibility and approved OJT NEG training plans and contracts. This new initiative, INcluding Veterans in Employment through Short-term Training (INVEST OJT), launched in December 2011. To date, Veterans Services staff have successfully identified veteran customers, resulting in the approval and writing of 30 OJT contracts totaling $155,288, with an average wage of $12.94. Local workforce investment area 1 serves as fiscal agent for OJT contracts approved under the INVEST OJT project to ensure a consistent statewide approach and rapid deployment of the services. Ohio has requested a funding increase and extension of the OJT NEG. If approved, INVEST OJT will continue to serve Ohio veterans with OJT.

Senate Bill 315, signed by Governor Kasich in June 2012, tasks the Office of Workforce Transformation with working with Ohio veterans to get them matched with jobs that relate to their skill set. To provide veterans with information about the Transition Assistance Program, transition tools and information, a Skills Translator, and job openings, ODJFS created a customized web site, OhioMeansVeteranJobs (https://my.ohiomeansjobs.monster.com/vetcenter/home.aspx). The growing oil and gas industry includes jobs that match many veterans' skill sets. Therefore, ODJFS also targeted veterans for services and employment in the statewide initiative related to this industry. Details about this initiative were discussed previously in Section I.C.1.

The ODJFS Veterans Program is an active partner in the Governor's Veterans Working Group, which also includes the Ohio Department of Veterans Services and the Ohio National Guard. The Governor's Veterans Working Group's focus is to support the Governor's initiative, *From the Battlefront to the Home Front*. Services include connecting identified unemployed, recently deployed Guardsmen to employment and training Services through Ohio's One-Stop System. Ohio hopes to model similar relationships with our federal-component Reserve formations.

Ohio is also endeavoring to increase the number of recently separated veterans using the resources of One-Stop centers. ODJFS Veterans Program staff conduct outreach to colleges, universities, and trade schools. Connecting with Veterans Coordinators and Advisors creates a linkage to veterans who immediately enter school upon return from duty. This permits staff to offer supportive services, referrals, job development, and other services needed to returning veterans who would not otherwise be aware of One-Stop services.

In addition, the ODJFS Office of Workforce Development has developed a program to reduce the recidivism rate among veteran ex-offenders, by addressing the employment barrier. This initiative, called Successful Transition of Incarcerated Veterans to Employment (STRIVE), was implemented with the cooperation and involvement of the ODJFS Office of Local Operations, the Ohio Department of Rehabilitation and Corrections (ODRC), Ohio Citizen Circles and the Ohio Adult Parole Authority, and the National Institute of Corrections. The ODRC identifies veterans who are within 3-6 months of their release, at which time pre-release skills, including employment workshops, are taught. STRIVE team members perform "in-reach" by teaching job search workshops while the veterans are still incarcerated. Ex-offenders are assigned an individual DVOP as a case manager, prior to their release. They are then referred to Ohio's One-Stop system immediately upon release, to gain the full range of employment and training services. The goal is to help them obtain employment within 90 days.

II.C.2.h Homeless Individuals

Ohio's One-Stop centers are open to all universal customers including the homeless population. Many One-Stops provide this population with additional services such as the ability to receive mail or access computers. Services such as Medicaid and Disability Assistance are easily accessible to the TANF special population within most One-Stops because of the existing partnerships.

One-Stops also link homeless customers to low-income housing, access to local food banks, and in some instances, on-site clothes' closets. In areas where U.S. Housing and Urban Development employment and training programs are offered, the organization that coordinates those programs is a local partner with a physical presence in the One-Stop center.

II.C.2.i Individuals with Limited English Proficiency

Services for customers who have Limited English Proficiency (LEP) vary according to the local need. As noted in the section regarding services to MSFWs, significant in-house resources are available in each JobsOhio region for assisting Spanish-speaking customers.

In areas where large numbers of LEP customers reside, some One-Stop centers have bilingual staff, usually in Spanish. In areas where such services are infrequently requested, contracted interpreter services are available as needed. In some instances, language interpretation and translation services are provided by appointment. Varying assistance to LEP customers is also provided in the form of translated signage and literature.

II.C.2.j Ex-offenders

A new focus on ex-offenders has been implemented in collaboration with ODJFS, the Ohio Department of Rehabilitation and Correction (ODRC), local One-Stop Systems, community and faith-based organizations, and employers. Called the Offender Network for Employment to STOP Recidivism (O.N.E.-STOP) project, this program is proactive in working with offenders and ex-offenders both pre- and post release. Knowing that being employed is one of the most important factors in reducing recidivism, this project focuses on fully preparing offenders currently in prison with how to job search, understand labor market information, prepare relevant resumes, create an employment plan, understand and be proficient in using the latest job search technologies (i.e., OhioMeansJobs.com and other web based programs), and address issues such as child support, social security cards, housing, etc. prior to being released. This is done through the innovative approach of replicating an “outside” One-Stop within select correctional institutions through construction and/or remodeling of existing space. The same professional look, feel, and current technologies that are in use in Ohio’s One-Stop System are available (albeit secure) to incarcerated offenders. These “in-house” O.N.E.-STOPS are being placed in newly designated Reintegration Center correctional institutions as part of the overall ODRC strategic plan. In February 2012 the first pilot was implemented in at the Trumbull Correctional Institution, and six other sites are being planned over the next 18-24 months. The O.N.E.-STOP sites are staffed by local One-Stop System partners, community action agencies, faith-based organizations, ex-offender programs, some ODRC staff, and employers, with each partner leveraging these activities with their own program funds. The program is being evaluated by Cleveland State University, which is also funding the evaluation through its own sources. Once the sites are implemented, the project will focus on creating a statewide confidential network of employers who are willing to work with and hire ex-offenders.

The state legislature has recently passed legislation (SB 337) to open employment options to ex-offenders. The law creates a mechanism by which an individual who is subject to a "collateral sanction" (a penalty, disability, or disadvantage that is related to employment or occupational licensing as a result of the individual's conviction of or plea of guilty to an offense and that applies by operation of law in this state whether or not

the penalty, disability, or disadvantage is included in the sentence or judgment) may obtain a certificate of qualification for employment that will provide relief from certain bars on employment or occupational licensing. This legislation will increase job opportunities for ex-offenders.

II.C.2.k Older workers

Currently, Ohio has the 7th largest older population in the nation, with 1.5 million people age 65 and older. Workforce age demographic changes will present Ohio with both challenges and opportunities, as a rapid increase in the older population will have major social and economic consequences at the local, state, national, and even global level. It is not enough to offer basic computer skills; older workers need skills to help Ohio employers compete in a global economy.

Of added concern is that over half of those unemployed at age 55 and older have been out of work for at least 6 months. Long-term unemployment places older adults at increased risk of losing their homes and accumulating debt without time to recover. With some employers reluctant to hire older workers, and many older workers struggling with out-of-date skills and discouragement, one of Ohio's priorities is to implement strategies that provide targeted services to older job seekers and employers who value a multigenerational workforce.

Ohio's strategy includes innovative approaches to the design and delivery of services that generate positive results for older job seekers, employers and society as a whole. Ohio's plan includes longer-term changes to the design of the multigenerational programs to better accommodate the needs of older adults and expanded use of the Senior Community Service Employment Program (SCSEP) grantees. More information about these changes and services is provided in Section II.H., Senior Community Service Employment Program (SCSEP) State Plan.

II.C.2.l Individuals with multiple challenges to employment

Staff- assisted services, tailored to each individual's needs, are available for those who need more intensive assistance. Strong working relationships with One-Stop partners and other resources available in each area facilitate addressing challenges related to mental health, drug and alcohol abuse, child care, transportation, literacy, and more.

II.C.3 Describe how the state and One-Stops will serve the employment and training needs of individuals with disabilities.

On March 19, 2012, Governor Kasich signed Executive Order 2012-05K, which established an Employment First Policy and Taskforce. The Employment First initiative was codified in Senate Bill 316, signed by the Governor in June 2012. The initiative requires state agencies to improve and align efforts to increase community employment outcomes for Ohioans with developmental disabilities. Under another initiative, the Disability Employment Initiative (DEI), a strategic employer engagement plan will be

developed to increase employers' awareness of the benefits of hiring and retaining workers with disabilities. Marketing will be done to increase employer awareness of the Work Opportunity Tax Credit (WOTC). Ohio is automating the application and certification process for WOTC to make it easier for employers to apply for the tax credit, hopefully resulting in the hiring of more individuals with disabilities.

Ohio continues to ensure that One-Stop Centers provide physical, programmatic, and communication access for individuals with disabilities. Universal access is included in the One-Stop continuous improvement program. In 2010, One-Stop Centers received funds to make improvements in signage, computer equipment, software, and other purchases. Priority purchases include the enhancement to meet Americans with Disability Act requirements. One-Stops participating in the Disability Employment Initiative will develop One-Stop access plans to address access needs. In addition, Ohio's Methods of Operation plan will be updated to reflect new or updated policies and procedures in accordance with the Workforce Investment Act's non-discrimination and equal opportunity provisions.

Special outreach efforts are taken by the state and the One-Stops to attract individuals with disabilities to the centers for employment and training services. At the state level, information about the One-Stop services is available on the ODJFS web site where individuals with disabilities can find tips on accessing the One-Stop Centers services. A web portal will be developed under the DOL-funded Disability Employment Initiative to provide information on state partner services and resources for individuals with disabilities.

One-Stop staff and partners are provided with training and resources to better serve individuals with disabilities. A training curriculum, developed as part of the Disability Program Navigator Initiative, is available to build staff awareness of how to improve services to individuals with disabilities. The ODJFS web site provides information and resources to help workforce professionals better serve individuals with disabilities.

All customers, including individuals with disabilities, have access to a full array of One-Stop and specialized partner services. For instance, individuals who voluntarily disclose a disability may be referred to the Ohio Rehabilitation Services' staff that is physically located at the One-Stop. Disability Resource Coordinators located in the Disability Employment Initiative's pilot sites will partner with the Ohio Rehabilitation Services Commission staff and other partners to coordinate employment and training services for individuals with disabilities through integrated resources teams. Ohio is expanding the number of local areas operating as Employment Networks under the Social Security Administration's Ticket to Work program.

II.C.4 Describe how the state and One-Stops will deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment.

Ohio has several existing and new initiatives to provide comprehensive and integrated services to youth including youth that have special needs and barriers.

Ohio has received waivers permitting Individual Training Accounts to be awarded to WIA Youth participants, and for three Youth Program elements to be provided in-house rather than procured (See Section II.F on waivers for more details). This flexibility enables local areas to tailor local programs to the unique needs of their emerging workforce. Additional waiver options will be explored in coordination with DOL.

Ongoing technical assistance and professional development opportunities from ODJFS have aided local providers in the development of comprehensive program models. This guidance has enabled local providers to offer innovative, effective programs that seek to remove barriers to youth employment by offering services such as career counseling, skill assessment, job readiness preparation, and education, training, and job search assistance. Specific training modules available include:

- Performance measures – How to structure a youth program to reach maximum efficiency
- Service Strategy Development - Creating effective service plans
- Summer Employment Opportunity – Regulations regarding the operation of a SEO
- WIA Youth Eligibility – Basic guidelines regarding the enrollment of youth in the WIA system
- Workforce System Training – This training covers WIA policy as it relates to the Workforce Investment Act and use of the WCMS.
- Improving quality of youth service delivery, especially employment outcomes for the hard-to-serve

As mentioned earlier, “Connecting the Dots from Foster Care to Employment and Independent Living” is the new initiative announced on October 14, 2011, to deliver comprehensive services to youth aging out of foster care. It is a collaborative effort between the ODJFS Offices of Workforce Development and Families and Children to develop solutions that would lead to better results for the 1,000 - 1,300 youth who age out of the foster care system each year by breaking down silos and removing duplication of services. The partners envision career-focused mentors to focus on strengths and remove problems related to housing, food, health, transportation, education, and employment. A customized training curriculum was developed for mentors, foster youth mentees, and One-Stop and foster care case managers to pave the way for a strong career-focused mentoring program component in this youth initiative.

"Connecting the Dots" includes the following four-tiered approach to address the needs of the youth:

1. Statewide training to build common, foundational cross-program knowledge – 13 webinars were conducted with over 1,100 registrants. Topics included: using the Ohio Career Information System (http://ocis.ode.state.oh.us/) to help youth identify strengths and career interests, online job search and resume preparation resources, and OhioMeansJobs.
2. Pilot programs at the state and local levels
3. A comprehensive web site providing access to self-service tools and resources
4. The integration of programs statewide in a phased approach

Ohio selected the following five locations to host the local "Connecting the Dots" pilot programs: Cuyahoga County (including Cleveland), Hamilton County (including Cincinnati), Summit County (including Akron), Lake County, and a cooperative in the Greater Dayton area that includes Montgomery, Preble, Greene, and Clinton counties. The goal of the local pilot sites is to deliver comprehensive services and better integrate WIA youth program services and Chaffee-funded foster care independent living services.

Another example of comprehensive services for youth is the joint work of the WIA and TANF programs. The programs have collaborated and delivered technical assistance, such as video conferences, to highlight usage of TANF resources to fund Summer Youth Employment programs. Services for WIA participants will be integrated with TANF programs to ensure co-enrollment and improved outcomes for at-risk youth.

Yet another effort to deliver comprehensive services is provision of technical assistance providing details about the DOL's Summer Jobs+ Initiative. Information was presented to local workforce areas, with the objective to educate and instruct about how to maximize summer employment opportunities for local youth and report successes.

Also mentioned previously, the Engaging the New Generation to Achieve their Goals through Empowerment (ENGAGE) initiative is a consortium of partner agencies working collaboratively to design comprehensive workforce services for transition age youth. Additional information about ENGAGE can be found at http://www.sites.google.com/site/engageohio.

II.D Wagner-Peyser Agricultural Outreach Plan

II.D.1 Assessment of need

Ohio continues to depend upon migrant and seasonal workers to support the state's large agricultural industry. Migrant and Seasonal Farm Worker (MSFW) applications in Ohio for Program Year 2010 (July 1, 2010 to June 30, 2011) totaled 1,292. Interstate and intrastate clearance order activity via the Agricultural Recruitment System (ARS) has decreased within the past decades. No interstate clearance orders were received or initiated. It is anticipated that very minimal ARS activity or employer usage of the system, if any, will occur during Program Year 2012 (July 1, 2012 to June 30, 2013).

Based on data from Program Year 2010, 146 agricultural job orders and 1,711 openings were received. It is estimated that the same level of activity will occur during Program Year 2012.

Major crop activities in the state for this time period are the cucumber, fresh market tomatoes, peppers, strawberries, and apple harvest and nursery industry. Activities related to cucumbers occur from July- August and are concentrated mostly in Northwestern Ohio, where approximately 3,000 MSFWs are employed. In 2011, there were 2,000 acres harvested. Fresh market tomato harvesting activities occur from August to October and are concentrated mostly in Northwestern Ohio, where approximately 2,000 MSFWs are employed. In 2011, 4,700 acres were harvested. Peppers are harvested from July through September and are concentrated in Northwestern Ohio, where approximately 500 workers are employed. In 2010, 2,800 acres were harvested. Nursery activities occur from February through December and are concentrated mostly in the North Central and Northeastern parts of the state, where approximately 3,500 MSFWs are employed. Projections are that there will be approximately 12,516 MSFWs (See Attachment B, 2011 Ohio Migrant Census) including children and workers that traveled to Ohio in 2011. Crop activities/geographical areas, time frames, and projected numbers of MSFWs in each activity are projected to remain the same for Program Year 2012. (See Attachment C, Ohio Agricultural Crop Calendar and Attachment D, Profile of Ohio Agriculture.)

II.D.2 Proposed outreach activities

The level of Wagner-Peyser funding dedicated to outreach will continue to support five bilingual intermittent and four full-time Migrant Outreach Specialists. To help ensure equity of service, ODJFS will continue to partner with the WIA Section 167 grantee for Ohio, Pathstones Inc., to assist workers who warrant additional assistance during the off season. ODJFS outreach staff and the Monitor Advocate will also work with all other partner migrant service provider agencies statewide in assuring full access to services, such as Headstart, Health Care, Emergency Assistance, etc.

All staff, whether permanent or temporary, are based at One-Stop System sites and bring to the customer the full array of core, intensive, and training services. They also provide information about One-Stop services relevant to the needs of the agricultural and food processing community including, but not limited to, WIA Title I, WIA 167, and other appropriate program services. This is accomplished in large part through conducting employer-coordinated visits to fields to meet with migrant workers and provide service information, at minimum, at the beginning and close of the employment seasons.

Outreach Specialist training will focus on improved information brokering services to agricultural employers about worksite programs and conditions that can increase the likelihood of retaining migrant workers for the season. Additionally, training will emphasize ethics in the timing and provision of referral and placement services to migrants working under contract in the agricultural and food processing industries in

Ohio. Continued training on marketing the Agricultural Recruitment System (ARS) to employers will also be conducted.

ODJFS has a goal to contact a sufficient number of MSFWs with the maximum utilization of resources available. One-Stops having migrant labor camps in their service areas are designated to operate an Outreach Program to contact agricultural and food processing employers, offer labor recruitment assistance via the local order system or the ARS, and obtain or update each employer's MSFW workforce projection.

This recruitment service occurs between the months of January and April. Outreach services are recorded by the outreach, or other appropriate staff, on the Migrant Outreach Log. The information and projections recorded on this form allow staff to utilize the methods below, to achieve planned results.

Outreach Specialists will work closely with employers to schedule and conduct on-site outreach visits to MSFWs wherever possible. The information presented at these sessions includes handouts and explanations of the following:

a. Job Service/One-Stop services, including job information available via OhioMeansJobs;
b. Referrals to agricultural/non-agricultural employment, training, supportive services, testing, counseling, and other job development services;
c. Farmworker Rights (Federal and State Law, employment related protections);
d. Job Service complaint system;
e. WIA information and potential eligibility; and,
f. How to contact other assistance and organizations serving MSFWs such as Pathstones, Ohio Department of Health, Legal Aid, Migrant Clinic, Food Stamps, Medical Assistance, and others.

Sessions will include time for questions and answers. Staff shall keep in mind that this activity can elicit complaints and/or the detection of apparent violations. In instances where group sessions may not be appropriate, the Outreach Specialist shall contact MSFWs in the traditional individual manner

Other tools used to conduct outreach include:

a. Joint outreach planned visits with Pathstones and other Migrant Services staff;
b. Printed pamphlets in English/Spanish which will be distributed to MSFWs and/or posted in gathering areas; and
c. A packet of informational materials, in English/Spanish, to be provided to MSFW households and individuals, that explain services such as supportive services available to them, community-based organizations that can assist them, filing/use of the complaint system, the Ohio Migrant Law, UI information, farm worker rights, and Federal Wage/Hour laws.

II.D.3 Services provided to agricultural employers and migrant and seasonal farm workers

Outreach Specialists begin their service provision efforts to agricultural employers early in the year. A series of employer orientations are scheduled to provide the most current information available from various state and federal agencies. These sessions may include representatives from the U.S. and Ohio Department of Agriculture, the Ohio Department of Health and other available health service providers for their MSFW worker population, Immigration and Customs Enforcement or other local law enforcement, the Ohio Department of Development, ODJFS, and local One-Stops.

At the same time, staff will begin recruitment efforts for eligible workers interested in agricultural work for the upcoming season. Once the MSFW workers begin to arrive in the state, the Outreach Specialists will begin assisting them in accessing the following services:

a. Registration in the OhioMeansJobs (OMJ) job matching system

   A main goal is to see that the MSFW is registered in OMJ. Individuals may access the system on line through the OMJ web site or receive staff-assisted registration, which allows for appropriate tracking of services throughout the growing season. MSFWs who visit a One-Stop location can also use the Resource Room facilities to self-register or search for other employment opportunities. While at the One-Stop, customers may access other supportive services. Registration forms are being developed in Spanish, with the eventual goal of developing an electronic form for online use.

b. Assessment of Individual MSFW Needs

   After registration, the Outreach Specialist may also assess the needs of the MSFWs and provide the identified necessary services or referral to appropriate supportive services. When applicable, staff will make appropriate referrals to the Pathstones, Inc., (the WIA Section 167 grantee for Ohio) as well as to other community-based organizations or supportive services agencies.

II.D.4 Numerical Goals

Outreach Specialists will contact a minimum of 2,000 MSFWs and meet minimum and equity indicators. Outreach Specialists are assigned to the One-Stop locations in counties with the highest MSFW populations to meet these goals. The One-Stops are Fremont, Springfield, Elyria, Painesville, Napoleon, Lima, and the Genoa Trailer.

ODJFS will continue to work with One-Stops to improve performance for the equity ratio indicators and minimum service level indicators. During the State Monitor Advocate's monitoring visits in Program Year 2011, performance for these measures was discussed with local One-Stop management and MSFW Outreach Specialists. The

intent was to review productivity and find ways to improve performance. Ongoing recommendations for improvement and enhanced service delivery to MSFWs have been provided through monitoring reviews to the respective One-Stops. Monitoring efforts will continue to focus on improving registrations and contacts performance.

II.D.5 Data Analysis

During the program year, the Monitor Advocate reviews the quarterly data available from the migrant indicators of compliance. During the growing season, this is enhanced as data becomes available from the weekly outreach logs of the Migrant Outreach Specialists. In each case, a review is done to determine compliance with performance goals and to determine any areas where additional technical assistance or training may be needed.

As the need arises, data regarding the status of MSFWs is also available from the system. With the addition of an MSFW specific module to the Workforce Case Management System, staff can track the service provision for MSFWs throughout the entire program year. The Monitor Advocate can also use this data to monitor the performance of the Outreach Specialists in serving the MSFW population.

The Monitor Advocate also looks at data compiled for the annual Ohio Migrant Census. This data comes from various sources including the Ohio Department of Health, migrant and Headstart programs such as Teaching Mentoring Communities, and field visits by Outreach Specialists to name a few. This data is useful in looking at both current and projected labor needs of employers and ensuring that Outreach Specialists will be positioned in the areas of greatest need.

See Section III, Assurance 4 which indicates that the State Monitor Advocate was given an opportunity to approve and/or comment on the Program Year 2012 Agricultural Outreach Plan and that interested parties have been afforded the opportunity to comment on the plan.

II.E Services to Employers

II.E.1 Description of how the state will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop in an integrated fashion (such as hiring plans, training needs, skill development, or other identified needs)

OWT is working on alignment of the multiple programs to meet the needs of business customers and working toward a concept of one entry point.

Employer services are currently offered primarily through Ohio's One-Stop system. In One-Stops, there are a minimum of four different types of employer services:

1. Employee recruitment including
    - Posting and filling of job openings,
    - Job fairs,
    - Mass recruitments, and
    - Help writing position descriptions.

2. Employee selection including such services as
    - Screening of qualified applicants,
    - Skill assessment,
    - Job readiness,
    - Aptitude testing, and
    - Support for hiring special populations (e.g., older workers, veterans, workers with disabilities, youth).
3. Employee training including
    - Referrals to local employee training providers,
    - Computer training labs,
    - Use of conference rooms, and
    - Assistance with establishing apprenticeship programs.
4. Human resource planning including
    - Customized workshops,
    - Resources for small businesses/entrepreneurs,
    - Employee retention, and
    - Supportive services for employees.

In addition to the One-Stop centers, the state uses web-based technologies to enhance services to employers through an approach described in Section I.C.4.

OMJ received a great reception from employers and has already achieved a 14 percent market penetration rate for business customers employing 100 or more workers. From 2009 to 2011, the number of talent searches conducted by employers increased twofold, from 277,800 to 604,736. Additionally, the number of resumes viewed nearly tripled from 199,734 to 501,651. Last year, approximately 2.3 million unique individuals used the site to conduct over 32 million job searches.

In early 2012, as a result of ongoing requests from customers, ODJFS further increased connectivity by creating OMJ smart phone applications for iPhone and Droid users. Since this launch, the OMJ application has been downloaded 4,458 times. Based upon this great response, coupled with the ongoing customer requests for online services, the state is confident that these new services to employers will continue to yield outstanding results.

With the Ohio Board of Regents, the state launched OhioMeansInternships.com as a premier gateway to connect employers with interns. Employers who are interested in interns can post internship opportunities on OMJ. Based upon our research, employers are expected to increase internship hires by 8.5 percent over last year. Employers are also reporting record-breaking conversion rates (from intern to employee), according to results of the National Association of Colleges and Employers (NACE) 2012 Internship & Co-op Survey. [5]

The state feels that forecasting is crucial to understand business needs. With outstanding forecasting, workforce programs can better coordinate to meet the needs of business customers. Therefore, as mentioned previously, Ohio has developed a new forecasting model and Business Forecasting Tool to use regionally for the workforce system. This tool yields data on employer job openings that are then automatically matched against the OMJ resumes. Resumes matching the job openings are then sent to the employers for review. Automating resume searches for employers is yet another way Ohio is coordinating and customizing our services to employers.

In addition, the state publishes monthly reports based upon the Help Wanted OnLine® (HWOL) data series using exclusive methodology. This "real-time" online job ad information produces profiles of the number of job ads organized by top employers, top industries, top occupations and more. These reports represent a monthly snapshot of the overall labor market picture and are meant to be used in conjunction with traditional local labor market information.

To coordinate the WIA and Trade on-the-job training (OJT) services to business, Ohio created a comprehensive OJT policy and procedures manual, as detailed previously in Section II.B.2. The policy and procedures facilitate training approval and contract development, permitting seamless services.

II.E.2 Description of how the state will use program funds to expand the participation of business in the statewide workforce investment system

The OWT has been charged with reviewing how funds can be used to expand the participation of business in the workforce system. Ohio is continuing to work with all workforce system programs in this effort. In addition to program funds, the state has sought and utilized other sources of funds. Ohio is using casino fees to fund incumbent worker programs. In addition, the state continues the Workforce Guarantee Program at the Ohio Department of Development.

[5] Full Survey results are available at http://www.naceweb.org/s04252012/intern-conversion-rate/

Today's employer or business customers demand a workforce system that is mobile, sophisticated, and fast. Ohio's current One-Stop system presents structural barriers between programs. At a time when high unemployment levels place increased demand for services, state and local budget cuts have reduced the staffing of the workforce delivery system. To remain viable and relevant to Ohio's employers, the delivery system must provide client-centered services with immediate open access to all employment and training opportunities within the state.

Ohio has researched how the private sector is effectively using high-tech applications to actively engage customers and offer services. Typically, most private sector web sites offer toll-free telephone numbers and email response to customer questions. A growing number of companies are now offering online "chat" features that enable customers to instantaneously "speak" with a representative.

Ohio is adapting "chat" technology and is creating a new Employer Assistance service that allows Ohio employers to receive assistance by telephone and email but also through online chats. This service began in June 2012, on a small scale. If the employer use of this technology grows, it is possible that staff from other workforce programs and state agencies will also participate in the online chats and offer more customized and immediate services to employers.

In June, 2012, DOL awarded the state a $12 million Workforce Innovation Fund Grant. The state will use the innovation funds to move toward electronic One-Stop services. Job seekers will create electronic portfolios (e-Folios) after accessing virtual core services, some intensive services and submitting electronic applications for training. Employers will also be able to explore, plan, fund and find workforce talent.

DOL also awarded a $6 million Workforce Innovation Fund Grant to maintain and expand the participation of business in the workforce investment system through Business Resource Networks in Area 17 (Mahoning and Columbiana Counties) and Area 18 (Trumbull County) and to duplicate this award-winning model in the following additional areas:

- Area 1 (Brown, Adams, Pike, and Scioto Counties)
- Area 6 (Stark and Tuscarawas Counties)
- Area 16 (Belmont, Harrison, Carroll, and Jefferson Counties)
- Area 17 (Mahoning and Columbiana Counties)
- Area 18 (Trumbull County)
- Area 19 (Portage, Geauga, and Ashtabula Counties).

Launched in May 2008, the BRN has been providing businesses in Trumbull, Mahoning, and Columbiana Counties with a single point of contact to a wide variety of business services available from workforce, economic development, and education partner organizations.

Ohio remains committed to enhancing services to employers and will use the results of employer surveys for feedback on the new services. Based upon the results of this feedback, the state will continue integrating workforce programs and services using technological advancements.

II.F WIA Waiver Requests

Ohio is submitting requests for waivers of certain WIA legislative and regulatory requirements. The state currently has thirteen approved waivers. This State Plan seeks to extend all of those waivers through June 30, 2017. The intent of the waivers is to provide local Workforce Investment Boards (WIBs) and the state the greatest flexibility possible to design and deliver services that meet the needs of employers and jobseekers. The waivers, if granted, will improve Ohio's capacity to achieve greater flexibility in developing the state's workforce investment system.

The waivers requested are consistent with key principles of aligning workforce development with state and regional economic development, cross-program alignment to be more effective in improving outcomes, dual customer focus to match investments in individuals with employer needs, and easing administrative burden.

The waivers included in this plan are requested in accordance with the requirements of WIA, Section 189(i)(4)(B) and set forth at 20 CFR 661.420 (c). Ohio believes the requirements that the state asks to be waived impede the ability of local boards to implement a menu of expanded services and strategies. Ohio is committed to allowing, as much as possible, local capacity to form collaborations, integrate service delivery, and leverage funding in building a stronger One-Stop system. In support of this commitment, the waivers requested have given, and will continue to give, local boards and the state greater flexibility in using funds where they are needed.

Local boards may choose to ask for implementation of several of these requested waivers. Some waivers will be applied statewide. The state has developed policies and guidance to reflect the terms of these waivers and the parameters governing the service delivery process.

Goals

Ohio must have access to tools necessary to create an integrated workforce investment system that improves customer choice, lessens the cost of program administration, provides better and highly focused services in a timely manner, and achieves high customer satisfaction while improving accountability for federal and state resources. The waivers described in this request will help to achieve these goals.

The chart that follows provides a summary of the waivers requested. Details about each waiver request can be found in Attachment E.

#	Waiver	Description
1	Waive the requirement for 50% employer contribution for customized training **Implement:** Statewide	Ohio is requesting a waiver to change the required employer match for customized training from 50 percent of the cost to a minimum of 10 percent of the cost.
2	Waive the statutory performance measures and implement the Common Measures **Implement:** Statewide	This waiver allows Ohio to replace the seventeen performance measures currently mandated under WIA with the Common Measures in TEGL 17-05. Under this waiver, Ohio will continue to be able to simplify the reporting system by discontinuing the use of the statutory performance measures and to fully implement the nine Common Measures.
3	Waive the 50% reimbursement limit to employers for OJT **Implement:** Statewide	Ohio is requesting a waiver of the 50% limit on reimbursement to employers for OJT to permit the use a sliding scale to increase the reimbursement based on the size of the business.
4	Allow local transfer authority up to 50% transfer of funds between adult and dislocated worker programs **Implement:** Local board request	Ohio is requesting waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area. A technical agreement, increasing the transfer authority from 20% to no more than 30%, is in the 2003 WIA appropriations and specified in the Training and Employment Guidance Letter No. 23-02 dated April 1, 2003. This waiver will permit up to 50% to be transferred across programs.
5	Allow the individual training accounts for older youth and out-of school youth, ages 16-21	Waiver of the prohibition at 20 CFR 664.510. Allow for more flexibility for youth to access occupational skills training.

	Implement: Statewide	
6	Allow the option for local grant recipient/fiscal agent to conduct three youth elements or to competitively select service providers **Implement:** Statewide	Waiver of WIA Section 123 that requires competitive procurement of service providers for three of the ten youth program elements. Allow local areas more flexibility in the provision of supportive services, follow up, and work experience.
7	Extend waiver for time limit on period of initial eligibility for collecting and reporting performance information on eligible training providers **Implement:** Statewide	Waiver of the provision at 20 CFR Section 663.530 that prescribes a time limit on the period of initial eligibility of training providers.
8	Permit the state to use up to 20% of Dislocated Worker funds to conduct Incumbent Worker Training for layoff aversion **Implement:** Local board request	Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training. The intent of this waiver is to provide local WIBs the greatest flexibility possible to design and deliver layoff aversion services that meet the needs of employers and incumbent workers.
9	Minimize the data capture requirements for Incumbent Worker Training Programs for local areas **Implement:** Local board request	Waiver of 20 CFR 666 and 667.300(a) to reduce the collection of participant data for incumbent workers. Ohio is requesting a waiver to minimize the data capture requirements impacting skills upgrade training programs used for layoff aversion so that employers are not unnecessarily burdened with federal data requirements.
10	Permit the state to use 20% of rapid response funds for IWT (Incumbent Worker Training) **Implement:** Local Board Request	Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training. The intent of this waiver is to provide local WIBs the greatest flexibility possible to design and deliver layoff aversion services that meet the needs of employers and incumbent workers.

11	Waive requirement to conduct evaluations of workforce investment activities for adults, dislocated workers, and youth **Implement:** Statewide	Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) to exempt the state from the requirement to conduct evaluations. This will help relieve the state's oversight burden in response to a reduction in WIA funds for state level activities.
12	Waive requirement to provide local workforce investment areas incentive grants to award regional cooperation, local coordination of activities, and exemplary performance **Implement:** Statewide	Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) to exempt the state from the requirement to provide local workforce investment area incentive grants in response to a reduction in WIA funds for state level activities.
13	Waive requirement to disseminate training provider performance and cost information **Implement:** Statewide	Waiver of 20 CFR 665.200(b)(3) to exempt the state from the requirement to disseminate training provider performance and cost information in response to a reduction in WIA funds for state level activities.

II.G Trade Adjustment Assistance (TAA)

II.G.1 Description of how TAA will coordinate with WIA and Wagner-Peyser to provide seamless services and how the state:

II.G.1.a Provides early intervention (Rapid Response) to worker groups on whose behalf a TAA petition has been filed

Comprehensive Rapid Response activities are provided for all dislocation events, including those that are eventually determined to be TAA eligible. A key piece of Ohio's Rapid Response strategy and procedures is the earliest possible intervention with the company and worker groups. These activities serve as a link between the workers and available services and resources, offering seamless transition to WIA Dislocated Worker, Wagner-Peyser, and TAA services. Rapid Response efforts can be triggered in many ways, including TAA petition filing, WARN notice, media information, or laid-off worker inquiries. Once verified, each event is entered into OhioRED and services are initiated. Rapid Response is an opportunity to provide customized adjustment services to address each specific dislocation event. Filing a TAA petition is encouraged in appropriate circumstances.

Ohio uses a worker survey to provide information needed to establish this customized approach. The worker survey can obtain skill and education level information about the workers and also capture their plans and preparation for future employment. It also helps identify worker job readiness for the current employment market. This aggregate information is very valuable for early intervention service planning, design, and coordination of services.

II.G.1.b Provides core and intensive services to TAA participants as indicated in the encouragement of co-enrollment policies in TEGL 21-00, including how assessments are used to identify service needs and whether dislocated workers need training using the TAA six criteria

TAA services are provided to eligible participants in Ohio who are identified by the employer as having a lack of work separation during the impact period of the certified petition. Ohio has encouraged co-enrollment in WIA and Wagner-Peyser in several ways. First, through an integration initiative, Ohio now has 13 workforce areas that are considered integrated. Worker lists received from Trade certified employers are automatically uploaded into the Workforce Case Management System (WCMS) which flags individuals as Trade eligible. For each dislocation event, worker surveys are administered. The workers indicate their interests in services and information. After a worker is determined Trade eligible, they attend a Benefits and Rights Information meeting and meet one-on-one with a Trade staff member. Decision making about service delivery to TAA participants is done in a way that includes both local WIA county staff and state merit staff. In addition, an integrated assessment form was created and included information that would be needed for TAA, WIA and Wagner-Peyser programs. The assessment includes the six criteria for Trade training and all essential data to analyze each criterion. This integrated assessment form is available in hard copy or on the WCMS in an electronic form.

II.G.1.c Has developed and managed resources including electronic case management systems to integrate data provided through different agencies and programs to ensure consistent administration, fiscal integrity, and reliable fiscal and performance reporting.

TRA benefits are administered through the Ohio Job Insurance (OJI) system which is the same system through which unemployment benefits are administered. Additionally, Ohio has combined the collection of customer information in the WCMS by adding a TAA module, which permits TAA information to be added to WIA information. Case managers from both WIA and Trade can view all non-monetary benefit data collected, providing for more effective case management of the customer and also reducing duplication. Additionally, all of our fiscal information goes through the state Ohio Administrative Knowledge System (OAKS) which is the same for WIA and Wagner-Peyser. All three programs are governed by the same fiscal department and use the same accounting system.

II.H Senior Community Service Employment Program (SCSEP) State Plan

II.H.1 Long-term projections for jobs in industries and occupations that may provide employment opportunities for older workers

See the Economic and Workforce Information Analysis in Section I.B of this plan.

II.H.2 How the long-term job projections relate to the types of unsubsidized jobs for which SCSEP participants will be training and the types of skill training to be provided

As a whole, there is no single type of occupation that is most suitable for older workers. Older workers are highly diverse in education, prior experience, financial need, personal preference and physical ability. The Ohio SCSEP grantees use experience paired with SCSEP participant data and workforce reports (i.e., SPARQ, Department of Labor's Aging Workforce Initiative) when targeting jobs for which SCSEP participants will be training and the types of skill training to be provided.

Community Service Training Positions

The dual goals of the SCSEP program are to provide valuable community services and to transition SCSEP participants into unsubsidized employment. Program participants receive work experience at local public or non-profit agencies and are paid minimum wage for approximately 20 hours per week while participating in community service work and other job training.

Figure 14

Given the tough competition for jobs, long breaks from employment and limited experience are significant barriers to employment for many SCSEP participants. To enable a faster transition into unsubsidized employment, the Ohio SCSEP will continue to target local public and non-profit host agencies that are willing to offer community service work that develops the skills needed for regional demand occupations.

SCSEP operators will also continue to engage host agencies as full partners and stakeholders in the future of participants. Through their coaching, mentoring, training, and encouragement, they have a very influential role in developing the skill and confidence of participants assigned to them. Cultivation of this relationship increases the likelihood that host agencies will hire participants when funds become available or refer them to other agencies within their network when openings occur.

Targeted Training & Placement in Health and Human Service Occupations

Ohio's fastest-growing entry-level occupations will be in health care support and community and social services. Health care, comprised of ambulatory health care, hospitals and nursing and residential care, accounts for roughly one out of every eight payroll jobs in Ohio and is expected to be one of the fastest-growing sectors of the economy over the next ten years. The shift toward person-centered care is also expected to increase the employment potential for new health care careers that keep people healthier and lower costs (i.e., direct service workers, community health workers, chronic illness coaches, medications coaches, patient navigators/advocates, and home and community-based service navigators/advocates).

Although there will be health care job openings at every level of education and training, the greatest employment growth and the largest number of openings that align with the majority of SCSEP participants will be in direct service. Direct service workers are at the foundation of many of Ohio's health and human service pathways. They are the

primary providers of paid, hands-on assistance with instrumental activities of daily living, activities of daily living, supervision and emotional support. Direct service workers (DSW) job titles vary, but include direct support professionals, nurse aides, nursing assistants, home health aides, personal care assistants, dietary aides, and related occupations.

Targeted Training & Placement in Energy

Energy sector jobs, including shale/natural gas and green jobs, are a natural fit for some SCSEP participants. Many skills from other fields easily transfer to the energy sector, such as construction and maintenance; finance and planning; marketing and information technology; and engineering and entrepreneurship.

Eastern Ohio sits atop large portions of the Utica and Marcellus Shale Formations, a massive reserve the U.S. is only just beginning to tap. Experts believe the formations could produce enough natural gas to meet the country's needs for years to come. Leasing agreements are being created to allow exploration, drilling, production, pipeline construction and transport throughout the region. A recent economic impact study suggests that over the next four years, as many as 200,000 jobs could be created as a result.
The largest growth in employment includes construction-related trades, truck driving, environmental compliance technicians, office workers, and "landmen." Landmen, a career unique to the oil and gas and mining industries, are individuals who perform services related to researching land ownership rights and negotiating legal agreements governing the use of land.

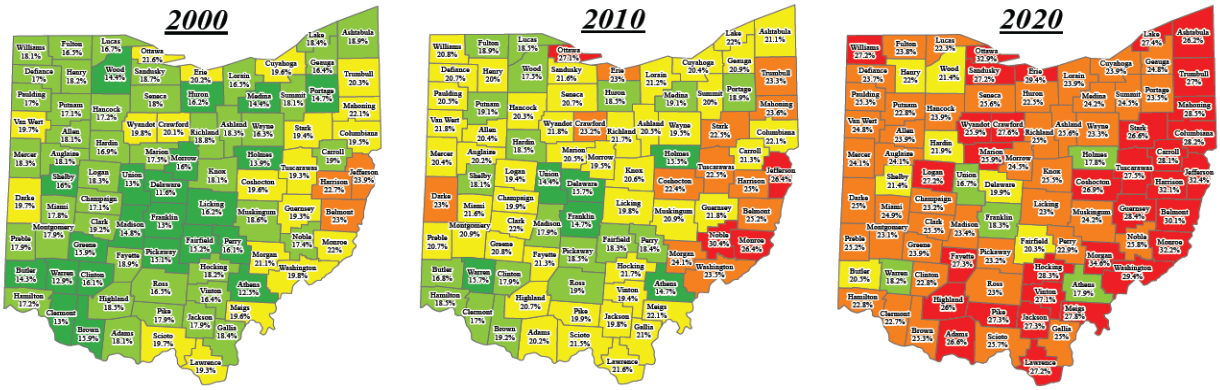
Targeted Training & Placement in Entrepreneurship

Over half of those unemployed at age 55 and older have been out of work for at least 6 months (GAO, 2011). Given the realities of age discrimination and underemployment among 55+, SCSEP participants who have the education and experience needed for successful business startup may find self-employment to be a good fit. Research has found that, over the past decade or so, the highest rate of entrepreneurial activity belongs to the 55-64 age group.

II.H.3 Current and projected employment opportunities and the types of skills possessed by eligible individuals

Ohio employers continue to report a deficit of job seekers with the skills needed for jobs that will be created during the next decade. All the while, there is a progressive increase in the percentage of Ohioans who are 60 years old or older. The colors on the maps in figure 15 change over time from mostly green and yellow (lower percentages) in 2000 to mostly orange and red (the highest percentages). By 2020, 76 of Ohio's 88 counties will be 22.2 - 34.6 percent 60+. Given unmet employer demands and the age demographic shift, Ohioans of all ages need the education and training necessary to compete and prosper in a rapidly changing global marketplace.

Figure 15: Ohio's 60+ Population by County (retrieved from www.Ohio-Population.org)



Individuals in the SCSEP arrive with a vast array of skills and educational backgrounds. For a large number of entering participants current marketable skills may be absent; especially technology skills. The transferable skills eligible individuals possess are as varied as the individuals themselves; among them, retail, basic clerical, and various manual labor skills are common. Many participants also have life skills, such as driving or care giving, which can serve as a basis for occupational training.

Participants in the program have worked and/or retired and still have skills from industries such as:

- Construction, Installation and Repair
- Food Preparation and Service
- Maintenance and Custodial
- Office and Administrative Support
- Personal Care and Service
- Production, Assembly and Light Industrial
- Transportation and Material Moving

With less than 20 percent of SCSEP participants having a post-secondary certificate or degree (Figure 16), the Ohio SCSEP operators will continue to focus on entry-level jobs with established career ladders and high annual openings. While developing relationships with employers offering entry-level opportunities, the Ohio SCSEP will also pursue opportunities for SCSEP participants who are qualified for positions beyond entry level.

According to figure 16, the SCSEP Quarterly Progress Report (ETA 5140), the following is a snapshot of the year to date participant characteristics of individuals within the SCSEP as of second quarter of program year 2011, ending on December 31, 2011:

Figure 16: Snapshot- Participant Education, Age and Wages by Ohio Grantee On December 31, 2011

	ODA	AARP	EW	MS	NCBA	NUL	SSA	All Ohio SCSEP	
Total	634	364	570	758	220	160	173	2879	100%
Educational Attainment									
8th Grade & Under	18	2	19	25	3	4	1	72	3%
9th -11th Grade	79	38	107	130	29	33	37	453	16%
HS Diploma or Equiv	324	166	242	375	78	66	76	1327	46%
1-3 Years College	113	80	108	126	67	38	31	563	20%
Post-Sec. Certificate	2	0	13	0	2	1	5	23	1%
2-Yr Degree	36	10	38	44	13	3	13	157	5%
4-Yr Degree	51	42	29	44	16	11	5	198	7%
Some Graduate	6	7	2	4	3	0	1	23	1%
Masters	4	17	11	8	6	3	4	53	2%
Doctoral	1	2	1	2	3	1	0	10	0%
Age									
55-64	476	303	438	541	181	136	105	2180	76%
65+	158	61	132	217	39	24	68	699	24%
Average Placement Wages & Hours									
Starting Wage	9.58	10.46	9.27	9.80	9.90	9.76	8.38		
Hours Per Week	29.2	30.6	29.0	28.5	31.4	31.3	27.2		
SCSEP Quarterly Progress Report, ETA 5140, Q2									

Although the number of SCSEP participants with post-secondary degrees and credentials is small (16 percent), the Ohio Department of Aging works with the respective licensing boards in Ohio, as needed, to provide support and guidance to policies and practices that may create barriers to employment for older professionals reentering the workforce.

Health and Human Service Occupations

The Department of Aging will leverage existing partnerships with employers across long-term care settings, Area Agencies on Aging and Ohio's national SCSEP grantees to implement the Long-term Care, Supports, and Services Competency Lattice Model to help those SCSEP participants interested and suitable find jobs in health and human service career pathways.

The SCSEP Administrator is among the many partners involved with Ohio's Direct Service Workforce Initiative. The goal of the initiative is to cultivate a highly-trained and flexible direct service workforce and assure that Ohio is prepared to meet the growing demand for affordable, high quality long-term services and supports.

Consumers within Ohio's long-term care system have very diverse needs, and the competencies required to provide their care are equally varied. To acknowledge the variances, the direct service education and credentialing system is organized in modules. The sequence of credit-bearing stackable certificates will act as an incentive to help adults in low wage occupations complete at least one year of postsecondary coursework leading to an advanced technical certificate.

This workforce development strategy also carries multiple benefits to Ohio's long-term care system, including:

- Increased quality of care and life for consumers of long-term services and supports through the availability of a skilled workforce across settings;
- Increased ability of the long-term care system to have the flexibility to address the complex and varying needs of consumers; and
- The creation of a pipeline of qualified participants with experience working with individuals with disabilities for Ohio's professional health and human service education programs within health and human service shortage areas.

The Ohio Department of Aging (ODA) will also continue to pair the state's SCSEP and Healthy Lifestyle Programs in an effort to increase awareness of chronic disease self-management and to provide an opportunity for SCSEP participants to gain knowledge that will expose them to opportunities in health support and leadership. ODA sponsorships are available to all Ohio SCSEP participants, including those enrolled in programs with national grantees.

Energy Jobs

Energy and construction training programs can be found in Ohio's career technical centers, community colleges and universities. The Ohio SCSEP team will refer interested and qualified participants to these programs, particularly experienced construction and trade workers.

The SCSEP program will remain well-informed of developments in shale/natural gas and occupations related to the Utica and Marcellus Shale Formations. A key strategy of the Ohio SCSEP team is to ensure employers are aware of best practices to attract and retain older workers (i.e., job sharing, on the job training, etc.). The SCSEP program will also increase placement in green jobs by partnering with agencies that provide green job opportunities, like those in recycling and development of paperless systems.

Entrepreneurship

Ohio's experience suggests a demand for entrepreneurship services targeted to older workers who may be wary of college entrepreneurship programs with a youth focus. From 2007 to 2009, the Ohio Department of Development's Entrepreneurship and Small Business Office partnered with the Ohio SCSEP to provide a series of workshops around the state targeted at 50+ entrepreneurs. Typical attendance in the larger cities was 50-70 people for a half-day workshop.

To foster and support the entrepreneurial spirit of Ohio, the Ohio Department of Aging will partner with the University System and Ohio Small Business Development Center network to escalate business startups by SCSEP participants. Small Business Development centers, the majority of which are housed at state colleges, provide training and one-on-one counseling to entrepreneurs and small businesses. Training includes counseling and referrals on accessing capital. Lessons learned may be applied to services for all older job seekers interested and suitable for entrepreneurship.

The partnership targeted at older workers may include entrepreneurship programming targeted at older workers, specialized staff counselors to meet needs of older entrepreneurs, and other targeted services and supports.

II.H.4 Localities and populations for which projects of the type authorized by title V are most needed

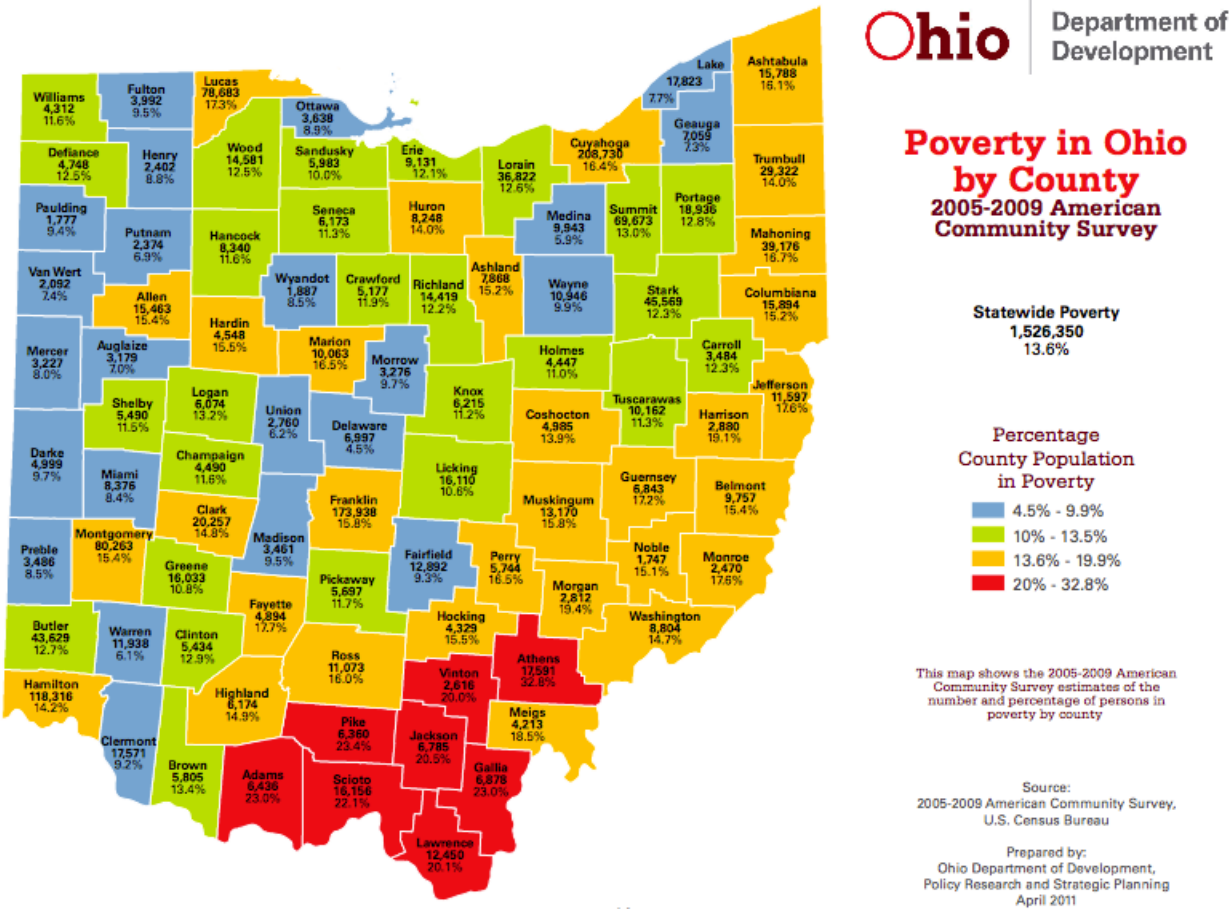


Figure 17

II.H.5 Actions to coordinate SCSEP with other programs

II.H.5.a Coordination of activities with WIA title I programs including plans for using the WIA One-Stop delivery system and its partners to serve individuals aged 55 and older

The Ohio Department of Aging collaborates with the Ohio Department of Job and Family Services, Office of Workforce Development to ensure all SCSEP grantees coordinate activities with Ohio's local One-Stop Career Centers (One-Stops) administered by local Workforce Investment Boards under the Workforce Investment Act (WIA), 29 U.S.C. 2801 et seq., through a Memorandum of Understanding (MOU).

The Department of Aging will continue to represent the SCSEP in state level State One-Stop Partners meetings and initiatives. This group of program administrators ensures

effective collaboration among seemingly disparate programs and constituencies. Each partner learns of the others programs and goals and makes every effort to ensure regional operations are informed of such.

At the local level, SCSEP grantees will continue to be active partners in One-Stops. Cooperative WIB and One-Stop arrangements vary from area to area, ranging from including the placement of SCSEP employment and training coordinators and training assistants at One-Stop centers to the One-Stop center being the SCSEP operator. The coordinators and assistants often serve as the primary point of contact for older job seekers. SCSEP participants are also assigned to the local One-Stops to assist with administrative duties providing valuable assistance to the WIB while enhancing the participants' training for unsubsidized employment.

SCSEP grantees will continue to identify potential applicants by accessing the Workforce Case Management System Report. The original report was crafted during the early implementation phase of Ohio's One-Stops and remains in effect. The Age Report allows an SCSEP grantee to identify individuals age 55 and older who are registered in the Workforce Case Management System for the purposes of informing them about the training opportunities available with the Senior Community Service Employment Program.

The Ohio SCSEP will also partner with One-Stops to offer a toll free "hotline" for information of the SCSEP program. The Call Center Lab is facilitated by a professional call center coordinator and staffed with SCSEP participants who gain practical experience in a call center environment as they help other older Ohioans get connected with additional services available through One Stop partners.

SCSEP grantees will continue to assist the One-Stops by providing presentations to clients on various topics to enhance their chances of obtaining and retaining employment, and will assist with outreach to more rural residents of the state. Other collaborative efforts include using One-Stops for job orders, labor market information, and coordination on intensive services/training needed by specific participants, and other resources of value to the SCSEP.

SCSEP grantees will continue to collaborate with One-Stops on joint training activities and job fairs, share job leads, and work together to engage the business community in initiatives that tap older workers in meeting employer needs. Where available, SCSEP grantees will also provide opportunities for older workers to develop their job search strategies in peer-to-peer settings such as job clubs or job search cooperatives.

University System of Ohio - Statewide and Regional Collaboration

The Ohio Department of Aging will help SCSEP operators continue to develop partnerships with regional training programs and initiatives within the University System of Ohio. The University System of Ohio is one of the largest comprehensive systems of public higher education in the nation. Ohio's public colleges, universities, and adult

education programs serve almost 600,000 students and offer every option from a GED to a Ph.D., ensuring that all Ohioans have easy access to a high-quality, affordable higher education. The System includes: 14 universities with 24 regional branch campuses, 23 community colleges, and over 120 adult workforce education and training centers statewide.

Partnering with the University System of Ohio to develop programming and services that meet the needs of SCSEP participants is a part of a broader statewide system discussion that impacts students of all ages, colleges and the entire field of adult education. The Ohio Department of Aging has partnered with the Board of Regents and Ohio Association for Gerontology and Education (OAGE) to form the Aging & Higher Education Advisory Committee to ensure the University System of Ohio is prepared for an aging population. The Aging and Higher Education Advisory Committee consists of individuals representing a range of organizations including universities, SCSEP grantees, One-Stop delivery system and WIA Title I partners, the business community, philanthropic organizations, advocacy organizations and professional associations. The Ohio Department of Aging will continue to work with these partners to support the university system in helping older workers avoid and overcome long-term unemployment.

Additionally, the University System of Ohio's network of Adult Basic and Literacy Education (ABLE) programs play a vital role in the economic advancement of SCSEP participants and all older adults with limited English proficiency, low literacy skills or both. There are currently 68 local ABLE programs providing free services in all 88 Ohio counties. These services assist adults in acquiring the skills they need to be successful in post-secondary education and training, and employment, and include:

- Basic math, reading and writing skills
- Adult secondary education/GED preparation
- English for Speakers of Other Languages (ESOL)
- Transition services to post-secondary and employment
- Family literacy
- Workplace literacy

Ohio's Program 60: Audit Coursework as a Bridge to Credit Coursework for SCSEP Participants

Ohio's state universities and colleges provide Program 60. This unique program allows any person who is sixty years of age or older and who has resided in the state for at least one year to attend courses and classes without charging that person a tuition or matriculation fee provided the attendance is on a noncredit basis, is in courses where classroom space is available, and is approved by the instructors of the courses involved. The Ohio SCEP will promote the use of Program 60 as a bridge to credit coursework for SCSEP participants. Auditing courses allows learners to become familiar with programs of study before making a financial investment. Additionally, participation in noncredit coursework has been recognized as a strategy to help learners

who have been away from the classroom for a long period of time or were not successful during earlier classroom experiences.

Community Education

The Ohio Department of Aging will also support SCSEP grantees in developing new relationships with community education and non-formal learning communities that offer skill training that compliments established community service training positions. Community based education providers include senior centers, libraries, faith-based organizations, and others.

II.H.5.b Planned actions to coordinate with activities being carried out under other titles of the Older Americans Act

The Ohio SCSEP grantees will continue to cultivate partnerships with Area Agencies on Aging (AAA) and AAA-funded programs. AAA partnerships will provide opportunities for cross referrals of eligible SCSEP participants and designation of AAA sites as host agencies. The Ohio SCSEP partners with Title III of the Older Americans Act (OAA) to support nutrition, in-home care, transportation, disease prevention and health promotion, and caregiver support programs and services. Most OAA services are not means tested (SCSEP is), but are targeted to populations with the greatest economic and social needs. In 2010, OAA funds coupled with state and local resources served 244,864 older Ohioans and their caregivers.

II.H.5.c Planned actions to coordinate with other private and public entities and programs that provide services to older Americans, such as community and faith-based organizations, transportation programs, and programs for those with special needs or disabilities

Community and Faith-Based Organizations

The Ohio SCSEP grantees will continue to coordinate activities with community entities such as the local chambers of commerce, local developmental disability boards, as well as other programs that provide services to older Americans. The Ohio SCSEP will partner with the Governor's Office of Faith-based and Community Initiatives to connect participants with wrap around services and supports.

Transportation Programs

In November of 2011 the Ohio SCSEP grantees began our statewide strategic planning discussion with a focus on transportation. The SCSEP Administrator will continue to partner with the ODA Housing and Transportation Program Administrator to ensure local SCSEP offices are at the table to represent older workers in the development and implementation of Ohio's local coordinated transportation plans, formally referred to as locally developed, coordinated public transit-human services transportation plans.

Most metropolitan planning organizations (MPOs) in Ohio have produced coordinated transportation plans that include all of the counties in their respective planning areas. Other groups have produced coordinated transportation plans covering counties not located within an MPO planning area. As of mid-2011, coordinated transportation plans covered 73 of Ohio's 88 counties.

Notably, federal law requires that projects selected for assistance under three programs—Elderly Individuals and Individuals with Disabilities (Section 5310), Job Access and Reverse Commute (JARC), and New Freedom—be derived from a coordinated transportation plan. Plans must be developed through a process that includes representatives of public, private, and non-profit transportation and human services providers and participation by the public. Plans are updated every four to five years.

Programs for People with Disabilities

SCSEP provides priority of service to those most-in-need as provided at 20 CFR 641.520, which includes individuals with disabilities. According to the SCSEP Quarterly Progress Report (ETA 5140), the following is a snapshot of the participant characteristics of individuals within the SCSEP as of second quarter of program year 2011, ending on December 31, 2011:

Figure 18:
Population Served in PY2011: July 1, 2011-June 30, 2012 (As of 12/31/2011)

	Total Participants	Individuals with Disabilities	Individuals with Severe Disabilities	Individuals Who Are Frail
National SCSEP	*65,838*	*9,650*	*532*	*169*
State Grant	634	56	0	0
AARP	363	31	0	0
Experience Works	563	79	2	0
Mature Services	758	50	0	0
NCBA	220	12	0	0
National Urban League	156	23	7	1
Senior Service America, Inc.	172	31	0	0
All Ohio SCSEP	2866	282	9	1

SCSEP Quarterly Progress Report, ETA 5140, Q2

The key to providing services for older adults with severe disabilities is partnership. SCSEP grantees also partner with local vocational rehabilitation providers to ensure VR qualified individuals have access to case management and wrap around services. Through a statewide assessment, the Ohio Department of Aging and Ohio Rehabilitation Services Commission have identified an opportunity to partner to increase collaboration between local SCSEP grantees and community service host agencies where there is a shared goal to provide competitive employment for people with disabilities.

The Ohio SCSEP will also partner with the Ohio Department of Job and Family Services, Office of Workforce Development in the Disability Employment Initiative (DEI). The Disability Employment Initiative is a continuation of the work of Ohio's Disability Program Navigator (DPN) Initiative. The DEI is providing the opportunity to improve employment outcomes for adults with disabilities, as well as make systemic change within the One-Stop system. The Ohio SCSEP will partner with the Ohio Disability Employment Initiative to implement best practices in providing education to SCSEP eligible individuals about the effect of going back to work on benefit eligibility and, as an incentive to transition to unsubsidized employment, the long-term benefits of employment.

II.H.5.d Planned actions to coordinate with other labor market and job training initiatives

Labor Market Information

Ohio is home to nationally recognized labor market information and data tools. The Ohio SCSEP will continue to use web based tools, including OhioMeansJobs, Wanted Analytics, Ohio Labor Market Information, O*Net and Local Employment Dynamics (LED) statistics. These tools provide valuable information down to the county or zip code area on numbers of jobs, available jobs, and which industries are currently hiring significant numbers of older workers. Once key industries and potential jobs are identified, service providers will use this information to build employer contacts, design training programs and create employment plans with goals that are consistent with regional job opportunities.

To enhance services to SCSEP participants who are ex-offenders, the Ohio SCSEP will promote the use of the new Ohio Civic Impacts of Criminal Convictions (CIVICC) Database (http://opd.ohio.gov/CIVICC) for job seekers. The CIVICC database is a web-based tool created by the Ohio Justice & Poverty Center and the Ohio Public Defender in partnership with the Ohio Department of Rehabilitation and Corrections to determine (1) what the collateral consequences are under Ohio law that are triggered by a specific conviction and (2) what misdemeanor or felony offenses are likely to trigger a specific consequence. The CIVICC database is free and requires no special training to use.

Overall, data about older workers exists among our many system partners: economic development organizations/chambers, state and local workforce agencies, universities,

community colleges, planning commissions, industry associations, career centers, community foundations, housing authorities, education non-profits and others. The key for the Ohio SCSEP team in obtaining regional and state data and converting it into tactical strategies is communicating the value of older workers and multigenerational teams. With increased understanding of workforce age demographics and impact on local economies, community partners will be better able to provide data that will help increase the effectiveness of the program and overall older worker outcomes.

The Ohio SCSEP team will continue to increase collaboration with our partners in providing data analysis and asset mapping related to Ohio's 55+ workforce. In addition to acquiring data, the Ohio Department of Aging will partner with SCSEP grantees in translating Ohio's older worker data into organization level strategies, marketing plans and other public outreach. The Ohio SCSEP team will also share information on sponsored research projects. For example, the team will continue to work with Mature Services and The University of Akron's Institute for Gerontology and Life-long Learning to track longitudinal data on the impact of job clubs on the unemployed.

Veterans Integrated Service Network (VISN)

The Ohio SCSEP will support the work of the Ohio Veterans Integrated Service Network (VISN) in aligning resources toward eradicating homelessness among veterans. To contribute to increasing economic security, the SCSEP will support efforts to increase meaningful and sustainable employment for veterans experiencing or most at risk of homelessness. The SCSEP will also contribute to efforts to improve access to mainstream programs and services to reduce financial vulnerability to homelessness among veterans.

O.N.E. Stop Pilot Program

The Ohio SCSEP will join in a collaborative effort between the Ohio Department of Rehabilitation and Correction and the Ohio Department of Job and Family Services Office of Workforce Development to reduce the prison population through pre- and post-release employment services. To support this effort, the Ohio SCSEP will participate through a non-financial cooperative agreement to support inmates of all ages and provide targeted education and support to individuals 55 and older in pilot institutions. See Section II.C.2.j for more details.

II.H.5.e Actions to ensure that SCSEP is an active partner in the One-Stop delivery system and the steps the state will take to encourage and improve coordination with the One-Stop delivery system

See Section II.H.5.a for information about coordination of activities.

II.H.6 Ohio's long-term strategy for engaging employers to develop and promote opportunities for the placement of SCSEP participants in unsubsidized employment

Most importantly, to maintain employer relationships and assist participants in retaining their positions after job placement, SCSEP grantees have ensured that follow-up retention and counseling after placement into unsubsidized employment activities are built-into their service delivery models. Effective employer and job retention activities include: taking care in making quality initial placements, ensuring that there are high-quality matches between employer expectations and participant skill levels, interests, and work ethics, following up shortly after employment (and periodically thereafter) to ensure the employer is satisfied with the placement, providing counseling when issues or problems develop on the job, and providing additional supportive services as needed.

The Civic Engagement Council

The Civic Engagement Council is chaired by the ODA director and composed of local leaders from across the state. Designed to mirror the goals of the Senior Community Service Employment Program, the Council is creating a clearinghouse to increase awareness and replication of local promising practices that meet local/regional employment, education and community service needs of older adults. Implementation of the clearinghouse will continue to create opportunities for Ohio's state and national SCSEP grantees to connect with potential employers, host agencies, and education providers. The effort also increases opportunities for SCSEP grantees align their efforts with immediate community service needs.

The Ohio Department of Aging as a Model Employer

The Ohio Department of Aging's employer engagement strategy is one that places an emphasis on meeting SCSEP goals, in part, by connecting employers to education and tools that directly impact their bottom line. With that, the Ohio Department of Aging has created a new Workforce Services Division that pairs external workforce policy and programs with the internal human resource function. By pairing our external and internal workforce functions, the department will implement solutions for an aging workforce as a role model and resource for other organizations.

Connecting Employers to the Resources in Ohio's Aging and Disability Resource Network

Many older workers, including SCSEP participants, are faced with the challenge of caring for their aging parents, spouses, siblings, and other relatives. The ODA will help employers connect and make the most out of the resources available for their staff through the Aging and Disability Resource Network (ADRN). The ADRN brings together the diverse organizations that play a role in long-term services and supports to streamline access to services, including respite for family caregivers that will allow them

to go to work and participate in training programs that allow them to progress in career pathways.

Connecting Employers to the Market Power of the Renewed Golden Buckeye Card Program

The Ohio SCSEP will be promoted to employers and eligible older adults through Golden Buckeye Card program. The Golden Buckeye Card program is one of the State of Ohio's most identifiable programs. It is the oldest and largest partnership in the country between businesses and state government to benefit older Ohioans and people with disabilities. The program serves as a gateway to: current information on services available from the aging network to support older Ohioans and their families, timely information on the issues and changing needs for older Ohioans, and tangible savings and consumer benefits targeted for older Ohioans and Ohioans with a disability. More than two million Ohioans are eligible for the Golden Buckeye card, honored at 16,000 businesses statewide.

II.H.7 The state's long-term strategy for achieving an equitable distribution of SCSEP positions within the state that:

- **Moves the positions from over-served to under-served locations within the state in compliance with 20 CFR641.365**
- **Equitably serves rural and urban areas**
- **Serves individuals afforded priority for service under 20 CFR 641.520**

Section 507 of the OAA requires ODA to ensure that services are provided equitably. SCSEP uses Census data by county and annual program appropriations to calculate the number of authorized positions or slots that are allocated to each county. The number of authorized positions is proportional to the number of eligible people in the county compared to the eligible state population. For every authorized position, one or more individuals can receive services during the program year. For instance, when a participant exits the program for employment or when participants are on an approved break, a grantee may enroll a new individual based on remaining program funds. Grantees may only enroll participants who reside in the county in which they have authorized positions.

Ensuring SCSEP positions are equitably distributed is an ongoing effort. Movement of SCSEP slots occurs in consultation with the Ohio Department of Aging, with the approval of the State Title V Administrator. The state SCSEP Administrator will work with all grantees to balance and rebalance as needed throughout the duration of this plan.

To reach SCSEP eligible individuals within the project areas in isolated geographic communities, such as those in the Appalachian Ohio Region, grantees and sub-recipients plan to increase collaborative efforts with regional stakeholders to obtain and retain host agencies, employers, transportation providers and other supportive services. These collaborative efforts will continue throughout the duration of this plan.

Grantees within the state have a long history of serving those eligible individuals who are most in need and; therefore, most at-risk. SCSEP operators within the state will continue to build upon relationships with organizations serving the individuals with disabilities, homeless, and other multi-challenged groups. The Ohio SCSEP Administrator will further expand these efforts by working with state agencies and community partners who represent special populations to ensure those in need of service are aware of the SCSEP and are actively recruited by SCSEP providers.

II.H.8 The ratio of eligible individuals in each service area to the total eligible population in the state

Through data in the U.S. Census Bureau, 2006-2010 American Community Survey, the SCSEP has 1,959 slots to accommodate the 239,492 Ohioans over the age of 55 living in poverty. Based on these figures, the Ohio SCSEP has one slot for every 122 eligible individuals; accommodating less than one percent of the eligible population.

II.H.9 The relative distribution of eligible individuals who: reside in urban and rural areas, have the greatest economic need, are minorities, are limited English proficient, and/or have the greatest social need

The relative distribution of eligible individuals in Ohio who must be afforded priority for services as provided at OAA sec. 518(b) and other populations cited in OAA sec. 503(a)(4)(C)(i) are as follows:

Figure 19: Eligible Individuals in Ohio	
Educational Attainment	
Less than 9th Grade	73,020
9th to 12th Grade, No Diploma	104,760
High School Diploma/Equivalency	120,475
Some College, No Degree	34,250
Associate Degree	5,310
Bachelor's Degree	12,470
Graduate or Professional Degree	8,570
Veterans Status	
Civilian Veteran	54,225
Non-Veteran	304,630
Disability	
With	219,330
Without	139,525
Language Barrier	
Speaks English Only	455,600
Speaks English "Very Well" or "Well"	24,915
Speaks English "Not Well" or "Not At All"	8,810
This chart is based on persons age 55 and above who are at or below 125 percent of the poverty index. Source: *2000 Census Data: Senior Community Service Employment Program*, U.S. Department of Labor	

Individuals Residing In Rural Areas

Ohio has 28 counties that the USDA's Economic Research Services has categorized as "most rural"— counties outside a metro area and with fewer than 20,000 people living in urbanized portions of the county. Of these, the Appalachian rural counties had a collective 2009 poverty rate of 18.6 percent, much higher than the 11.5 percent rate of the rural counties outside of Appalachia.

The Ohio SCSEP will seek a partnership with the Governor's Office of Appalachia, which works with the Appalachian Regional Commission in Washington, D.C. and various local entities to promote the region's assets and support initiatives that positively increase the economic activity of the region.

II.H.10 Steps taken to avoid disruptions to the greatest extent possible, when positions are redistributed, as provided in 20 CFR 641.365; when new Census or other reliable data become available; or when there is over-enrollment for any other reason

The introduction of competition for the national grants and the institution of performance standards have introduced the possibility for SCSEP position redistribution. Should such occur, every effort will be made to ensure seamless transition to the new grantee. Where possible, placement of those currently enrolled in the program into unsubsidized employment before their slot is moved to the new location; otherwise, those participants will continue to be served until the exit the program through attrition. Over-enrollment in the affected area coupled with a cessation of recruitment activities in non-affected areas should mitigate any disruption to individuals.

II.H.11 Ohio's long-term strategy for serving minority older individuals under SCSEP

The grantees and sub-recipients will continue to ensure minority populations are fully represented in the SCSEP. Based upon the Senior Community Service Employment Program Analysis of Service to Minority Individuals, by The Charter Oak Group, for each of the four program years analyzed (Program Years 2006-2009), SCSEP nationwide has served low-income minorities overall in greater proportion than their incidence in the population, as well as Black, American Indian, and Pacific Islander participants. During Program Year 2009, Asian participants were significantly underserved. In Program Year 2007, Hispanic participants were significantly under-served. In Program Years 2006, 2008, and 2009, Hispanics were statistically under-served, but the level of service exceeded 80 percent at the national level, above the threshold established for substantial under-service.

Ohio SCSEP grantees will build upon established linkages with service organizations that provide targeted services to minority groups. Efforts to recruit and serve minorities include community outreach; publicity; management practices; staffing; participant referrals; and additional services. The most common factors that grantees cite as affecting minority participation rates are outreach activities; publicity efforts; changes in staff; and economic changes. Some apparent changes in participation rates were due to improved Census data that reflected more accurately the incidence of minorities in the overall population.

The Ohio SCSEP will continue to use the Department of Labor as a resource to help identify areas of improvement and implement strategies based upon data resources, information and training on promising practices posted to the older worker web-based

Community of Practice, print materials to help recruit minority participants, and consultation with Regional Federal Project Officers (FPOs) for more direct technical assistance on ways to improve minority service.

II.H.12 Community services that are needed and the places where these services are most needed. Specifically, the plan must address the needs and location of those individuals most in need of community services and the groups working to meet their needs.

Ohio's greatest community service needs are driven by poverty. From 1999 to 2009, the Ohio poverty rate increased from 10.6percent to 15.2 percent, with an additional half million people (539,000) moving into poverty. Ohio's 2009 poverty rate was its highest since 1994. Over the decade, the total population of Ohio increased by only 1.6 percent, while the number of persons in poverty grew by 46.1 percent. For more details about localities with the most need see *II.H.4: Localities and populations for which projects of the type authorized by title V are most needed*.

Through feedback from statewide planning meetings and regional discussions, the Ohio SCSEP observed that the most common community service needs were housing assistance, food, utility support, temporary financial assistance, transportation, and ex-offender employment services.

II.H.13 Ohio's long-term strategy to improve SCSEP services, including planned longer-term changes to the design of the program within the state, and planned changes in the use of SCSEP grantees and program operators to better achieve the goals of the program. This may include recommendations to the Department as appropriate.

The Ohio long-term strategy to improve SCSEP services include planned longer-term changes to the design of the program within the state.

Governor Kasich has challenged state and local leaders to think creatively and find new and better ways to deliver services. Its home at the Department of Aging places Ohio's Senior Community Service Employment Program at the nexus between two key offices charged with reforming Ohio's health, human service and workforce development systems - the Health and Human Service Cabinet (including the Office of Health Transformation) and the Office of Workforce Transformation (OWT).

Given the Department of Aging's cross system perspective, the Ohio SCSEP's program design will be increasingly nimble and capable of responding to the health, human service and workforce development needs of SCSEP participants, employers and Ohio's aging constituency.

II.H.14 Ohio's strategy for continuous improvements in the level of performance for SCSEP participants' entry into unsubsidized employment, and to achieve, at a minimum, the levels specified in the Older Americans Act Section 513(a)(2)(E)(ii)

The Ohio strategy for continuous improvement in the level of performance for SCSEP participants' entry into unsubsidized employment, and to surpass the minimum levels specified in OAA Section 513(a)(2)(E)(ii) is three fold. First, in partnership with national grantees, the state will focus on developing very specific programs of work that will yield measureable outcomes on the strategies described in this plan.

Secondly, Ohio will work with state and local partners to develop a system for collecting and distributing more detailed community service needs data. This will allow SCSEP grantees to create community service positions that meet the most critical needs of the communities they serve.

The third aspect of the Ohio SCSEP strategy for continuous improvement in level of performance is focused on increasing awareness at the local, state and national level. Unfortunately, very few of Ohio's employers, community service organizations and eligible population are aware of the benefits offered to them by the Senior Community Service Employment Program. By increasing awareness of the program and value in older workers among these groups, the Ohio SCSEP anticipates an increase in the number and quality of placements. By increasing the number of placements into quality community service experiences and unsubsidized employment, Ohio will serve more of the eligible population.

II.H.15 Involvement and Public Comment

Governor Kasich has designated the Ohio Department of Aging (ODA) as the lead agency in developing the Senior Community Service Employment Program (SCSEP) State Plan. By law, the designated lead agency is to collaborate with all SCSEP sponsors within a state during the planning and development process. In addition, ODA must include other partners and stakeholders, such as state and local Workforce Investment Boards and Area Agencies on Aging in the development of the State Plan.

To ensure that all necessary parties were involved in the development of the State Plan, beginning November 2011, multiple meetings for discussion related to Ohio's transportation, employment, education and community service needs were held at various times and locations throughout the state. Regional program directors issued invitations to and hosted stakeholder meetings. Participants engaged from a distance via videoconference and in-person at regional sites.

The state planning meetings included, but were not limited to, representatives from:

- National SCSEP Grantees
- State and Area Agencies on Aging
- State and Local Boards under the Workforce Investment Act (WIA)
- Public and Private Non-profit Agencies and Organizations Providing Employment Services
- Social Service Organizations Providing Services to Older Individuals
- Grantees under Title III of OAA
- Unemployed Older Individuals
- Community-Based Organizations Serving Older Individuals
- Business Organizations
- SCSEP Participants

Drafts of the State Plan were distributed among SCSEP grantees. Both the Ohio Department of Aging and the Ohio Department of Job and Family Services posted an announcement and the final draft of the State Plan on each agency's internet web site, making it available to all stakeholders and constituents for comment.

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