

Ohio Local Workforce Development Boards Best Practices

July 28, 2023

Prepared by the Ohio Workforce Association



## Area 1 (Brown/Pike/Adams/Scioto Counties)

Workforce Development Board Director: Crystal Keaton

The Growing Rural Independence Together Through Jobs (GRIT) Project [Home - Grit Ohio](#) is a collaborative approach to build a high-demand workforce and stimulate economic growth. The coalition leverages local, state, and federal dollars by bringing organizations together such as OhioMeansJobs (OMJ), common pleas and drug courts, K-12 school systems, community colleges & universities, economic development agencies (JobsOhio/APEG), Ohio Department of Jobs & Family Services (ODJFS), drug treatment providers, businesses, and other not-for-profit agencies. With a focus on developing local solutions, we've proven that together, remarkable things happen.

The initial GRIT effort focused on the 5 Ohio counties of Adams, Brown, Highland, Pike, and Scioto. The project has since been expanded to include Clermont, Lawrence, Gallia, Jackson, Ross, and Vinton.

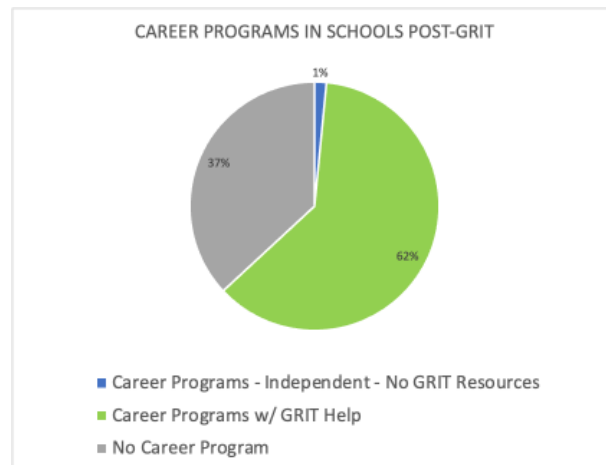
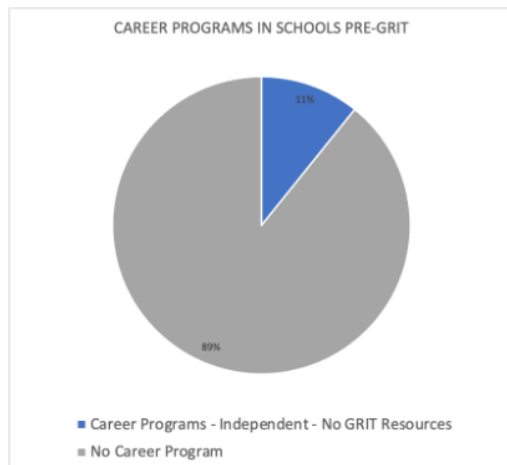
The GRIT Project includes students and adults on this journey to uncovering financial independence through jobs. Each participant begins with a career assessment and then a 1 on 1 coaching session with a career specialist. Through these conversations, a plan is developed to enroll in work skills training, if needed, and then to identify jobs, either in-person or work-from-home.

Through GRIT interventions and career counseling, students enrolling in career programs in school have increased significantly at 62%.

### High School Career Programs— Pre and Post GRIT

*Funding 1 and 2 combined*

*Counties: Adams, Brown, Clermont, Gallia, Highland, Jackson, Lawrence, Pike, Ross, Scioto, Vinton*



The Area 1 workforce board also engages an active Business Resource Network through its OhioMeansJobs Centers and works with many local and state partners to provide an array of “one stop” of services to area businesses.

#### Area 2 (Summit/Medina Counties)

Workforce Development Board Director: Christine Marshall

The Area 2 workforce board has expanded its Incumbent Worker Training program to offer a broader array of training to its local employers. [Employer Incentive and Training Programs : OhioMeansJobs Summit County \(summitmedinaomj.org\)](#)

#### Area 3 (Cuyahoga County)

Workforce Development Board Director: Michelle Rose

The workforce board is partnering with the city of Cleveland and received \$10 million in ARPA funds for its Ohio Means Jobs Cleveland-Cuyahoga County center for a citywide workforce development program “specifically with respect to training historically underrepresented and marginalized workers.”

The workforce board also received \$400,000 from Cleveland city ARPA funds for the Seeds of Literacy and Ohio Means Jobs to partner on a campaign to increase GED completion.

Cleveland/Cuyahoga County offers Ohio to Work programming for job seekers in partnership with JobsOhio.

The workforce board partnered with the Urban League of Greater Cleveland to advance Diversity, Equity, and Inclusion activities that address both employer resource needs in Enhanced Skills for Success, "Soft Skills" and Race, Equity and Inclusion. Enhanced Skills is a one-year workforce collaboration program for employer referrals, placement and retention. [WORKFORCE DEVELOPMENT — Urban League of Greater Cleveland \(ulcleveland.org\)](#)

#### Area 4 (Lorain County)

Workforce Development Board Director: Mary Murphy

The local board’s OhioMeansJobs Lorain County center is an active ACT Work Ready Community (WRC) that utilizes the WorkKeys assessments to determine work skills of all jobseekers coming through the local OMJ Center. Those jobseekers whose scores merit earn and are provided with a National Career Readiness Certificate (NCRC) that



is recognized and valued by over 300 area employers. The OMJ center uses the scores to determine appropriateness of jobseekers trying to access funding for occupational skills training and as a screening tool for jobseekers being referred to area employers. The OMJ also offers tools to assist jobseekers with remediation of skills with both online and in-person classes that are made available through a partnership with the local Aspire provider. Other counties currently participating in the ACT WRC initiative include; Clark, Lucas, Preble and Miami.

#### Area 5 (Lake County)

Workforce Development Board Director: Cory Vojack

The Lake County Workforce Development Board engages local partnerships through NextWork. NextWork is an opportunity platform that allows businesses, school districts, students and parents to connect through education, internships, jobs and speaking engagements. <https://next-work.org/>

#### Area 6 (Stark/Tuscarawas Counties)

Workforce Development Board Director: JoAnn Breedlove

The Stark Tuscarawas Workforce Development Board partners with the Greater Stark County Urban League (GSCUL) to provide a neighborhood navigator program. Through statewide WIOA funds, the local workforce board contracts with the GSCUL to provide employment navigator services that assist job seekers in finding employment or better employment and assisting clients in navigating support systems. This initiative started as a proof of concept. Starting its third year in 2023, the initiative has expanded to five employment navigators assisting clients from the initial three.

The workforce board also supports a local project to increase the early care and education workforce and thus expanding available childcare for working parents. Providers need new and unique supports to attract and retain workers and sustain their businesses. The demonstration project is in its second year and includes three components: a Shared Services Model, Workforce Development and Supports, and a Communication and Marketing Campaign.

The Stark Tuscarawas Workforce Development Board maintains an active [Business Resource Network](#) (BRN) that provides businesses “one stop” access to services and resources from many local and state partners including workforce services available through the OhioMeansJobs Stark and Tuscarawas County centers including talent acquisition services (job postings on [www.OhioMeansJobs.com](http://www.OhioMeansJobs.com), onsite and virtual hiring



events, screening and job candidate referrals), on-the-job training and incumbent worker training services.

Stark Tuscarawas Workforce Development Board and Team NEO, the northeast Ohio JobsOhio regional partner, are collaborating on a “Future of Work” survey in 2023 with a new strategic view of workforce development needs, emphasizing the future of Stark and Tuscarawas County’s workforce. This work is highly focused on the most in-demand industries, including Manufacturing, Healthcare, Logistics and Distribution, Travel/Tourism and how technologies will impact the future workforce. The survey will provide insights for community stakeholders including employers, K-12 and career tech education providers, post-secondary training providers including career centers, community colleges, colleges and universities, the workforce board, and other entities that support on-going talent development in Stark and Tuscarawas Counties.

#### Area 7 (43 Ohio Counties)

Workforce Development Board Directors: John Trott

The Greater Ohio Workforce Development Board, Inc. (GOWBI) serves as a Registered Apprenticeship Sponsor for signatory businesses. This is provided at no cost to business. Here are a few success stories:

[Ohio apprenticeship program awards first certificates | wtol.com](#)

[OhioMeansJobs: Apprenticeship Program Helps Employers - Champaign Economic Partnership - CEP Ohio](#)

The workforce board’s OhioMeansJobs Allen County center highlights individual businesses in the community to show workers “what happens in those buildings you drive by every day.” The OMJ Center staff create promotional videos and post on media and uses it as a source of referrals. <https://ohiomeansjobs-allen-county.com/employer/employer-videos/>

The Greater Ohio Workforce Board, Inc.’s OhioMeansJobs Knox County center is preparing a virtual reality lab equipped to assist job seekers learn more “hands on” about certain careers to encourage training and credentialing as well as direct job placement of talent in open jobs.

#### Area 8 (Auglaize/Hardin/Mercer/Van Wert Counties)

Workforce Development Board Director: Ron Dorsten

The workforce board secured statewide WIOA funds to expand their outreach and services to employers in the four counties.

## Area 9 (Lucas County)

Workforce Development Board Director: Tonia Saunders

In partnership with the Lucas County Department of Planning and Development, the Lucas County Area 9 Workforce Board created the WorkReady Lucas County initiative which utilizes a comprehensive assessment called WorkKeys to measure the skills of the region's workforce. In September 2018, the program reached a major milestone, earning the status as a Certified Work Ready Community for Lucas County. The designation was issued by ACT Inc., the company is widely known for their college readiness assessments. The certification illustrates not only the quality of workers in the region, but support for a skilled workforce from hundreds of area businesses. WorkReady Lucas County quantifies and improves the skill levels of the local workforce through a standardized skill credential that measures, identifies, and closes skills gaps between job seekers and available employment opportunities in the region. Participants in the program earn the ACT National Career Readiness Certificate (NCRC), a stackable and transferrable credential used to demonstrate job skills to employers across the region. Upon becoming certified, the County entered the maintenance phase of the process and by the end of 2020, Lucas County achieved 92 percent of the maintenance goals with nearly 6,000 people earning their NCRC certification despite a halt to testing due to COVID-19. Nevertheless, 339 businesses remain in support of a skilled and certified workforce. This serves as a major connection and strength agent in Lucas County's competitiveness in site selection, and talent acquisition.

Lucas County Workforce Board's Comprehensive Case Management and Employment Program - Harbor's Youth Enhancement Services (YES) program, assists students in reaching their educational and vocational goals. Each student is assigned a vocational specialist who provides mentoring and supportive services to help remove barriers students may face when completing high school and maintaining employment. The students meet after school to engage in tutoring, career exploration and job readiness activities, which helps with transportation constraints providing services directly in the schools. The YES program partners with 7 local High schools, 3 charter schools, and community agencies to provide these fun and enriching activities. In addition to the after-school program, students have the opportunity to receive assistance with paying for Drivers Education and earn incentives for maintaining good grades and school attendance. Youth are eligible to choose a job either during the school year or in the summer. The Vocational Specialist engages students in Career Tech classes and has yielded placements with some students in construction, manufacturing, and HVAC.



## Area 10 (Richland/Crawford Counties)

Workforce Development Board Director: Clint Knight

Area 10 Workforce Board partners with the Richland Area Chamber & Economic Development and the Crawford Partnership teams to educate employers and facilitate the use of available WIOA funds for upskilling and on the job training. Since January of 2023, over \$100,000.00 has been utilized in the region by employers to upskill or onboard employees; a 90% increase over the first 6 months of the fiscal year. This effort is executed through Business Retention and Expansion visits conducted by the economic development teams, focused articles in various newsletters, and continuous messaging at membership meetings and events.

The Area 10 Workforce Development Board supports a "Reverse Job Fair" in Richland County each year branded as "EmployMEpalooza". This event is focused on getting high school students seasonal, part time, and full time post-graduation careers. The event is held in May and showcases the talents of the students by placing them in the spotlight. Career counselors work with the students to prepare resumes, elevator pitches, and table presentations that tell their story. The students have a table at the career fair, and the employers come to them. This event raises the bar for the high school student, giving them the real-world experience of being the expert on their own abilities. For the employers - there is a high level of efficiency. Each registered employer receives a table map with a "talent inventory" prior to the event. That way, the employer has the ability to decide how much time they need to dedicate to the event, rather than sending several employees to staff a table for an entire day.

## Area 11 (Franklin County)

Workforce Development Board Director: Lisa Patt-McDaniel

The Workforce Development Board of Central Ohio partners with the Franklin County Department of Job and Family Services to provide the Achieve More and Prosper (AMP) Program to serve young workers up to age 24. [Achieve More and Prosper \(A.M.P.\) - Franklin County Department of Job and Family Services \(franklincountyohio.gov\)](https://www.franklincountyohio.gov/achieve-more-and-prosper)

The workforce board also supports the Central Ohio Pre-apprenticeship Hub. The Hub is developing and supporting pre-apprenticeship programs within businesses, schools, and adult education programs throughout Central Ohio. A pre-apprenticeship is entry level training which provides a direct pathway into a registered apprenticeship program. Pre-apprenticeships introduce a person to an industry or specific career role and develop essential work-related skills. [Pre-Apprenticeship | Workforce Development \(wdbco.org\)](https://www.wdbco.org/pre-apprenticeship)





The Workforce Development Board of Central Ohio offers the Woman at Work Career Accelerator Program. The program is the first-of-its kind, cohort-style program designed exclusively for women impacted by the COVID 19 pandemic, residing in Franklin County and ready to pursue new and improved job prospects, earning potential and training opportunities. [Women at Work CAP | Workforce Development \(wdbco.org\)](https://wdbco.org)

#### Area 12 (Butler/Warren/Clermont Counties)

Workforce Development Board Director: Rebecca Ehling

The Area 12 workforce board's Pre-Apprenticeship Hub has worked closely with ApprenticeOhio to develop registered pre-apprenticeships within their local high schools. The industries of architecture and construction and manufacturing were selected by identifying in-demand industries in the workforce area. Through grassroots efforts and working with partners in the community, the board has been able to engage a total of 6 high schools and serve a total of 52 students during this pilot. Best practices from the pilot identified utilizing local business liaisons at the OhioMeansJobs centers, Chambers of Commerce, and attending industry hosted events as being the most impactful way to engage employers in the workforce area.

#### Area 13 (Hamilton County)

Workforce Development Board Director: Jason Ashbrook

Area 13's workforce board has a partnership with local healthcare and developed a Medical Assisting apprenticeship. This apprenticeship model provides talent available and working immediately; where in other traditional learning settings, MA's are trained for 14 months in an adult career center setting or 24 months in a two-year degree MA program through a community college.

A year ago, Mercy Health Physicians Cincinnati (MHPC), The Health Collaborative, and Cincinnati State launched the "Certified Clinical Medical Assistant Apprenticeship" (CCMAA) program to help fill a vital need in the healthcare community for medical assistants. Recently, the BSU team joined the collaboration to bring On the Job Training (OJT) funds to the table. Ten trainees were found eligible as OJT trainees, leveraging \$50K toward this effort.

In the past, the CCMAA only accepted trainees from within its own workforce. Due to the steeply increasing need for trainees, in early 2022 discussions began with OhioMeansJobs Cincinnati-Hamilton County's BSU team. The idea was to widen the pool of trainees to individuals with no prior medical experience and who would need substantially more training than those from Mercy Health's workforce. Ten OJT trainees





were identified, all of whom had previous customer service experience and a desire to move into the medical-assisting career pathway.

As background to this initiative, the most recent data from The Health Collaborative of Greater Cincinnati showed a nearly 12 percent vacancy rate for medical assistants in the region's major health systems. That translates into hundreds of job openings.

"We wanted to start a program that tapped the hearts of individuals who have a passion for patient care but did not have the opportunity or the finances to support the education required to be in a clinical position," said Mercy Health Physicians–Cincinnati Chief Operating Officer Courtney Seitz.

According to the US Bureau of Labor Statistics, the need for medical assistants is expected to grow by a huge 23% over the next 10 years. An aging population, along with a rise in chronic disease rates plus medical breakthroughs that allow patients to live longer have all contributed to this need.

The CCMAA program is a 12-month intensive, rigorous, and competency-based program. Apprentices undergo technical instruction provided through Cincinnati State and, for those employed by Mercy Health, on-the-job learning at Mercy Health locations during their apprenticeship. They also complete self-led study time. During the apprenticeship, apprentices must complete at least 2,000 hours of on-the-job training and 144 hours of related technical instruction. A mentor supervises participants as apprentice medical assistants while they complete their training.

"This pilot showed how well the apprenticeship model can work in healthcare," said Cheryl Brackman, director of Cincinnati State's Workforce Development Center. "We see it as a great model for other career pathways in healthcare where there are shortages of workers."

The Medical Assistant Apprenticeship program is based on a program developed at Arapahoe Community College as part of a federal grant. The partners adapted the program to meet the unique needs of the region.

#### Area 14 (Athens/Meigs/Perry Counties)

Workforce Development Board Director: Laurie McKnight

The Area 14 workforce board offers Pre-Apprenticeship/Apprenticeship for Auto Body and Auto Tech currently and has enrolled 34 individuals. Of last year's cohort, 3 went on to apprenticeships and 3 others went on to full time employment with their placement. The funding is braided from the ApprenticesOhio pre-apprenticeship grant and WIOA funding so that everyone who comes into the program is supported. This is what one employer had to say: <https://www.youtube.com/watch?v=5kIKiYek6lc>



Through local Business Resource Network (BRN) funding, OhioMeansJobs Meigs County hired a videographer to film and produce promotional and outreach like shared in the above YouTube link. With the BRN funding, the board has been able to network more often at the local chamber events and other community events, resulting in an increase in Incumbent Worker Training and On-The-Job training contracts in all 3 counties. Featured next is another success story out of Meigs County highlighting a successful IWT contract. The customer featured was from Re-Entry who was successfully placed with a local broadband employer and then offered the Fiber Optic Training at Tri-County Career Center. This was funded under WIOA, and without it, the employer would not have been able to provide the training to the customer since he was a new employee. The employer had 2 employees who had been employed with the company longer, who likely would have attended the training first, but through the use of Incumbent Worker Training (WIOA) funds, all 3 employees were able to participate in the training. <https://www.youtube.com/watch?v=Re-2aT0leUA>

The workforce board has purchased 3 mobile units through the DOL COVID funding. This will allow services to come to rural areas where transportation is not reaching and serve those participants with all the same services as the OMJ site location including resume, interviewing, job placement assistance and WIOA applications and access to training. This will now allow all 3 counties to operate these services year-round. Employers and job seekers will also be assisted through onsite hiring events at the employer's location.

All 3 of counties have used TANF/Comprehensive Case Management and Employment Program (CCMEP) funding to contract with their Education Service Centers to have career navigators in all of the school systems in Athens, Meigs and Perry counties. This has been very successful career pathway education and also identifying students that need additional and more supportive help. The career navigators connect those students directly with the OMJ centers for more in-depth WIOA services and funding/work experience/etc. This will also assist in the OMJs using WIOA funding to help with internship opportunities.

#### Area 15 (Monroe/Morgan/Noble/Washington Counties)

Workforce Board Director: Rebecca Safko

The Area 15 workforce board has engaged the use of virtual reality equipment in its OMJ Centers and schools to assist job seekers in exploring careers "hands on" and facilitating OMJ services such as training and direct job placement.



## Area 16 (Belmont/Jefferson/Harrison/Carroll Counties)

Workforce Development Board Director: Rob Guentter

Local Area 16's (Belmont/Jefferson/Harrison/Carroll Counties) workforce development board and its Comprehensive Case Management and Employment Program (CCMEP) Lead Agencies offer a career navigator program, outreaching and targeting only potential CCMEP-eligible students. Two career navigators work out of the East Central Ohio educational service center and serves the local high schools in the Belmont County area. The career navigators engage CCMEP-eligible students to ensure high school graduation, career planning, and work experience and direct job placement with local businesses.

## Area 17 (Mahoning/Columbiana Counties)

Workforce Development Board Director: Mary Ann Kochalko

The workforce board continues to offer a Business Resource Network to employers through its OhioMeansJobs centers. The BRN provides a "one stop" model offering of services from an array of local and state resources for businesses.

The Mahoning Columbiana Workforce Development Board is also a member of the Retaining Employment and Talent After Injury/Illness Network (RETAIN).

## Area 18 (Trumbull County)

Workforce Development Board Director: William Turner

The Area 18 Workforce Development Board has, through its OhioMeansJobs Trumbull County center, expanded the Incumbent Worker Training program in order to provide assistance to a broad array of employers.

The workforce board also offers Business Resource Network services to employers through the OhioMeansJobs center, offering employers a wide array of services from local and state partners.

The Board also is a member of the RETAIN network, which is a return to work/stay at work endeavor in collaboration with a local healthcare provider. Retaining Employment and Talent After Injury/Illness Network (RETAIN) Demonstration Project Research has shown that individuals with non-occupational illnesses or injuries are at high risk of becoming unemployed. To see whether providing intensive return-to-work coordination hastens their recovery and improves their chances of remaining employed, the Ohio Department of Job and Family Services applied for and received a RETAIN grant from the U.S. Department of Labor. Under Phase 2 of the project, Ohio has expanded its



successful Phase 1 model, which was piloted in Northeast Ohio, into other regions of the state.

Eighteen (18) to 65-year-old workers in the following counties who have non-occupational illnesses or injuries that impact their ability to work or perform their jobs will be eligible to receive services: Northeast region: Columbiana, Mahoning, and Trumbull Counties; Northwest region: Lucas County; Southwest region: Butler, Clermont, Hamilton, and Warren Counties. When workers seek treatment at a Mercy Health facility, eligible individuals will be given the opportunity to participate. If they agree, they will be assigned either to a care coordination group or to a comparison group for research purposes. Those in the care coordination group will be assigned to a health services coordinator, who will communicate with their employer, health care provider, and insurer to facilitate a return to work. The coordinator also may refer the individual to OhioMeansJobs center partners for additional assistance. In addition, a nurse hotline will be available to all participants. <https://jfs.ohio.gov/factsheets/RETAIN-factsheet.stm>

#### Area 19 (Geauga/Ashtabula/Portage Counties)

Workforce Development Board Director: Craig Sernik

Local Area 19's (Geauga/Ashtabula/Portage) workforce development board and its CCMEP Lead Agency/OhioMeansJobs Center Operator Portage County Job and Family Services offer an innovative array of services to students in grades 7 through 12 called OMJ W.O.R.K.S. (Workforce Opportunities and Readiness Knowledge for Students). The OhioMeansJobs centers co-host job fairs in each district with Portage Development Board. Job coaches are also placed in any district who would like "universal services" available to their students. Job Coaches go to the school district up to 4 hours each week to offer services to any student interested as a universal customer. The OhioMeansJobs counselors have partnered with Windham to offer STNA training to seniors who could use the certification to meet the graduation requirement and graduate. The counselors also assist students who are in need of internships and connect them to employers who are willing to work with high school students. OMJ Geauga County offers similar programming to students and businesses.

Area 19's OMJ Portage County also offers an Introduction to Manufacturing Program through a partnership between the Area 19 Workforce Board, Portage County Job and Family Services and Kent State University. The program provides low-income job seekers with short term, credential-based training (OSHA/White Belt, etc) that introduces talent to manufacturing and provides a pipeline of talent to direct job placement in industry. This cohort model program was successfully replicated in Stark County (Area 6) last year (2022).



Area 19's workforce board and OhioMeansJobs Geauga, Ashtabula, and Portage Counties centers have expanded their Incumbent Worker Training offerings to local employers with great success. This local IWT program complements the Office of Workforce Transformation/Department of Development's Tech Cred program and can offer IWT focusing on non-tech areas such as management training – this is a huge concern shared by Ohio employers as their existing workforce retires. Area 19's director along with Area 6 shared best practice examples in statewide IWT training facilitated last year by the ODJFS Office of Workforce Development.

#### Area 20 (Fairfield/Pickaway/Ross/Hocking/Vinton Counties)

Workforce Development Board Director: Rick Szabrak

The Area 20 Local Workforce Development Board and the OhioMeansJobs Fairfield County center provides a career readiness program in all 8 school districts in Fairfield County. A Career Readiness Endorsement was created to identify work-ready students. There were 269 students last year that completed the endorsement. It includes the OhioMeansJobs Readiness Seal as part of the program. There are 3 career navigators that work with 8 school districts, including one school with a beta test for younger students. One career navigator also works with pre-apprenticeship students at the Fairfield County Workforce Center. This includes supportive services such as driver's education and support to complete coursework to graduate. It also includes financial literacy, resume building, interview skills, and helping students apply for jobs. The workforce board participates in the Fairfield 33 Alliance (public private partnership), partners with school districts through an ODE grant and an Industry Sector Partnership grant. Last year resulted in 42 students receiving employment along with 40 pre-apprenticeship students receiving employment. This year there are 57 students in pre-apprenticeship and a phlebotomy program.



## Collaborative Workforce Board Initiatives

As part of the implementation of Ohio's [Broadband and 5G Workforce Strategy](#), regional hubs will be placed across JobsOhio's six-region map and will provide resources to local communities so they can create the talent pipeline needed for local businesses.

On July 24, 2023, the Administration and the Office of Workforce Transformation announced the following entities and local workforce boards will constitute each regional hub:

### **Central** – One Columbus JobsOhio Region

1. The Ohio State University
2. Columbus State Community College
3. Workforce Development Board of Central Ohio
4. IMPACT Community Action

### **Northeast** – Team NEO JobsOhio Region

1. Youngstown State University
2. Cuyahoga Community College
3. Cleveland/Cuyahoga County Workforce Development Board
4. Community Action Akron Summit

### **Southeast** – Ohio Southeast JobsOhio Region

1. Ohio University
2. Hocking College
3. Area 14 Workforce Development Board
4. Community Action Organization of Scioto County, Inc.

### **Northwest** – Regional Growth Partnership JobsOhio Region

1. University of Findlay
2. Terra State Community College
3. Greater Ohio Workforce Board, Inc.
4. Great Lakes Community Action Partnership



**West** - Dayton Development Coalition JobsOhio Region

1. University of Dayton
2. Sinclair Community College
3. Greater Ohio Workforce Board, Inc.
4. Miami Valley Community Action Partnership

**Southwest** – REDI Cincinnati JobsOhio Region

1. Miami University
2. Cincinnati State Technical & Community College
3. Workforce Council of Southwest Ohio
4. Community Action Agency Cincinnati-Hamilton County

For more information on local workforce board programs and partnerships in Ohio, please contact:

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