



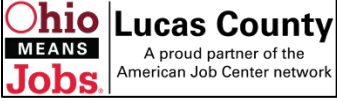
Lucas County

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Lucas County Workforce Development Board *Strategic Plan 2021*



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Introduction

In January of 2021, the Lucas County Workforce Development Board engaged a number of community stakeholders in updating the strategic plan it adopted in 2017. While many of the conditions affecting the 2017 plan remained, new challenges were pervasive, not the least of which was a global pandemic that introduced new barriers to both employers and job seekers. Nonetheless, the existing plan provided a solid foundation, and this version can be viewed as an enhancement of the goals it established.

For this update, there is a renewed emphasis on building and strengthening relationships with partners operating in our local and regional economic and workforce development ecosystems in both the public and private sectors. As economies transcend political borders, with workers often living in one jurisdiction and working in another, this plan must acknowledge that it exists in a larger landscape, often with opportunities to leverage the expertise and resources of entities with complementary interests. The Lucas County Workforce Development Board is committed to supporting the success of complementary economic and workforce development plans, such as the developing regional workforce development alignment initiative being led by the Regional Growth Partnership, the Talent Alignment Study completed by the Toledo Regional Chamber of Commerce in 2019, and the three-county Comprehensive Economic Development Strategy (CEDS) consisting of Lucas, Wood, and Fulton Counties, which is scheduled for completion in 2021.



In revising this plan, we have made it more adaptable to the needs of employers and job seekers, and developed implementation strategies to ensure overall effectiveness.

In creating the original plan for Workforce Area 9, representatives from the Lucas County Workforce Development Board as well as other stakeholders and jobseekers supplied input through various engagement methods including focus groups, online surveys, and a strategic planning session. For this revised and updated version of the plan, the Board elected to incorporate data provided by a number of sources including the State of Ohio, the Toledo Regional Chamber of Commerce, the Regional Growth Partnership, Bowling Green State University, and agencies from surrounding counties involved in the development of the Comprehensive Economic Development Strategy for the region. While starting with the baseline created by the original plan, updated data from these various sources allowed the Board to measure progress toward goals they believe to still be valid.

Workforce Development Board

Name	Organization	Designation
LaTonya Boyd	Boyd and Associates Consulting	Business
David Conover	Northwest State Community College	Higher Education
Lee Daher • Chair	IKORCC Regional Council of Carpenters	Workforce
Tom Dimitrew	Toledo Public Schools	Workforce
Charlotte Dymarkowski • Vice Chair	Foundation Steel	Business
Scott Hayes	Toledo Refining Company	Business
Kristi Hill	Dana Inc.	Business
Jack Hollister	The Employers Association	Business
Joshua Hughes	Associated General Contractors of NW Ohio	Business
Jeremy Knisely	Ohio Department of Job and Family Services	Government and Economic Development
Nicole Langenderfer	ProMedica	Business
Joe Luzar	JLL Solutions	Business
Karyn McConnell	NW Ohio YWCA	Workforce
Loren McDonald	First Energy	Business
Michelle McDougall	Opportunities for Ohioans with Disabilities	Government and Economic Development
Jeremy McLaney	Detroit Manufacturing Systems	Business
Valerie Moffitt	Local Initiatives Support Corporation	Government and Economic Development
Teresa Moore	LIUNA - Local 500	Workforce
Debra Morris	Penta Career Center	ASPIRE (ABLE)
Andrew Newby	Toledo Spirits Company	Business
Scott Potter	Black and White Transportation	Business
Denise Smith	Owens Community College	ASPIRE (ABLE)
Steven Stockdale	Buckeye Broadband	Business
Kristy Valleroy	Maumee Bay Lodge and Conference Center	Business

Board of Lucas County Commissioners

Tina Skeldon Wozniak President	Pete Gerken Commissioner	Gary Byers Commissioner
Megan Vahey Casiere, County Administrator Executive Director, Workforce Development Board		

Vision

Our region prospers through a diverse, trained, career-ready workforce that addresses the current and future needs of individuals and businesses.

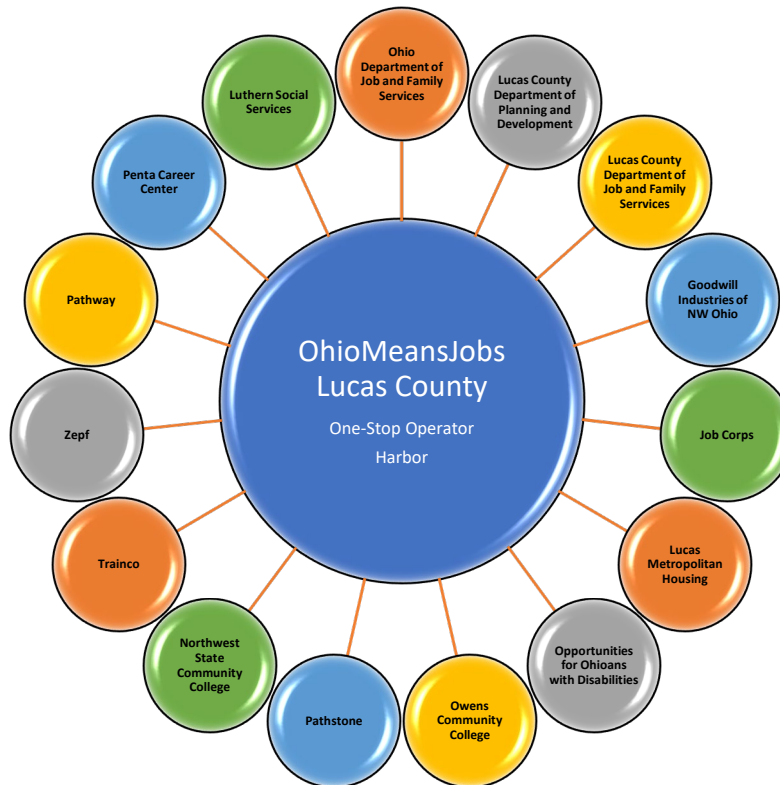
Mission

We deliver innovative workforce solutions to businesses and job seekers to accelerate regional economic growth and individual prosperity.



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Section 1: A Changing World and a Changing Economy

While much has changed in recent years, the foundation of the local economy continues to be familiar. For example, the three leading employment sectors for Lucas County remain Health Care and Social Assistance, Manufacturing, and retail trade¹. Though these sectors have dominated employment in this region since the early 2000's, their share of overall employment has shifted slightly over time. During the past 10 years, health care employment has contracted slightly from 22.8 percent of total employment to 20.8 percent while manufacturing has increased from 11.6 to 14.2 percent. In contrast, retail trade has declined 1.3 percent to 9.9 percent of total employment.

These shifts are also reflected in the related employment data which shows that health care is still the leading employment sector, though the total number of workers in this field has decreased slightly since 2010. Manufacturing, however, has seen a significant jump, gaining more than 22,000 jobs. Retail trade, on the other hand, shows a steady decline.

Wages in each of these industry sectors show steady increases over the past decade, reflective of growing demand and competition for qualified workers. However, this data shows manufacturing having the highest aggregate wages of the three, despite lower employment numbers. Still, health care and retail trade wages have increased at roughly the same pace since 2010.

Section 1a: Growth vs. Demand

Employment and wage growth are crucial factors for a local economy, but in terms of preparing a workforce designed to meet the needs of area employers, demand is a more relevant metric. While the data shows growing need for manufacturing, health care, and retail trade workers, it does not reflect the demand for workers in these or other areas.

Although similar in nature, growth and demand represent two opposite measures. Growth, in this case, refers to an expanding workforce and the need for an increasing number of people with skills in the particular field. Demand, however, is more indicative of the need for workers that exceeds the available supply despite stable employment numbers. Job growth can *create* demand but high demand does not necessarily equate to growth.

One way to measure demand is to monitor the number of open positions posted through online sources. While online job postings cannot be viewed as precise measurements as posts for a single job are often duplicates, they can

¹ Ohio Economic Profile, Lucas County, July 2021 (Source: U.S. Census Bureau, Quarterly Workforce Indicators, excludes federal government.)

show trends, illustrating current demand, which can be examined over time to project potential continued growth.

As expected, health care shows the highest demand while manufacturing drops to fifth on the list. Retail trade is still third, but finance and insurance and transportation and warehousing hold the second and fourth spots, respectively. While neither of these two industries employ the number of workers reflected by the other three, the number of jobs posted can point to a shift toward growth in these sectors.²

Online job posting data can go beyond the sector information, demonstrating demand for specific occupations. To explore the dominant sectors more thoroughly, we see that the need for Registered Nurses continues to support the growth in the Health Care sector and tops the list of jobs posted online.³ The picture for manufacturing, however, is less straight-forward. While the high demand for manufacturing workers is not reflected in this data, the need for heavy and tractor-trailer truck drivers and stockers and order fillers reveals the growth in the Transportation and Warehousing sector.

The strength of the Health Care sector is also illustrated upon examination of employers who are posting online job ads and the certifications most commonly requested. ProMedica and Mercy Health top the list with the University of Toledo Medical Center following closely behind, indicating the strength of the Health Care sector in Lucas County. Transportation and warehousing also appears on the list with abundant numbers of jobs posted by employers such as FedEx, Amazon and Lowe's. Meanwhile, most requested certifications continue to be health care skills and truck driving licenses.⁴

Section 1b: Predicting Future Growth and Demand

Though demand data taken from online job posting reports supplies a snapshot of current demand and may be used to predict future trends based on historical data, taken alone, it is not a sufficient metric. A statistical analysis is likely necessary to provide more accurate indicators of future growth and demand.

Cluster-focused projections show a more complete picture than the online job posting data. Between 2015 and the end of 2020, manufacturing, particularly in the automotive sector, grew by nearly 2 percent while health care contracted by approximately 0.5 percent.⁵ While health care continues to employ a

² Ohio Economic Profile, Lucas County, July 2021 (Source: TalentNeuron, 2021. Job advertisements counted are those posted in OhioMeansJobs.com, Monster, Indeed, LinkedIn, Career Builder, online newspapers and many others.)

³ Source: JobsEQ®, Data reflect online job postings for 2020, Note: Data are subject to revision.

⁴ Source: JobsEQ®, Data reflect online job postings for 2020

⁵ Source: JobsEQ®

significantly higher number of workers, the growth rate and positive location quotient strongly predict high demand for automotive manufacturing workers.

Retail trade, which started high on the list when examining the number of workers, also shows a declining growth rate of -1.3 percent. In fact, the only other industry clusters showing growth based on historical data are coal, oil, and power along with utilities employment. Public administration also shows very slight growth during the same period.

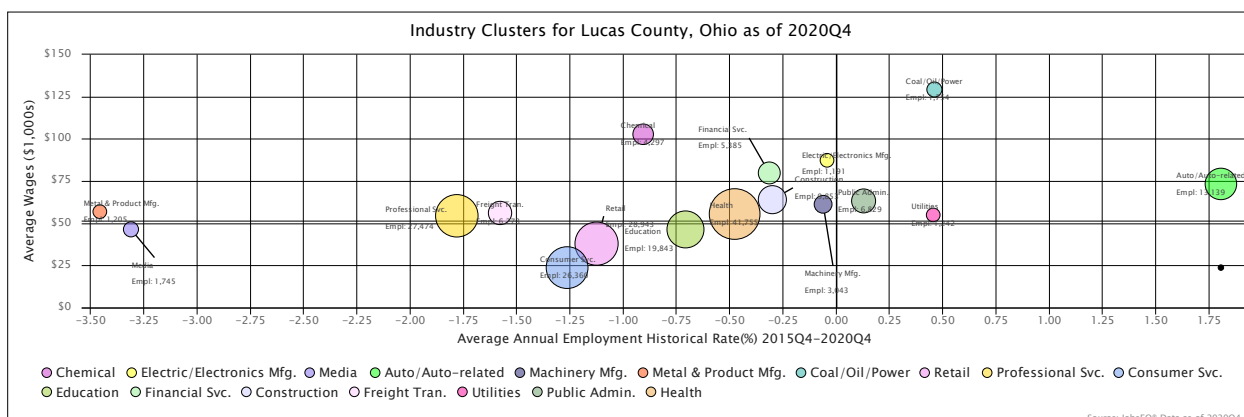


Figure 1 - Industry Clusters Historical Annual Employment

However, if you use the data to project growth going forward, a different story emerges. Forecasting expected growth over the next ten years identifies health care as being the industry with the most expected growth⁶. Unfortunately, the data also shows contraction in most other industry sectors including those that showed strength historically. Retail employment is expected to decline by 1.41 percent, oil, coal and power by 1.72 percent and utilities by .82 percent.

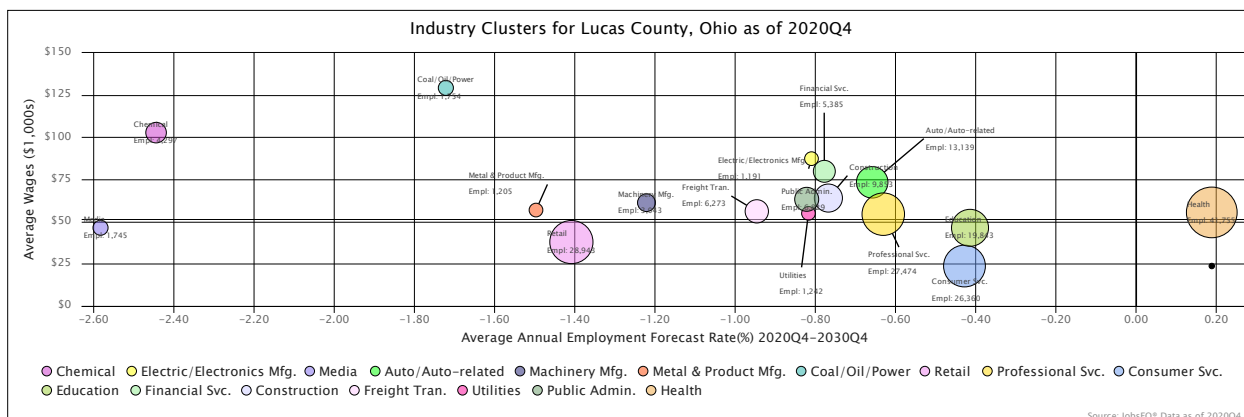


Figure 2 - Industry Clusters Annual Employment Forecast Rate

Perhaps a better indicator of potential growth industries for Lucas County is a shift share analysis. Shift share analysis is used to identify those industries

⁶ Source: JobsEQ®

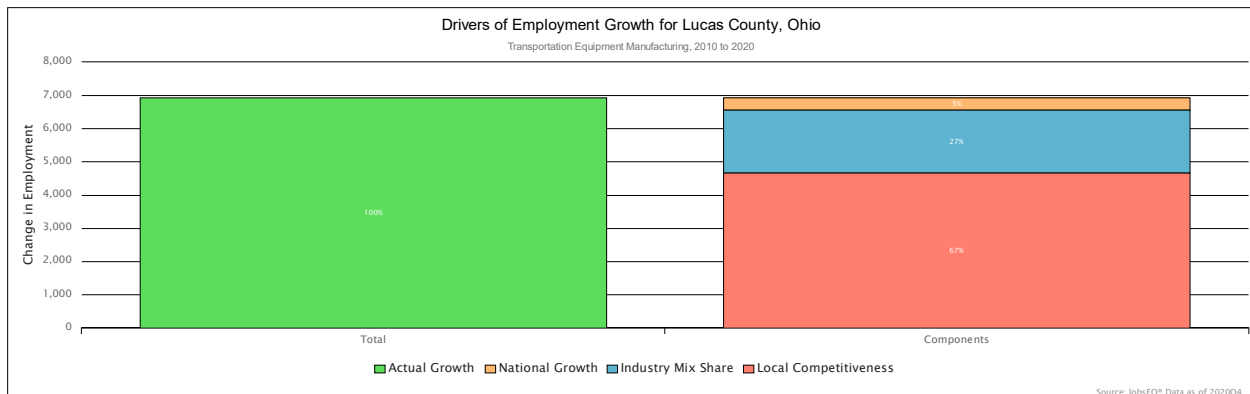


Figure 3 - Drivers of Employment Growth, Manufacturing

where the region has a competitive advantage over the larger economy. This type of analysis looks at identifying what creates this advantage and how outside changes could influence the region's economic strength.

A ten-year shift share again points toward manufacturing as a primary driver of the local economy.⁷ Construction and Wholesale Trade also show strength, as does Management of Companies and Enterprises. Within these broad industry clusters, patterns appear that illustrate specific areas of strength for the region.

A closer look into the Manufacturing sector shows motor vehicle manufacturing and motor vehicle parts manufacturing as being leading industries. These two sub-sectors show high ratings for local competitiveness which reflects the robust growth in the industry that has taken place in recent years. Continued expansion of this sector is expected even as the industry itself goes through changes.

NAICS	Industry Title	Actual Growth	National Growth	Industry Share Mix	Local Competitiveness
3361	Motor Vehicle Manufacturing	4,806	168	1,343	3,295
3363	Motor Vehicle Parts Manufacturing	1,872	185	534	1,153
3364	Aerospace Product and Parts Manufacturing	259	14	6	239
3366	Ship and Boat Building	9	0	0	9
3369	Other Transportation Equipment Manufacturing	9	0	0	9
3365	Railroad Rolling Stock Manufacturing	0	0	0	0
3362	Motor Vehicle Body and Trailer Manufacturing	-8	4	13	-25
Total		6,947	371	1,896	4,679

Source: JobsEQ®
Data as of 2020Q4

Figure 4 - Manufacturing Industry Breakdown

⁷ Source: JobsEQ®, Data as of 2020Q4

Construction, while showing strong numbers for actual growth, rates low on the local competitiveness scale. This may be an opportunity for the local workforce system because a shrinking construction workforce could be fueling this lack of competitiveness and creating opportunities for both those just entering the workforce and those hoping to change careers.

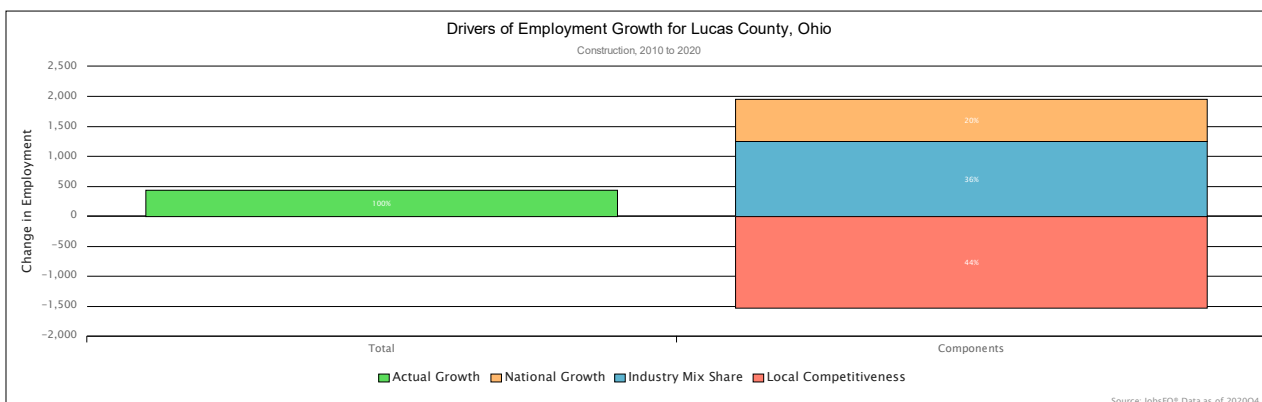


Figure 5 - Drivers of Employment Growth, Construction

Occupation Gap analysis illustrates professions where the number of expected open positions exceeds the number of individuals in the current training pipeline thus creating a gap between the current demand and the upcoming supply of workers. This analysis shows a projected shortage of construction trades workers along with supervisors for those workers.⁸ Electricians, with higher average wages than other construction trades, shows the largest potential gap with carpenters and first-line supervisors following close behind.

Wholesale trade, on the other hand, is likely to remain a challenge. The

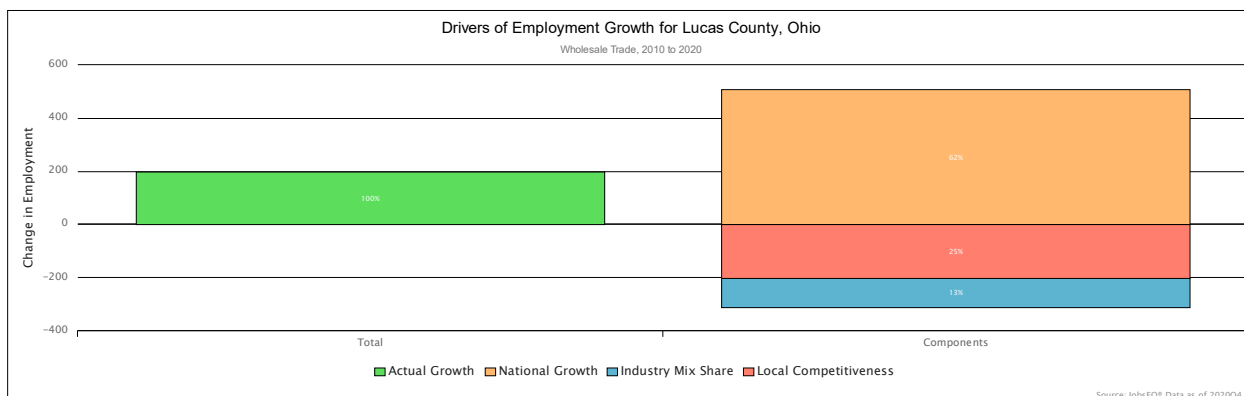


Figure 6 - Drivers of Employment Growth, Wholesale Trades

wholesale trade sector, according to the NAICS Association, primarily consists of companies engaged in selling items produced by agriculture, mining,

⁸ Source: JobsEQ®, Data as of 2020Q4 except wages which are as of 2020

manufacturing, and related industries.⁹ Since many of the companies engaged in production locally are headquartered elsewhere, their wholesale operations are also found outside of the area. While there are some exceptions, this sector is not expected to expand due to this factor.

The Occupation Gap analysis also shows some other opportunities for Lucas County. While supporting the expected continuing growth of the Health Care

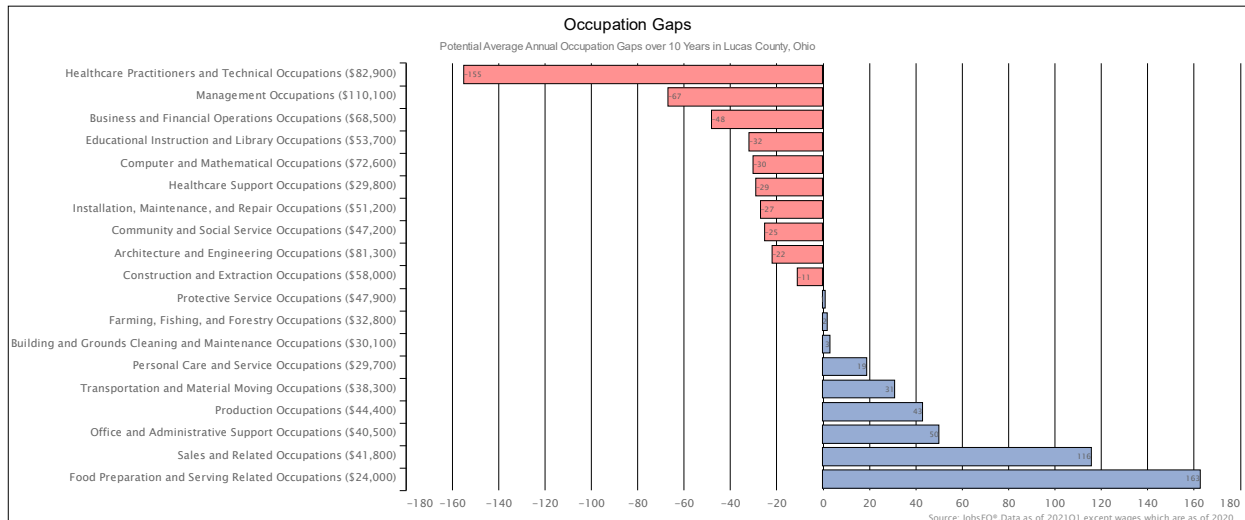


Figure 7 - Occupation Gaps, All Occupations

sector, Computer and Mathematical Occupations are also expected to be fast growing and remain in high demand.

These high-paying jobs are unique because they do not require advanced degrees and employment is not limited to specific industries. In addition, while many companies have been heavily reliant on computer technology for their operations for years, the pandemic and the need to shift to a remote workforce has greatly expanded these opportunities.

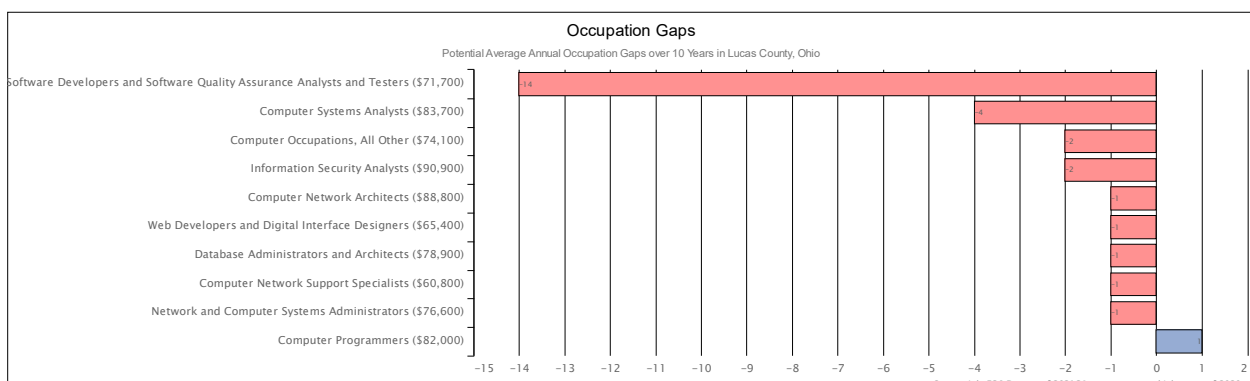


Figure 8 - Occupation Gaps, Information Technology

⁹ <https://www.naics.com/naics-code-description/?code=42>

It becomes essential to assess where the growth opportunities lie and what needs to be done to address any projected shortages. Analyzing past trends can provide some clarity into where Lucas County should focus future efforts.

		CURRENT			5-YEAR HISTORY			5-YEAR FORECAST				
NAICS	Industry	Empl	Avg Ann Wages	LQ	Empl Change	Trend	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	41,366	\$59,097	1.39	-2,619		-1.2%	19,917	9,604	9,928	384	0.2%
72	Accommodation and Food Services	16,495	\$18,092	1.14	-3,118		-3.4%	12,941	5,849	7,366	-273	-0.3%
44	Retail Trade	21,941	\$32,674	1.06	-3,148		-2.6%	12,627	6,251	7,898	-1,521	-1.4%
31	Manufacturing	25,120	\$75,624	1.52	1,079		0.9%	11,200	4,682	8,017	-1,498	-1.2%
56	Administrative and Support and Waste Management and Remediation Services	12,341	\$33,325	0.98	-3,199		-4.5%	6,643	2,964	4,043	-364	-0.6%
61	Educational Services	14,970	\$54,682	0.92	-555		-0.7%	6,503	3,289	3,549	-335	-0.5%
81	Other Services (except Public Administration)	8,051	\$30,530	0.94	-1,877		-4.1%	4,287	2,060	2,459	-232	-0.6%
23	Construction	9,163	\$62,880	0.77	-1,085		-2.2%	4,069	1,580	2,828	-339	-0.8%
48	Transportation and Warehousing	7,763	\$55,905	0.79	-1,268		-3.0%	3,745	1,721	2,329	-305	-0.8%
54	Professional, Scientific, and Technical Services	8,476	\$70,426	0.59	-1,777		-3.7%	3,320	1,324	2,241	-245	-0.6%
42	Wholesale Trade	6,684	\$61,280	0.87	-804		-2.2%	2,960	1,278	2,118	-436	-1.3%
92	Public Administration	6,696	\$65,530	0.67	-54		-0.2%	2,737	1,274	1,733	-269	-0.8%
55	Management of Companies and Enterprises	5,493	\$90,025	1.77	-121		-0.4%	2,314	903	1,542	-131	-0.5%
71	Arts, Entertainment, and Recreation	3,357	\$25,499	1.12	-1,308		-6.4%	2,297	1,047	1,294	-44	-0.3%
52	Finance and Insurance	5,388	\$77,899	0.63	-166		-0.6%	2,257	932	1,530	-206	-0.8%
53	Real Estate and Rental and Leasing	2,629	\$56,633	0.75	-88		-0.7%	1,143	587	704	-148	-1.2%
51	Information	1,956	\$51,439	0.50	-767		-6.4%	706	324	574	-191	-2.0%
22	Utilities	987	\$73,215	0.91	79		1.7%	368	156	275	-63	-1.3%
11	Agriculture, Forestry, Fishing and Hunting	385	\$34,036	0.14	-46		-2.2%	184	87	117	-20	-1.0%
21	Mining, Quarrying, and Oil and Gas Extraction	141	\$89,267	0.20	30		4.9%	67	23	48	-4	-0.6%
99	Unclassified	10	\$32,111	0.05	-26		-23.2%	5	2	3	0	-0.6%
Total - All Industries		199,410	\$53,117	1.00	-20,839		-2.0%	100,745	45,695	61,217	-6,166	-0.6%
Source: JobsEQ® Data as of 2021Q1 Note: Figures may not sum due to rounding. 1. All data based upon a four-quarter moving average Exits and transfers are approximate estimates based upon occupation separation rates.												

Figure 9 - Growth Projections

From a purely demand-focused perspective, health care remains a significant demand cluster and is projected to create a substantial number of opportunities in coming years. Manufacturing is still toward the top of the list as is Construction. Transportation and Warehousing also shows a significant growth opportunity.

Several other industry sectors are projected to have high growth as well, but tend to be lower paying jobs with less opportunity for advancement. Accommodation and Food Service, for example, ranks second on the overall list based on demand but pay only 30 percent of the average annual salary for workers in the Health Care sector. Third on the list, Retail Trade, has an average salary of roughly half that of health care and falls well toward the bottom when the list is sorted by annual wages.

Clearly, there is a great deal of demand for workers in these industries but with lower wages and lower training requirements for these positions, the focus of the Lucas County's workforce system will strive to prepare workers for those careers that are at once in-demand and higher paying. In so doing, the system will help businesses identify the skills needed to be successful in these high-demand jobs. By working with companies to find necessary skills and then helping potential workers develop those skills, Lucas County will meet the needs of both customers and simultaneously strengthen the local economy.

Section 2: Revisiting Previous Goals

In the 2017 strategic plan, the Workforce Development Board identified five essential goals that not only addressed the needs of the County but also aligned with the workforce development plan presented by the State of Ohio. Those goals are listed below.

Goal 1: Prepare a pipeline of work-ready individuals based upon the needs of employers.

Goal 2: Provide proactive and adaptable business services and solutions through meaningful employer engagement.

Goal 3: Provide holistic, customer-centric, streamlined, and team-based career services.

Goal 4: Enhance public perception of the Lucas County workforce system by providing effective, timely, and accurate communication.

Goal 5: Establish the Lucas County Workforce Development Board as the central hub of workforce development activities in the region.

Progress has been made toward achieving these goals but there is still much work to be done. For this revised plan, the Workforce Development chose to remain on the course established in the original plan while changing the stated goals to more accurately reflect the current economy and changes within the regional workforce.

In addition, the goals and strategies of the Lucas County Workforce Development Board's plan complement the Ohio Combined State Plan's goals and reform principles. The State Combined Plan aligns the state's largest workforce programs, including: Title I of Workforce Innovation and Opportunity Act (WIOA), Wagner-Peyser Act, Adult Basic and Literacy Education (ASPIRE), and the Vocational Rehabilitation Program through Opportunities for Ohioans with Disabilities, as well as additional partners including: Carl D. Perkins Career and Technical Education, Senior Community Service Employment Program, and Jobs for Veterans State Grants Programs.

With these programs, in addition to others, Ohio's Combined Plan will improve outcomes for students, adults, and employers by better coordinating local workforce programs and related service providers. This expanded network of providers and a team-based approach to program delivery is a central theme in this document.

Goal 1: Prepare a pipeline of work-ready individuals based upon the needs of employers.

Businesses were struggling to find qualified workers well before the COVID-19 pandemic struck. As vaccines have spread and infection rates have declined, the economy has begun to recover but in so doing has revealed a harsh reality that the pre-pandemic worker shortage has only grown. For a variety of reasons, workers are slow to return to the workplace, adding to the struggles business face as they recover.

As a ready workforce is as vital as it was when the 2017 plan was adopted, Lucas County will continue to prepare a pipeline of ready workers identified to area businesses. However, the strategies have changed over time and have been refined to better address today's challenges.

Plus, training of workers cannot be accomplished in a vacuum. The Board recognizes that the state-wide economic development organization, JobsOhio, has developed a strategy for helping businesses expand and grow throughout the region as well as to attract new businesses. Through its work and research, JobsOhio had identified essential industries and skills that businesses need and by aligning its own initiatives to those of JobsOhio, the Board can be assured they are addressing those business needs.

However, the current labor shortage seen by businesses is likely to continue and if companies continue to overlook certain groups of workers, that tight labor market will only continue. By working with partner organizations that provide services to individuals with disabilities, returning citizens, those in recovery, and a number of other barriers, the Board can assist in ensuring those individuals have the skills employers need and connect those potential workers to career opportunities.

Goal 1 Strategies

1. Collaborate with business and industry to promote the value and applicability of industry recognized credentials.
 - Expand participation in the WorkReady Lucas County program, an initiative using the ACT National Career Readiness Certificate to help job seekers sharpen their vital workplace skills and employers to find and develop the skilled workers they need to grow their businesses

- Convene sector-specific employer advisory panels, paying particular attention to high-demand industries such as advanced Manufacturing, Health Care and Transportation and Warehousing to identify credentials preferred by regional employers in these in-demand occupations
 - Engage employers to encourage use of the regional Business Service team to promote credentials, providing more direct contact between Workforce Development Board members and area businesses
 - Keep local initiatives in alignment with statewide priorities by establishing regular communication with offices such as the Governor's Office of Workforce Transformation and the Office of Workforce Development
 - Work in partnership with a network of educational institutions such as K-12 schools, career and technical centers, and post-secondary education providers to promote career pathways for job seekers
 - Expand cooperation between OhioMeansJobs Lucas County, the Workforce Development Board, and partner agencies that assist individuals facing barriers to employment to ensure those participants develop the essential skills that will allow them to qualify for positions with employers
 - Promote the difference between jobs and careers, stressing the concept of career pathways, and providing access to training programs that will assist participants across partner programs
2. Evaluate existing critical jobs skills programs, update and implement programs based on needs of businesses and industries with high volumes of in-demand occupations.
- Provide a menu of best-practice curriculum choices to employers to meet their needs, considering generational and cultural differences
 - Wherever applicable, integrate the jobs skills programs into other training opportunities rather than as a wholly separate training track

Goal 2: Provide proactive and adaptable business services and solutions through meaningful employer engagement.

While access to a strong and prepared workforce is essential for business growth, most companies face other challenges as well. Yet, just as individuals all have unique needs, businesses have unique needs as well. To successfully serve the business community, Lucas County is committed to the flexibility and adaptability of modern businesses.

Workforce organizations are most adept at providing workforce solutions to businesses. Of course, businesses have needs not directly related to their

workforce, so to offer services outside of their area of expertise, they must partner and collaborate with other organizations. Among those are the region's economic development groups, business support organizations, and adjacent workforce programs. These collaborations can not only bring added resources but also the specialized knowledge that companies need.

Business Services are as vital in today's economy as they were when the 2017 strategic plan was developed, but with the changes in the economic landscape that have taken place in recent years, they need to be flexible and pro-active more than ever before. Only through direct contact with companies of all sizes, as well as across industries, can the needs of these businesses be accurately identified and then, through cooperation and collaboration, Lucas County will be able to successfully address these needs.

Goal 2 Strategies

1. Engage business to assess their workforce needs and utilize that knowledge for continuous improvement.
 - Develop, promote, and expand relationships with economic development partners and business associations to ensure workforce skills are in alignment with current and future needs and opportunities in the region
 - Implement assertive employer engagement activities via in-person engagement and a strong online presence – such as a reimagined and regularly updated website, online surveys, etc. – to establish and track metrics capable of informing success and allowing for adaptable business services
2. Align and coordinate business services across all partner programs and services.
 - Foster regional business services collaboration with nearby workforce areas when interests align in recognition of a shared labor shed
 - Participate in initiatives such as the Regional Growth Partnership regional workforce strategy.
3. Expand industry-driven sector strategies that are championed by business and industry to drive career pathways.
 - Grow the current sector strategies in partnership with entities such as the Ohio Manufacturers Association, the Toledo Regional Chamber of Commerce, and JobsOhio
 - Identify common needs across sectors and various positions within sectors to develop a sector partnership toolkit
 - Identify emerging sectors as targets and develop new sector partnerships and strategies

- Supplement traditional Individual Training Account (ITA) with added work-based learning opportunities such as apprenticeships and on-the-job training programs
- Ensure a process to continually evaluate emerging sectors and maintain the essential flexibility to respond to the needs of these businesses

Goal 3: Provide holistic, customer-centric, streamlined, and team-based career services.

Individuals needing career development services often do not know what services are available nor which ones they need. One-size-fits-all approaches do not efficiently or effectively address the needs of individual job seekers. All too often, workforce organizations either take on challenges they are not prepared to deal with, and do it poorly, or do not attend to those needs at all. Lucas County is focused on providing services tailored to the needs of particular job seekers.

Many workforce organizations focus on certain populations, developing skills specifically targeted to help those populations. Individuals needing services outside of the expertise of these organizations are best served through partnerships with other groups providing complementary services.

Lucas County has made progress toward these goals, yet there is still much work to do. We are working toward reducing redundancy and enhancing communication between economic and workforce development partners. By continuing to develop the “team-based” approaches identified in the previous strategic plan, an effective system for assessing the needs of individuals and then referring them to organizations with the expertise to address those needs will greatly improve the success rates of those seeking help. By doing this, redundancy in the system will be reduced.

In addition, the Board will emphasize information sharing and using innovative technologies to simplify the experience for the customer. As this network grows and strengthens, that information sharing will lead to co-enrollment in available programs including those that may lead to further education, skill development, career pathways, certifications and degrees. While the current and potential partner agencies are very successful assisting their core clientele, those individuals may benefit from services provided by other organizations as well as the WIOA services provided through the OhioMeansJobs network. By connecting the agencies and groups serving targeted populations to each other, the full scope of services provided can be made available.

A number of organizations already partner with OhioMeansJobs Lucas County and the Board intends to expand that list to include more agencies serving a broader scope of potential workers.

Through this strategic plan, the Board expects to add additional partners such as those directly working with the homeless population, people with transportation issues, food insecurity, and other challenges daily by many in the community. By expanding access to more than simply employment services and addressing the barriers that are preventing individuals from being successfully employed, OhioMeansJobs Lucas County will become a truly full-service one stop facility.

However, the scheduled move from the current location at 1301 Monroe Street in downtown Toledo poses some questions regarding access to these services. The new location at 3737 West Sylvania is less centrally located and may present challenges to individuals without access to adequate transportation. Conversely, the new facility is significantly larger than the Monroe Street building and will house, not only OhioMeansJobs Lucas County, but also the Lucas County Department of Job and Family Services and the Child Support Enforcement Agency. By co-locating these agencies, better cooperation between them is expected while also adding convenience for individuals who currently need to travel to three different locations.

During the transition between the two locations, while construction continues in one while equipment and materials are being moved from the other, the current One-Stop Operator has begun working with the Toledo-Lucas County Public Library to offer OhioMeansJobs services at their main branch in the downtown area. Initially intended to be a temporary location, this satellite facility may remain in place to offer a centralized alternative to the comprehensive center. Also, building upon the Memorandum of Understanding currently in place with the library system, services will also be offered at the 19 other library locations on a set, rotating schedule, extending the reach of the local workforce system, including current and future partner organizations, throughout the community.

Goal 3 Strategies

1. Enhance the alignment of career services across all partner programs through an integrated service delivery model.
 - Create intra-office awareness among front-line staff about partner services and protocols, including business services, partner programs, best practices, and eligibility criteria
 - Facilitate the participation of partner organizations in customer orientation presentations
 - Assess current customer flow and service delivery model to identify opportunities for improvement

- Incorporate a customer-centric model into service delivery that seeks feedback from users of services, making changes accordingly to optimize operations and customer satisfaction
 - Incorporate more virtual and community-based service delivery to accommodate job seekers who may have difficulty attending sessions at OhioMeansJobs Lucas County
 - Building upon the current satellite location, expand access to services through partnership with the Toledo-Lucas County Public Library system to extend access across the community
2. Adopt a technology solution for data coordination to share information.
- Utilize a database that allows partner access to shared data
 - Establish a universal referral process among partners utilizing the state-wide data system or a stand-alone system adopted for this purpose
 - Ensure that data collected is actionable, timely and proper for the individual

Goal 4: Enhance public perception of the Lucas County workforce system by providing effective, timely, and accurate communication.

The rebranding of the one-stop center which took place in 2010, changing from *The Source* to OhioMeansJobs Lucas County, has proven difficult. Even among partner organizations, reference to *The Source* is still frequent and regular.

However, the upcoming move of the OhioMeansJobs Lucas County center from the location where it has been for nearly two decades to a new, updated facility provides an excellent opportunity to rebrand and reacquaint the community with available workforce services. The move, coupled with the promotion of the advancements and successes OhioMeansJobs Lucas County has delivered to both business and individual customers, will yield dividends for both constituencies.

While the Ohio Department of Job and Family Services oversees the statewide workforce development system and manages the messaging of the state's one-stop system to create a cohesive statewide brand, each local workforce area is expected to create targeted programs and initiatives that address the concerns of the customers in their area. These projects can be given unique names and designs that allow them to be promoted across partner agencies, creating a single, unifying banner for those programs to rally beneath. Strategic implementation of these initiatives not only combines diverse organizations operating in workforce, but also simplifies messaging to the public.

Unification also serves to maximize resources for programs that promotes the success of the system as a whole. Rather than each program conducting its own outreach and engagement, by working together, all programs can reach

multiple audiences. Creating a system like this, with the OhioMeansJobs network as the central hub, will raise the image of the local workforce system and elevate the programs in the public eye.

A unified partnership will also open multiple communication channels to network partners and reduce confusion for customers seeking assistance. By sharing widely across these channels and to the community, all partners will more easily reach their target audiences, making service delivery more efficient.

Goal 4 Strategies

1. Establish a brand for the Lucas County workforce development system that presents a unified message.
 - Design a universal brand and logo for the Lucas County Workforce System, and employ the use of brochures, the website, and signage to create consistency in messaging
 - Redesign the website as a virtual point of entry, paying particular attention to business customers
2. Adopt a proven marketing and outreach strategy that targets specific audiences including the use of social media to distribute information on workforce activities.
 - Increase the number of traditional media (Radio, TV, and Print) outreach activities
 - Increase utilization and maintenance of official Lucas County Workforce System Facebook page, establish LinkedIn, Twitter and other social media accounts
 - Update marketing video, consider an expanded strategy using both recorded and streaming video as outreach tools
3. Leverage opportunities to share information more systematically among jobseekers, employers, and partners.
 - Continue to update partner information on OhioMeansJobs Lucas County website regularly
 - Continue to identify and promote success stories through social media, Board meetings, and other promotional opportunities.
 - Implement a quarterly partner consortium meeting
 - Host a “State of the Workforce” annual event – consisting of One-Stop tours, legislative updates, success stories, and awards

Goal 5: Establish the Lucas County Workforce Development Board as the central hub of workforce development services in Lucas County

As a business-focused organization, the Workforce Development Board is strategically positioned to become a hub for businesses to access the vast array of workforce services in the region. Business owners in need of workforce assistance but are not accustomed to paying attention to government agencies

or non-profit organizations will be more likely to listen to their peers. The Board, using the communication strategies developed as part of [Goal 4](#), can serve as that conduit to the business community and communicate the vision and services available through a unified workforce system.

In defining this goal, it becomes essential for the board to identify, not only the connections between workforce organizations in the region, but also the commonalities shared by a variety of businesses. Like individuals, businesses have unique needs, and, as the Workforce Development Board is comprised of a majority of business representatives, its members are best equipped help communicate the services designed to meet employer needs.

Another common role of boards of directors is to find and secure funding for the organizations they supervise. As government funding can be subject to changing political priorities, securing revenue outside of that currently provided by the State and Federal governments is important. The Board will therefore explore the possibility of leveraging their business connections to secure outside funding through corporate foundations, private foundations, donations, or even sponsorships to ensure continued support for workforce programs.

Another key responsibility for the Board is to help in developing metrics for success that are important and relevant to the business community and go beyond the basic performance measures required by the State of Ohio and the Department of Labor. While the required metrics are important, they do not necessarily translate in a meaningful way to the broader community nor determine whether programs actually meet real-world business and job seeker needs. By creating a way to collect data that is important to companies and presenting it so that is relevant and easy to understand, the Board can position itself as the essential point of contact for this information.

As those best positioned to communicate the mission and vision of workforce development in Lucas County, the Board will become “ambassadors” for the system. By sharing the goals, activities, and, successes of the system, board members can change the view of public workforce systems and become the go-to organization for companies and individuals looking for workforce help.

Goal 5 Strategies

1. Convene workforce system partners to coordinate regional workforce activities to reinforce collaboration and strengthen relationships.
 - Develop roles and responsibilities for “workforce ambassadors” – individuals connected with different segments of the community to foster engagement with employers to effectively communicate the workforce system’s goals, services and branding

- Develop outreach collateral materials targeted to stakeholders in the community for the Workforce Development Board and staff to deliver upon interaction with community
 - Connect with community-based workforce activities occurring in the Lucas County to ensure complementary services can be leveraged to enhance efficacy
 - Implement partner leadership consortium meetings to facilitate continued coordination of services and encourage communication among partner executives and their front-line staff
 - Continue to host One-Stop tours to board members, legislators, and partners
2. Demonstrate the impact of the Lucas County Workforce Development Board through objective assessments.
 - Establish metrics to measure impact of programs and services
 - Establish expectations with the one-stop operator to produce dashboards and reports to analyze impact of programs and services
 3. Increase the capacity of the Lucas County Workforce Development Board to attract the necessary funding to provide enhanced and expanded service through funding diversification.
 - Explore non-traditional funding opportunities
 - Research national best practice examples in funding diversification
 - Leverage private sector partnerships
 - Recruit new board members and partners with specific skill sets useful to advancing Lucas County workforce system priorities

Section 3: Alignment with the State of Ohio

Local and Regional Workforce Development Plans must align with the latest plan submitted to the Department of Labor by our counterparts with the State of Ohio. This plan is designed to address these requirements. To clarify, this section will address each component mandated by the Ohio Office of Workforce Development and in *Attachment C*, which is included at the end of this document.

Section 3a: Requirements for Local Plans

Attachment C is divided into three different subject areas that touch on a variety of activities ranging from data analysis to the development of strong partnerships. All these topics are addressed in the body of this work either with direct analysis of the data required or through a plan to collect the necessary information by direct contact with employers.

Developing data-driven strategies supported by real-world information will define the direction of the Workforce Board's planning as we establish a plan

for the post-pandemic economy. Demand for workers will continue, but targeted approaches will be necessary to help job seekers improve their skills and to assist businesses in need of hard-working employees. To achieve these objectives, the Board will foster collaboration not only between partners within the OhioMeansJobs Center but local, regional, and State-wide economic and workforce development organizations as well.

Section 3b: Descriptions of the Local Workforce Development System Vision

There are six elements identified in this portion of *Attachment C*, which focuses on the structure, both existing and proposed, for the Local Workforce Development System. Covering a broad range of topics, this section can be summarized as an examination of the partnerships necessary to provide a comprehensive scope of services to the community.

1. A local area analysis of:

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

This analysis is covered extensively in Section 1 of this document and addresses the current and future needs of employers as well as the necessary skills for emerging industries and occupations.

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

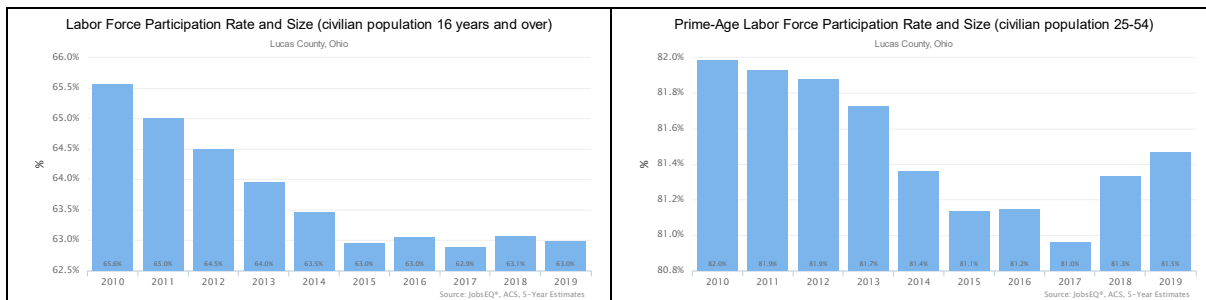
Deploying a reinvigorated Business Service program driven to engage employers at a high level and bolstered by the strength of the system's partnerships will ensure the challenges being faced by employers are being addressed effectively and efficiently. Collaborating with Economic Development, this expanded team will engage with new projects early which will allow for the creation of strategies designed to attract the workers needed to ensure the success of the employer.

Addressing the changing needs of businesses included in Goal 2 of the Workforce Development Board's plan.

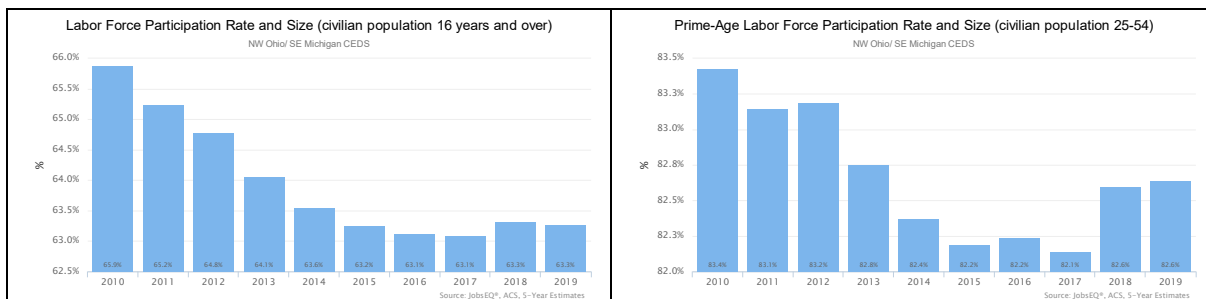
3. An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

Again, this topic was examined in great length in Section 1 of this document however it is important to add that the Workforce Development Board also sees Labor Participation Rates as important elements for the region's economic success.

Data based on the American Community Survey 5-Year Estimates from 2010 through 2019 shows that the participation rate for the civilian population 16 years of age and up has only lightly changed, decreasing by just more than 2 percent. However, examining the Prime-Age (25 to 54) participation rate shows increased participation toward the end of the same time frame and only a .5 percent decrease.



This data also shows a smaller pool of available workers with nearly 13,000 fewer workers in the 16 and up group and a similar decline in the number of Prime-Age workers. This decrease in the number of workers may be indicative of a larger population decline for Lucas County but when considering the four-county region included in the Comprehensive Economic Development Strategy, the participation rates in both categories remain constant.



While there is little the Lucas County Workforce Development Board can do to increase the region's population numbers, through creative engagement and promotion of the high-skill, high-wage career opportunities coming to the region the number and percentage of workers entering the workforce can increase. As the Board and OhioMeansJobs Lucas County strengthens

partnerships with the area's economic development partners, awareness of jobs and companies expanding or locating in the area could potentially become a talent attraction tool.

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

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

Aligning as many of the organizations engaged in workforce development activities as possible toward a common goal will help ensure that individuals most in need of help will be able to successfully find them. While we strive for a “no-wrong-door” approach to service delivery providers are often fragmented and working in silos, complicating this goal. Moving multiple public service agencies under one roof will partially facilitate this objective in Lucas County.

OhioMeansJobs Lucas County is also a partner in the Northwest Ohio Workforce Coalition being coordinated by the Regional Growth Partnership in conjunction with JobsOhio. The goal of this organization is to identify the vast array of workforce development programs spread across multiple counties and, where possible, connect similar programs and identify service gaps. Ultimately, this initial will help reduce redundancy, facilitate stronger ties and communication, and build a stronger, more effective regional workforce system.

This project, which includes economic development professionals from the partnering counties, is also intended to identify the workforce needs of businesses in the region and connect them to the programs that are designed to help with those needs. The region's education and training providers will be invited to participate in the program so they too can be made aware of the challenges being faced by employers, what services currently exist in the community, and how they can design training programs to assist those companies.

As Lucas County has a new one-stop operator for the first time since its job center originally opened in 2004, fresh viewpoints and ideas have begun to develop. New and existing partnerships have become stronger and have expanded to unite skilled workforce professionals across our service area. These partnerships will enhance access to the services available through the local OhioMeansJobs system and create a truly inclusive workforce development network.

In addition, the Workforce Development Board continues to support the Comprehensive Case Management and Employment Program (CCMEP) which serves eligible youth. While affected by the recent pandemic, this program has shown continued success and exciting potential in serving youth and young adults. Using a broad, client-focused strategy tailored to each participant, CCMEP is already achieving strongly positive results.

Youth and young adults served through CCMEP and Adults and Dislocated Workers served through the WIOA program will continue to be provided access to training funds to move them into long-term career fields. Targeting training programs that start the individual on a career pathway in a high-demand industry will ensure life-long growth opportunities. In addition, Lucas County's history of promoting on-the-job training opportunities (also referred to as experiential learning) will continue and possibly be expanded. The practice meets the needs of local employers willing to hire those yet to learn the necessary skills for the job while providing training opportunities that allow job seekers to earn a living while training.

Finally, great progress has been made during the COVID-19 pandemic in the adoption of technology designed to make services available remotely and that progress is expected to continue and expand. Video conferencing, online workshops, accessibility of assistance at remote locations, all help make OhioMeansJobs Lucas County's programs and services available to anyone from anywhere. This technology applies to businesses as well, creating opportunities for virtual hiring events, video interviews, and online information delivery.

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

- Collaboration with JobsOhio and the support to the JobsOhio regional goals;*
- Goals for preparing an educated and skilled workforce, including individuals with barriers to employment; and*
- Goals relating to the performance accountability measures based on performance indicators.*

The vision of the Lucas County Workforce Development Board is for the region to have economic prosperity through a diverse, trained, career-ready workforce that addresses the current and future needs of individuals and businesses. The Lucas County Workforce Development Board is focused on supporting regional economic growth and economic self-sufficiency through employer engagement and demand-driven services, and the training and development of jobseekers.

The Lucas County Workforce Development Board's Strategic Plan has several goals and strategies related to regional growth. Related goals include creating innovative and meaningful communication to jobseekers, employers, and

partners. Lucas County has a strategy of engaging small and medium businesses and exploring opportunities to share information with employers.

The Lucas County Workforce Development Board and staff will implement a variety of activities including quarterly policy meetings, annual events, employer and industry-focused activities to engage more businesses and support regional goals for economic development and growth. In addition, the OhioMeansJobs Lucas County will identify a list of key businesses to market programs and services. The Lucas County Workforce Development Board and staff will also provide training to businesses on topics of interest such as unemployment law, hiring workers with disabilities, employing immigrants, and more.

The first goal is to develop a pipeline of work-ready individuals based upon the needs of employers. Another goal of the strategic plan is to develop relationships with employers to recognize and achieve workforce needs. A specific strategy is to expand locally focused sector partnerships that are championed by business and industry to drive career pathways. Additionally, the Lucas County Workforce Development Board will develop, promote, and expand economic development partnerships. An additional strategic plan goal is to develop and implement a more customer-centric, streamlined, team-based service approach. The mission, vision, and goals of the Lucas County Workforce Development Board reflect the emphasis on regional growth, meeting employer demand, and development and employment of jobseekers.

Collaboration with JobsOhio and other regional economic development organizations has already been addressed in this plan but merits additional discussion. JobsOhio is designed to drive job creation and new capital investment in Ohio through business attraction, retention, and expansion efforts. The JobsOhio Regional Network for Lucas County is the Regional Growth Partnership, which represents northwest Ohio and advocates for business development in Toledo and surrounding cities.

The Lucas County Workforce Development Board's Strategic Plan supports and complements Regional Growth Partnership's commitment to the region's long-term growth and success. The Lucas County Workforce Development Board and Regional Growth Partnership are focused on job creation and retention, and have an emphasis on the workforce system as well as universities and community colleges becoming more responsive to students and business.

The fourth goal of the strategic plan is to develop innovative and meaningful communication to jobseekers, employers, and partners. Lucas County will explore opportunities to share information and leverage social media to communicate one-stop activities such as job fairs, training programs, workshops, and services. Increasing awareness of programs and services will

inform jobseekers of the opportunities available to increase their education, skills, and training.

The first goal is to develop a pipeline of work-ready individuals based on the needs of employers. The Lucas County Workforce Development Board will collaborate with business and industry to promote the value and applicability of industry-recognized credentials. The Lucas County Workforce Development Board will also work in partnership with a network of educational institutions to expand best practices and provide career pathways to support the talent pipeline in the county. The Lucas County Workforce Development Board is focused on developing an educated and skilled workforce that meets employer needs and results in self-sufficiency.

Individuals in Lucas County face a variety of barriers and assisting residents who have barriers is vital to Lucas County being able to develop an educated and skilled workforce that results in regional growth and individual prosperity. Common barriers include low educational attainment, having a disability, and living in poverty.

OhioMeansJobs Lucas County provides a variety of programs and services to support individuals with barriers to employment. Jobseekers can participate in workshops focused on job search skills, resume development, interviewing skills, career exploration, financial management, and computer skills. Individuals can also participate in the *WorkReady Lucas County* program, which is designed to create a pool of workers with the skills and abilities needed by employers. The program helps individuals with barriers refresh or improve their skills in applied mathematics, reading for information, and locating information. Individuals completing the program receive the National Career Readiness Certificate. Additionally, individuals can also be enrolled into education and training programs, participate in work-based learning opportunities, and receive supportive services. Through an assortment of customized programs and services and coordination with partners, Lucas County is focused on preparing an educated and skilled workforce.

The Lucas County Workforce Development Board has multiple goals connected to employer engagement, serving as a central hub for workforce development activities, and providing holistic, customer-centric career services. This combined strategy will assist in understanding employer needs and preparing a workforce to meet current and anticipated needs.

Additionally, the Lucas County Workforce Development Board will be working with partners including educators to ensure that education and training programs are producing work-ready individuals that will succeed in employment. Lastly, alignment of programs and services with partners will help coordinate regional workforce activities such as sector partnerships. The

strategies for the Lucas County Workforce Development Board should result in meeting or exceeding performance measures. The coordinated efforts and strategy will result in employment placement and retention, credential attainment, skill gains, and employer satisfaction.

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

As expressed earlier in this document, OhioMeansJobs Lucas County will align local resources, working with core programs and required partners, to successfully implement the strategies of the strategic plan. This planned alignment will also be incorporated into the Regional Growth Partnership's Northwest Ohio Workforce Coalition initiative to eventually expand alignment across multiple counties.

Working with committees comprised of individuals from economic development, business, community leadership, and workforce staff, the Lucas County Workforce Development Board will team with WIOA core and program partners to create a job readiness and life skills workforce training programs, making program participants better equipped to enter the workforce. Core partners include: Title I Adult, Dislocated Worker, and Youth Programs; Comprehensive Case Management and Employment Program (CCMEP); Adult Basic and Literacy Education (ASPIRE) Wagner-Peyser Employment Services; Vocational Rehabilitation Program; Senior Community Service Employment Services Program; Post-Secondary Vocational Education; Trade Adjustment Assistance; Jobs for Veterans State Grant Program; Unemployment Insurance Program; and Temporary Assistance for Needy Families Program (TANF). Co-enrollment and common applications and assessments will also allow for better referral and access to remedial education and credentialing training.

OhioMeansJobs Lucas County will continue to improve the level of access to and quality of career counseling by creating a stronger flow of internal communications to local partners and staff. This includes making sure staff and partners are up to date on data collection trends, and providing training and workshop series on in-demand occupations and future job opportunities.

The Lucas County Workforce Development Board will continue to support the State of Ohio's youth workforce program, the Comprehensive Case Management and Employment Program (CCMEP), coordinating case management and creating a more unified experience for jobseekers aged 16-24 years old. CCMEP will provide the operational framework to deliver integrated, comprehensive case management and employment services. CCMEP seeks to improve employment and education outcomes by helping participants

overcome barriers to employment and develop in-demand skills to better serve local employers. CCMEP will provide employment and training services based on a comprehensive assessment of participants' employment and training needs and will provide services based on an individualized opportunity plan. Because CCMEP combines the resources of TANF and WIOA, it creates a better-coordinated, person-centered case management system.

Co-enrollment and common case management are two of the best practices that can be applied to assist these jobseekers in a more cohesive way across partners of the OhioMeansJobs delivery system.

Section 3c: Descriptions of the Local Workforce Development System

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

- *The programs that are included in the system; and*
- *How the local board will work with the entities carrying out the core programs and other workforce development programs to support service alignment; and*
- *Location of the comprehensive OhioMeansJobs center and any affiliated or specialized centers in the local workforce development area.*

Programs and program providers

WIOA Title I Adult and Dislocated Worker (Section 131)
<ul style="list-style-type: none"> Lucas County Department of Planning and Development Harbor (Enrolled Career Services)
WIOA Title I Youth (Section 126)
<ul style="list-style-type: none"> Harbor (Comprehensive Case Management and Employment Program)
WIOA Title III Wagner-Peyser Act (29 USC 49)
<ul style="list-style-type: none"> Ohio Department of Job and Family Services
Jobs for Veterans Act (38 USC 41), Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representatives (LVER)
<ul style="list-style-type: none"> Ohio Department of Job and Family Services
Trade Act Title II, Chapter 2, Trade Adjustment Assistance (TAA) (19 USC 2317) and North American Free Trade Agreement (NAFTA) (19 USC 2271)
<ul style="list-style-type: none"> Ohio Department of Job and Family Services
Unemployment Insurance (UI) (5 USC 85)
<ul style="list-style-type: none"> Ohio Department of Job and Family Services
WIOA Title II Adult Education and Literacy (Section 206)
<ul style="list-style-type: none"> Owens Community College Penta Career Center
Rehabilitation Act, Title I (29 USC 720 et seq), Vocational Rehabilitation
<ul style="list-style-type: none"> Opportunities for Ohioans with Disabilities
Carl D. Perkins Vocational and Applied Technology Education Act (20 USC 2301), Postsecondary Vocational Education

<ul style="list-style-type: none"> • Penta Career Center • Owens Community College
Older Americans Act Title V (42 USC 3056), Senior Community Service Employment Program (SCSEP)
<ul style="list-style-type: none"> • PathStone
Social Security Act Title IV-A (42 USC 601. Subject to Subparagraph (C), Temporary Assistance to Needy Families (TANF)
<ul style="list-style-type: none"> • Lucas County Department of Job and Family Services
Community Services Block Grant Employment & Training Programs (42 USC 9901 et seq)
<ul style="list-style-type: none"> • Pathway of Toledo Inc.
Department of Housing and Urban Development (HUD) – Employment and Training Programs
<ul style="list-style-type: none"> • Lucas Metropolitan Housing
Second Chance Act Programs (42 USC 17532)
<ul style="list-style-type: none"> • NetWORK Division of Zepf Center
WIOA Title I Job Corps (Section 141)
<ul style="list-style-type: none"> • Job Corps

Additional Partners under WIOA Section 121(b)(2) include currently:

- NetWork, A Division of Zepf Center, The Northwest Ohio Pathway to Health Care Careers (NOPHC), Fatherhood
- Northwest State Community College, Degreed programs
- Trainco Truck Driving School, Truck Driving program
- Crossroads Financial Opportunity Center (Lutheran Social Services/LISC), Financial coaching, employment coaching, and income supports coaching
- Goodwill Industries of Northwest Ohio, Inc., individuals with disabilities and other disadvantages

The importance of partnerships and service alignment is addressed at length in previous sections of this plan however, the significance of these collaborations bears addressing again. Through a partnership of government, non-profit, and private sector workforce and economic development organizations, the opportunity to utilize services available through OhioMeansJobs Lucas County will be provided to the universal customer. This customer includes all jobseekers (from entry-level to executive level) and small businesses to major corporations. OhioMeansJobs Lucas County will work with the entities carrying out essential services and other workforce development programs to support alignment by working collaboratively to help jobseekers find quality employment, employed workers find better jobs, and businesses to find skilled and job-ready employees.

Two of the Lucas County Workforce Development Board's strategic plan goals which directly address support service alignment are 1) team-based career services which are customer centric and streamlined, and 2) establishing OhioMeansJobs Lucas County as the hub of workforce activities.

Currently, the one-stop center is located at 1301 Monroe Street, Toledo, Ohio 43604. In 2021, OhioMeansJobs Lucas County will be moving to a shared campus with the Lucas County Department of Job and Family Services, the Child Support Enforcement Agency and, ultimately, the Lucas County Board of Elections. This new location will be at 3737 West Sylvania Avenue, Toledo, OH 43623. In order to provide services throughout the community, OhioMeansJobs Lucas County is partnering with the Toledo-Lucas County Public Library to provide services at their Main location in downtown Toledo and the 19 branch locations.

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

- Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;*
- Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and*
- Improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).*

The Lucas County Workforce Development Board will continue to work with partners to reach eligible individuals, particularly eligible individuals with barriers to employment. The Lucas County Workforce Development Board will also work with partners to continue to build career pathways, co-enroll eligible clients with Job and Family Services to engage TANF clients, and continue collaborative efforts with Opportunities for Ohioans with Disabilities (BVR) and veterans' services. The aforementioned agencies are all located in the OhioMeansJobs building, which provide opportunity for collaboration and convenient access to services for clients.

The Lucas County Workforce Development Board's strategic plan includes goals, which address training, education, employment, and support services, as well as the development of career pathways and co-enrollment in programs. Strategic goals which address this include: 1) providing proactive and adaptable business services and solutions through meaningful employer engagement, 2) preparing a pipeline of work-ready individuals based upon the needs of employers, 3) providing holistic, customer-centric, streamlined, and team-based career services, and 4) establishing the Lucas County Workforce Development Board as the central hub of workforce development activities in the region.

Currently, two community colleges and one career technical education center are partners with OhioMeansJobs Lucas County which improves the access to activities leading to credentials. Additionally, ASPIRE/GED programs will continue to be offered at OhioMeansJobs Lucas County. The Ohio Department of Higher Education (ODHE) recognizes the GED as a stackable credential and has created a system that provides a state-recognized education pathway that provides individuals college credits for prior public post-secondary education and/or industry-recognized credentials.

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

- To facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations;*
- To support a local workforce development system that meets the needs of businesses in the local area;*
- To provide better coordination between workforce development programs and economic development;*
- To collaborate with JobsOhio and the support to the JobsOhio regional goals;*
- To strengthen linkages between the OhioMeansJobs delivery system and unemployment insurance programs; and*
- To implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers.*

One of the goals of the Lucas County Workforce Development Board's strategic plan is for the OhioMeansJobs Lucas County center to engage employers in the development and implementation of programs that will provide the pipeline needed to train work-ready individuals to fill skills gaps of both small employers and employers in in-demand sectors and occupations. Also, the Lucas County Workforce Development Board's plan includes a goal for the center to be recognized as the hub of workforce activities. Employers will recognize the OhioMeansJobs Lucas County center as a place for them to be engaged in activities that address the development of career pathways and training programs that will directly fill their employment gaps.

Lucas County Department of Planning and Development combines the OhioMeansJobs Lucas County and workforce and economic development functions within one department, resulting in the benefit of staff members engaging with employers and jobseekers on a daily basis.

One of the strategies in the plan is to leverage opportunities to share information more systematically among jobseekers, employers, and partners. Quarterly partner consortium meetings are an action item of this strategy that provides the opportunity to better advise and inform communications between workforce development and economic development activities. Additionally, the strategy to convene workforce system partners to coordinate regional workforce activities will help create the leveraging of existing partner meetings to coordinate activities

JobsOhio and the OhioMeansJobs Lucas County partner regularly, especially related to work which encompasses tasks associated with regional demand occupations responsibilities. Nevertheless, the Lucas County Workforce Development Board recognizes the opportunity for continuous improvement and will continue its work with JobsOhio through the Regional Growth Partnership to develop, promote, and expand economic development partnerships. Aggressive engagement activities with employers via online surveys, interviews, and meetings are just some of the action steps related to the strategy to collaboratively engage business to assess workforce needs and utilize the knowledge for continuous improvement.

With the Wagner-Peyser staff located in the OhioMeansJobs Lucas County center location, referral is direct. Yet, the Lucas County Workforce Development Board recognizes the necessity to implement action that addresses the need to assess current customer flow and the service delivery model so that opportunities for improvement can be identified. This action is part of the strategy to implement a customer-centric service delivery model providing holistic career services. That is why the Lucas County Workforce Development Board plans to have front line staff from both OhioMeansJobs Lucas County and Wagner-Peyser meet on a regular basis to address service delivery, best practices, and challenges.

With employer engagement, OhioMeansJobs Lucas County plans to 1) assess employer workforce needs and utilize the knowledge for continuous improvement, 2) develop and implement a life skills program that is recognized by business and industry, 3) work in partnership with a network of educational institutions such as K-12, career and technical education, and post-secondary education to expand best practices and provide career pathways for jobseekers, 4) align and coordinate business services across all partner programs and services, and 5) expand industry-driven sector strategies that are championed by business and industry to drive career pathways. These strategies address the local plan initiatives for compliance.

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

The Lucas County Workforce Development Board will strategize to implement the goals and reform principles of the Combined State Plan by forming committees to carry out the actions associated with strategic goals and will meet regularly to ensure goals are accomplished. There will be multiple committees; one responsible for each goal. The strategies will have action steps, timelines, roles and responsibilities, and benchmarks.

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

As previously mentioned, Lucas County Department of Planning and Development combines the OhioMeansJobs Lucas County and workforce and economic development functions within one department, resulting in the benefit of staff members engaging with employers on a daily basis. The Lucas County Workforce Development Board will continue its relationship with Toledo Regional Chamber of Commerce's Small Business Development Center (SBDC), which is federally funded and provides entrepreneurial and microenterprise services and training. Referrals are currently made to the SBDC.

Also, the region's Minority Business Assistance Center, an organization designed to provide technical assistance and support to minority-owned businesses, will be locating within the shared campus facility where OhioMeansJobs Lucas County will be moving. This will allow the Center to utilize the OhioMeansJobs facility and to promote their services to those interested in starting or expanding their business.

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

- How the local board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers;*
- How the local board will facilitate access to services provided through the OhioMeansJobs delivery system through the use of technology and other means;*
- How entities within the OhioMeansJobs delivery system, including OhioMeansJobs center operators and partners, will comply with section 188 of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and*

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

The Lucas County Workforce Development Board monitors services and sets the criteria for the youth providers to ensure the continuous improvement of eligible providers of services through the system and to ensure providers meet the employment needs of local employers, workers, and jobseekers.

Access to the OhioMeansJobs website is available via the internet and through computers at the OhioMeansJobs Lucas County resource room. Dedicated labs are utilized to assist individuals with computer skills to give the technology skills needed to use the OhioMeansJobs website more effectively. The Lucas County Workforce Development Board also collaborates with the library system to refer jobseekers who may need additional computer training and access at no cost.

Lucas County's OhioMeansJobs center is certified currently ADA compliant and meets the expectations for addressing the needs of individual with disabilities. The new facility has been designed taking ADA requirements into account and either meets or exceeds those standards. Once the building opens, it too will be certified ADA compliant. Additionally, the current one-stop operator is part of a mental health agency and local Job and Family Services are in the same building with OhioMeansJobs Lucas County, making access to services for those with disabilities convenient.

Staff members from different programs within OhioMeansJobs Lucas County are crossed-trained to more effectively and efficiently address client needs. Monthly training meetings are held for the OhioMeansJobs Lucas County staff and bringing in staff from partner programs is now being considered.

The roles and resource contributions by each OhioMeansJobs partner are addressed in the local MOU and are reviewed annually.

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

The Lucas County Workforce Development Board assesses the adult and dislocated worker employment and training activities by utilizing the State of Ohio's demand occupations data cross-referenced with labor market information (LMI) data. The strategic plan includes a strategy to expand industry-driven sector strategies to drive career pathways with activities such as identifying emerging sectors as targets and development of new sector partnerships, which ultimately leads to an improved assessment of employment and training activities. Additionally, OhioMeansJobs Lucas County assures a

livable wage is attainable upon completion of the adult and dislocated worker employment and training activities in the local area.

8. An explanation of how the local Lucas County Workforce Development Board and the State coordinates statewide rapid response activities.

The OhioMeansJobs Lucas County center and Ohio's Rapid Response teams coordinate to address WARN Act activities and other indicators of potential layoff situations. The partners reach out to one another based on who receives the information first. The lead contacts are the Business Solutions Manager for the Lucas County Department of Planning and Development on behalf of the county and the Workforce Services Manager for the Ohio Department of Job and Family Services on behalf of the state.

Additionally, the Lucas County Workforce Development Board also has a strong working relationship with neighboring counties (Wood, Ottawa, and Fulton) in relation to rapid response activities. These relationships provide added assistance with Rapid Response activities, particularly when communities border or overlap between counties.

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

- If a CCMEP county plan is not required to be submitted, the local plan must include a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.*

OhioMeansJobs Lucas County continues to support the State of Ohio's youth workforce program, the Comprehensive Case Management and Employment Program (CCMEP), to provide the operational framework to deliver integrated, comprehensive case management and employment services. Assisting individuals to overcome barriers to employment and providing in-demand skills to better serve local employers allows for the opportunity to improve employment and education outcomes.

The CCMEP combines the resources of TANF and WIOA creating a better-coordinated, person-centered case management system. Individuals receive employment and training services based on a comprehensive assessment of

their employment and training needs, and services based on an individualized plan. The Lucas Department of Planning and Development contracts with Harbor Inc. to operate the program. Lucas County Workforce Development Board is currently working to update the CCMEP county plan as required in rule 5101:14-1-03 of the Administrative Code.

10. How the local Lucas County Workforce Development Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

Working in partnership with a network of educational institutions including K-12, career and technical education, and post-secondary education to expand best practices and provide career pathways for job seekers, the Lucas County Workforce Development Board will engage education partners to collaborate on existing career pathways and align them with business and industry identified credentials. OhioMeansJobs Lucas County provides labor market information data and connects schools and business. Additionally, post-secondary providers complete the required Eligible Training Provider paperwork necessary for approval by the State of Ohio for addition to the Workforce Inventory of Education and Training (WIET) and OhioMeansJobs Lucas County makes referrals to those schools based on client and business needs.

11. How the local Lucas County Workforce Development Board will coordinate WIOA Title I workforce investment activities with the provision of transportation, child care, and other appropriate supportive services in the local area.

The Lucas County Workforce Development Board follows a supportive service policy wherein OhioMeansJobs Lucas County coordinates with Lucas County Department of Job and Family Services (LCDJFS) support services and other agencies to provide referrals to clients. Transportation represents a significant challenge to many in the region although new leadership within the Toledo Area Regional Transit Authority is moving the organization toward a more efficient and effective model. These steps, although still in their infant stages, are intended to make public transportation more accessible to those most in need.

As a strategy to leverage opportunities to share information more systematically among jobseekers, employers, and partners, the OhioMeansJobs center also plans to add transportation, child care, and other appropriate supportive services in the local area to the OhioMeansJobs Lucas County website. This will allow the client easy access to the activities addressed in the WIOA Title I provision.

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

The strategic plan implemented by OhioMeansJobs Lucas County includes an approach for implementing a customer-centric service delivery model, which will assess current customer flow and identifies opportunities for improvement. Additionally, the move to a new location will require that OhioMeansJobs Lucas County assess processes and customer flow in the new building to determine modifications to existing procedures. Monthly partner meetings will be conducted for staff to discuss team-based service delivery, best practices, and challenges and to share information about partner programs.

The Wagner-Peyser staff is located in the OhioMeansJobs Lucas County center and the collaborative working environment provides the opportunity to coordinate activities and avoid duplication. Wagner-Peyser staff is invited to participate in all one-stop activities.

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

In compliance with the state requirement to include workforce investment activities with adult education and literacy activities under WIOA Title II, Lucas County provides space for both the Penta Career Center and Owens Community College ASPIRE/GED programs in the OhioMeansJobs Lucas County center building. The current facility at 1301 Monroe Street featured a dedicated room for the programs however such a dedicated space may not be available in the new building. Nevertheless, all efforts will be made to facilitate the needs of the two programs to ensure that those needing ASPIRE/GED services will have access to them.

The strategic plan also includes action steps that will engage both employers and education partners in the development of a "life skills" curriculum to create a seamless connection to training programs. The ASPIRE/GED program addresses both the adult education and literacy activities of WIOA Title II and is part of a pathway to training and career development.

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

The executed cooperative agreements which define how service providers will carry out the requirements for integration of and access to the entire set of services available in the local OhioMeansJobs system are addressed in the local MOU and are reviewed annually. Please see attachments for the most recent MOU. Additionally, the policies governing partner compliance can be found on the Workforce Policies page of the Lucas County website:

(<http://co.lucas.oh.us/index.aspx?nid=198>)

15. An identification of the fiscal agent.

The Lucas County Department of Planning and Development is the Lucas County Workforce Development Board's fiscal agent.

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

The Lucas County Workforce Development Board uses the open-bidding process whereby a Request for Proposals (RFP) is publicly posted. The Lucas County Workforce Development Board follows the county procurement policies, which can be found at: <http://co.lucas.oh.us/DocumentCenter/View/45284> and are refined in Board policy at: <https://co.lucas.oh.us/198/Workforce-Policies>.

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

Negotiated Performance for PY2020 and PY2021

Negotiated
Standard

Success Level*

WIOA Adult		
Employment 2 nd Quarter After Exit	82.0%	73.8%
Employment 4 th Quarter After Exit	80.0%	72.0%
Median Earnings 2 nd Quarter After Exit	\$5,700	\$5,130
Credential Attainment	72.0%	64.8%
Measurable Skill Gains	57.0%	51.3%

WIOA Dislocated Worker		
Employment 2 nd Quarter After Exit	82.0%	73.8%
Employment 4 th Quarter After Exit	79.0%	71.1%
Median Earnings 2 nd Quarter After Exit	\$7,200	\$6,480
Credential Attainment	70.0%	63.0%
Measurable Skill Gains	60.0%	54.0%
CCMEP WIOA and CCMEP Youth		
Employment, Education, or Training 2 nd Quarter After Exit	72.0%	57.6%
Employment, Education, or Training 4 th Quarter After Exit	72.0%	57.6%
Median Earnings 2 nd Quarter After Exit	\$2,700	\$2,160
Credential Attainment	50.0%	40.0%
Measurable Skill Gains	47.0%	37.6%

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

18. The actions the local Lucas County Workforce Development Board will take toward becoming or remaining a high-performing Workforce Development Board.

The Lucas County Workforce Development Board will take the following actions to become a high-performing board. These steps and actions support and align with the goals, strategies, and actions of the Lucas County Workforce Board Strategic Plan.

- Focus on implementing, monitoring, and updating the Lucas County Workforce Development Board Strategic Plan
- Frame Lucas County Workforce Development Board meetings around strategic initiatives and utilize a consent agenda
- Develop a comprehensive talent attraction, development, and retention strategy for the region and prepare a pipeline of work-ready individuals based upon the needs of employers
- Encourage innovation
- Establish the Lucas County Workforce Development Board as the central hub for workforce development activities and be positioned as the “go to”

source for labor market information and use that intelligence for decision making

- Be business-driven and use a sector-based approach to engaging regional employers
- Be diverse and a reflection of the community
- Track progress, effectiveness of initiatives, and customer satisfaction and adjust accordingly
- Include community members on committees implementing the strategic plan
- Understand and build on partner strengths to align services and leverage resources for a common regional agenda

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

OhioMeansJobs Lucas County works with the individual to provide them with an individual training plan. Individuals complete an assessment to determine program eligibility, are provided a demand occupation list, a list of approved training providers, and information to guide them to the state website for additional useful information. The policy related to individual training accounts can be found here: <http://co.lucas.oh.us/documentcenter/view/59839>

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

OhioMeansJobs Lucas County is expanding the use of the state-provided Ohio Workforce Case Management System (OWCMS) to track intake and activities and will migrate to the new ARIES System upon launch. Training for the new system software is provided by the state to local staff members and will be requested as soon as available. Addressing this compliance item is one of the strategies in the OhioMeansJobs Lucas County plan to prioritize professional development of front-line staff.

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

Enforcement of the Lucas County Workforce Development Board's service policy ensures priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient including veterans, the disabled, those with language barriers, etc. One of the key strategies addressing this compliance item is the development and implementation of a life skills program that is recognized by business and industry. The policy related to priority can be found at: <http://co.lucas.oh.us/index.aspx?nid=198>

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

The process used by the Lucas County Workforce Development Board to provide a 30-day public comment period prior to submission of the plan will comply with the requirement of the law. To that end, the Lucas County Workforce Development Board Strategic Plan will be posted online and will be publicized through media announcements sent to various outlets, including minority-focused publications. The Board will also use social media, including LinkedIn and Twitter to solicit feedback from the community.

Assurances

The Lucas County Workforce Development Board understands the seriousness of compliance as it relates to the Requirements of the Local Plan and the Assurances which must be provided, therefore the Lucas County Workforce Development Board:

- Assures it will establish fiscal control and fund accounting procedures to ensure the proper disbursement of, and accounting for all funds received through the Workforce Innovation and Opportunity Act.
- Assures that it shall keep records that are sufficient to permit the preparation of reports required by the Act and shall maintain such records, including standardized records for all individual participants, and submit such reports as the State may require.
- Assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of the Act.
- Assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, regulations, written Department of Labor Guidance, written Ohio Department of Job and Family Services guidance, and all other applicable Federal and State laws.

- Assures that veterans will be afforded employment and training activities authorized in the Jobs for Veterans Act and 20 C.F.R. Part 1010.
- Assures it will comply with any grant procedures prescribed by the Secretary which are necessary to enter into contracts for the use of funds under WIOA, but not limited to the following:
 - General Administrative Requirements – Uniform Guidance at 2 C.F.R. Part 200 and 2 C.F.R. Part 2900.
 - Assurances and Certifications – SF 424B – Assurances for Non-Construction Programs; 29 C.F.R. Part 31,32 – Nondiscrimination and Equal Opportunity Assurance (and Regulation); 29 C.F.R. Part 93 – Certification Regarding Lobbying (and Regulation); 29 C.F.R. Parts 94 and 95 – Drug Free Workplace and Debarment and Suspension; Certifications (and Regulation).

Continuous Monitoring and Future Updates

As the implementation of this revised strategic plan moves forward, the Lucas County Workforce Development Board will be intentional about tracking progress and measuring success. Established metrics will be used to continually evaluate progress toward the stated goals. Progress will be monitored at regular intervals and information will be reported back to the full Board. Workforce staff will continue to work closely and maintain continuous communication to ensure action steps are being implemented and evolution continues.

The Lucas County Workforce Development Board's Strategic Plan will be reviewed annually and any necessary modifications will be implemented immediately. During the second year of this plan, the Lucas County Workforce Development Board will conduct a comprehensive review of the strategy and, if necessary, prepare and submit modifications reflecting any changes related to:


- Labor market and economic conditions;
- Other factors affecting the implementation of the regional or local plan, including but not limited to:
 - Significant changes in local economic conditions;
 - Changes in the financing available to support WIOA Title I and partner-provided WIOA services;
 - Changes to the local Board structure; and
 - The need to revise strategies to meet performance goals.
- Other changes identified as important by the Office of Workforce Development or other related State of Ohio workforce agencies.

Should the Lucas County Workforce Development Board decide, after review of the plan, that a modification is unnecessary, the plan shall be submitted to the

state, indicating that the review of the plan was completed and modifications to the plan were not required.

Signatures

Lucas County Workforce Development Board, Ohio Area 9

<hr/>	 <hr/>
<i>Megan Vahey Casiere</i>	<i>Lee Daher</i>
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Executive Director	Chair, Workforce Development Board
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Title	Title
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Date	Date

Board of Lucas County Commissioners, Ohio

<hr/>	
<i>Tina Skeldon Wozniak, President</i>	
<hr/>	<hr/>
<i>Pete Gerken, Commissioner</i>	<i>Date</i>
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<i>Gary Byers, Commissioner</i>	


Signatures

Lucas County Workforce Development Board, Ohio Area 9


Megan Vahey Casiere

Executive Director
Title

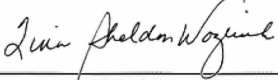
09/13/2021
Date


Lee Daher

Chair, Workforce Development Board
Title

Date

Board of Lucas County Commissioners, Ohio


Tina Skeldon Wozniak, President


Pete Gerken, Commissioner

10/1/2021
Date


Gary Byers, Commissioner