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1. The workforce development system in the local area that identifies:

Using an intergovernmental agreement, the terms are set forth for the joint operation of a Workforce Development Area known as Area 11 and the implementation of the Workforce Innovation and Opportunity Act (WIOA). There is a CEO agreement between Franklin County's Board of Commissioners and the Mayor of the City of Columbus. By agreement between CEOs, a corporation known as the Workforce Development Board of Central Ohio (WDBCO) was established to operate the workforce development programs locally.

The corporation was established to provide a comprehensive program of workforce development and related services to individuals and businesses in Franklin County, Ohio and the City of Columbus, Ohio. These services are to be provided in accordance with, but not limited to, the WIOA, as currently existing and as may be amended from time to time, and related rules promulgated by the State of Ohio.

The CEOs appoint a Workforce Development Board (WDB) chaired by a Business Representative and composed of at least 51 percent representation from the business community. Mandated partners include: representatives from adult education and literacy; a representative of higher education; representatives from organized labor; representatives that are community based; a representative from Economic Development; a representative of state employment services; a representative of rehabilitation services; and others as mandated by law. The CEO appoints individuals residing or employed in their respective county except for the representatives of state employment services and rehabilitation services, which are appointed by the state.

The board has approximately 27 board members. The Board meets six times per year. The Executive Committee meets in between board meetings as needed. Local area policy does allow for hybrid meetings, but a minimum number of Board members must be present in the room.

Under the guidance of the Workforce Innovation and Opportunity Act (WIOA), the Board has created the following standing committees:

- Job Center Operations Committee
- Business Solutions Committee
- Youth Committee
- Executive Committee
- Finance Committee

The committees meet in between board meetings, approximately every other month or as needed to make recommendations to the Board on various policy and programmatic issues.

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The WDB oversees the strategic planning for workforce development in the area, submits periodic required plans, and fulfills other responsibilities in compliance with WIOA, federal regulations, and state policy. The WDB assists the CEO in overseeing the OhioMeansJobs (OMJ) Operator(s) who deliver workforce development activities in Franklin Counties. Under the intergovernmental agreement, the comprehensive OMJ Center is located in Franklin County. Service providers are under pay-for-performance contracts - performance reviewed by individual committees. Approval of payments to vendors are guided by local area policy and individual contracts.

The programs that are included in the system; and

The Area 11 workforce system includes the following partners and programs:

Partner Name	Program
Columbus City Schools, Department of Adult and Community Education	Adult Education and Literacy, Youth Services
IMPACT Community Action	Community Based Employment and Training
Columbus Metropolitan Housing Authority	Housing Assistance
Columbus State Community College	Post Secondary Education
Opportunities for Ohioans with Disabilities (OOD)	Rehabilitation Services
American Association of Retired Persons (AARP) Foundation	Senior Citizen Work Readiness
Ohio Department of Job and Family Services (ODJFS)	Wagner Peyser Trade Act Assistance Programs Unemployment Compensation Veteran's Services
Central Ohio Workforce	Job Center Operator

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Investment Corporation (COWIC)	WIOA Career Services WIOA Business Services WIOA Adult and Dislocated Worker Programs
Franklin County Department of Job and Family Services (FCDJFS)	Temporary Assistance for Needy Families (TANF) Work Readiness Programs, CCMEP Lead Agency
Center for Healthy Families	Services to Pregnant and Parenting Teens
The City of Columbus Department of Development, Columbus Public Health, Equal Business Opportunity Commission Office	Workforce Development, Screenings and Employer Referrals
Jewish Family Services	Youth Services
Goodwill Columbus	Youth Services
Eckerd	Youth Services
Mature Services	Senior Citizen Work Readiness

There are 39 partner programs that are a part of the local area Memorandum of Understanding (MOU). Shared costs are based on FTEs in the funding agreement with the following parameters:

- Minimum 0.5 FTE per partner program
- One-Stop partners minimum 2 FTE
- There is a definition of “in-kind” as it relates to funding
- Typically a two year agreement
- Locally developed formula

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Location of the OhioMeansJobs centers in the local workforce development area.

Area 11's workforce system consists of five OhioMeansJobs Center

OhioMeansJobs Center Name	Address	Counties Served
OhioMeansJobs* Comprehensive Columbus Center	1111 E Broad St, Columbus, OH 43205	Franklin County

**Comprehensive centers*

- 2. 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;*

Performance accountability and continuous improvement is of significant importance to Area #11. The Board will biannually monitor and evaluate the performance of its selected service providers to ensure that they are achieving high-quality outcomes and meeting the employment needs of local businesses, workers, and job seekers.

The Board will use the ODJFS WIOA Program Monitoring Guide as a framework to ensure that its oversight and monitoring practices reinforce federal law and regulations, as well as Ohio's guidance and policies regarding local workforce development administration. The Board will offer technical assistance as well as require corrective action plans when outcomes are not met. Additionally, information on any promising or innovative workforce development practices will be shared within the local area, as appropriate.

To meet the needs of employers, the WDB currently tracks the results of business services such as job fairs and hiring events. Follow-up is conducted with participating businesses, including number of interviews conducted, number of individuals hired, and other feedback regarding the customer experience.

The WDB has reports to track key information (e.g., numbers of individuals and businesses served, number of job fairs/hiring events, number of On-the-Job training agreements, etc.) that will be used to inform the board's action plan and identify areas of improvement on a system-wide basis. The WDB uses the CFIS system for financial tracking and the Aries case management system for the delivery of program services. Salesforce is also used to track businesses.

Regular customer service feedback is collected through FormStack for tracking job seeker and business customer satisfaction surveys. Customized surveys are also developed as

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needed to measure other areas where customers are able to provide feedback and suggestions for improvement.. Cumulative value is attained through methodology of surveys.

Template with tracking mechanism - performance measures. Committees review these at each meeting. Common measures. Microsoft PowerBI dashboards. Youth Program Outcome reports and backup documentations - also reviewed for invoicing - verification of purchases (who has gotten a job, incentives, who is included and not).

Program monitoring includes:

- Third party program monitoring and financial monitoring, which happens annually;
- Pay for performance contract monitoring to ensure that requirements are met, targets are hit, and/or that problem solving of issues takes place. The committees of the board take a big role in this process;
- Performance centers have been established to help with monitoring;
- Local area administration staff also takes a big role in the performance monitoring;
- Locally developed monitoring guide, an extension of what the state has developed; and
- Financial monitoring through a template that has been developed.

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

Area 11's primary application of technology has traditionally been through the use of OhioMeansJobs.com, Ohio's innovative virtual system for delivering workforce services to individuals and businesses. In recent years, Area #11 has increased its virtual presence in the form of expanded social media presence, increased use of video conferencing for meetings and workshops, and the use of built-in video conferencing hardware installed in conference rooms at the job center.

Social media includes LinkedIn, Instagram, Twitter, YouTube, and Facebook. The use of social media accounts to promote all areas of programming has also increased immensely. Social media can be a powerful tool for promoting available jobs and events to a wide audience. Other outreach tools that have been utilized include:

- Online scheduling for meetings
- Access to workshops virtually and through the website

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- Creating an entire Direct Connect section of the website dedicated to employer resources
- Informational email blasts to employers
- Landing pages for specific hiring events
- Call to action marketing driving individuals to the website
- Electronic newsletters
- Collaboration with economic development agencies to use social media to reach out to businesses
- Online calendar for workshops and hiring events.

Technological upgrades have included the following items:

- Self-serve kiosks available for job seekers in Fairfield, which offer immediate access to numerous services
- VR headsets were recently purchased for career exploration/training
- Conference rooms have been equipped with cameras and wireless connectivity to facilitate better virtual and hybrid meetings
- Resource room televisions promote information about upcoming events and resources
- Two computer labs in the center provide connectivity to job seekers and for classes
- 42 public facing computers allow for job searching opportunities for individuals entering the building
- Mobile vehicle with computers has allows for the extension of services to many partner locations
- Acuity Scheduling provides room management in the building

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; How the local board will coordinate with the regional JobsOhio; and

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Section 188 of the Workforce Innovation and Opportunity Act (WIOA) prohibits discrimination against individuals based on race, color, religion, sex, national origin, age, disability, political affiliation or belief, veteran status, or citizenship status in any program or activity that receives federal financial assistance. Job centers, as recipients of federal financial assistance, are required to comply with Section 188 and take proactive steps to ensure equal opportunity for all individuals.

Local Area #11 attempts to comply with Section 188 by the following methods:

- Developing non-discrimination policies
- Training staff on Section 188
- Conduct outreach and recruitment to ensure that all individuals have equal access to the center's services and resources
- Provide accommodations to individuals with disabilities or other needs to ensure equal access to services and resources
- Monitor compliance through regular data collection and analysis, as well as internal audits and reviews

Area #11 has completed, and will continue to maintain its Americans with Disabilities Act (ADA) checklist, as documented in its 2022 OhioMeansJobs “One-Stop System Certification” for the Area’s comprehensive OMJ Center located in Franklin County. The local area will conduct ongoing training of staff members and partner personnel regarding services to individuals with disabilities, provide assistive technology, and regularly monitor services to ensure accessibility.

Technology at all of the workforce centers has been updated to make equipment accessible to all job seekers. Additionally, Opportunities for Ohioians with Disabilities (OOD) is in all the centers, facilitates referrals and services easier and more efficiently. Additional elements falling into this category include:

- Growth of virtual services
- Ground floor of building has accessibility lifts to make sure everyone can access both floors
- Parking is readily accessible and nearby to the center
- The AJC certifications happen regularly to ensure ADA compliance
- The Language Line contract is in place and the staff is trained to effectively utilize this service.
- Updated technology in the workstations at the centers for visual impairment

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- The website has been updated and reviewed to make sure it works with visual equipment and readers

The roles and resource contributions of the OhioMeansJobs center partners.

Partner Name	Program	Roles/Resource Contributions
Columbus City Schools, Department of Adult and Community Education	Adult Education and Literacy	Provides adult education and literacy services, including GED preparation
Columbus Metropolitan Housing Authority	Housing Assistance	Provides access to affordable housing and public housing
IMPACT Community Action	Community Based Employment and Training	Provides services to those most in need and creates jobs through the expansion and retention of businesses
Columbus State Community College	Post Secondary Education	Provides training services to increase the skills of the area's workforce
Opportunities for Ohioans with Disabilities	Rehabilitation Services	Assists individuals in finding and securing employment

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<p>American Association of Retired Persons (AARP) Foundation Mature Services</p>	<p>Senior Employment</p>	<p>Provides employment assistance, including work experiences, for mature workers</p>
<p>Ohio Department of Job and Family Services (ODJFS)</p>	<p>Trade Act/TAA Programs Unemployment Compensation Wagner Peyser Veteran’s Services</p>	<p>Provides universal labor exchange services, trade adjustment activities, employment services to veterans, and access to information and filing of UI claims</p>
<p>Franklin County Department of Job and Family Services (FCDJFS)</p>	<p>Temporary Assistance for Needy Families (TANF)</p>	<p>Serves as a resource for serving individuals receiving TANF</p>
<p>Central Ohio Workforce Investment Corporation (COWIC)</p>	<p>WIOA</p>	<p>Provides WIOA Adult, Dislocated Worker and Business services</p>
<p>The City of Columbus Department of Development, Columbus Public Health, Equal Business Opportunity Commission Office</p>	<p>Workforce Development, screenings and employer referrals</p>	<p>Outreach, Intake, and Orientation • Public Health Screenings • First Source Services • Access Via Telephone • Other activities (as requested)</p>
<p>Jewish Family Services</p>	<p>Work Readiness Training and Access to WIOA Services</p>	<p>CCMEP/Youth Services • Eligibility Determination • Initial Assessment • Job Search, Placement Assistance, and Career Counseling • Employment Statistics – Labor Market Information</p>

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		<ul style="list-style-type: none"> • Supportive Services Information • Eligibility Assistance
Goodwill Columbus	Work Readiness Training and Access to WIOA Services	CCMEP/Youth Services <ul style="list-style-type: none"> • Eligibility Determination • Job Search, Placement Assistance, and Career Counseling • Eligible Provider Performance and Program Cost Information • Eligibility Assistance
Eckerd	Work Readiness Training Access to WIOA Services	CCMEP/Youth Services <ul style="list-style-type: none"> • Eligibility Determination • Job Search, Placement Assistance, and Career Counseling • Eligible Provider Performance and Program Cost Information • Eligibility Assistance

3. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

Area #11 provides services in its OMJ Centers through on-site staff, telephone, internet based services, print materials, and contracted services. Upon entry, an individual is directly referred to the specific services that best meet his/her particular needs. As may be required, the Local Area will obtain interpretation and/or translation services to assist customers who do not speak English well.

The WIOA Adult and Dislocated Worker programs provide a range of services to eligible individuals who are seeking employment, training, and support to succeed in the workforce. Services available through the programs include:

- Career Counseling and Job Search Assistance: Individuals receive one-on-one

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counseling and support to help them identify their strengths, interests, and career goals. They also receive assistance with job search strategies, resume writing, and interview skills.

- Training: Eligible individuals can receive training to gain new skills and qualifications for in-demand jobs in their local area. This can include classroom training, on-the-job training, apprenticeships, and other forms of vocational training.
- Support Services: Participants can receive a range of support services to help them overcome barriers to employment. This can include transportation assistance, child care assistance, and other types of supportive services.
- Job Placement Assistance: The program provides assistance with job placement and job retention services. This includes job referrals, job matching, and follow-up support to ensure that individuals are successful in their new jobs.
- Workshops: A variety of workshops are offered through the center including resume development workshops, mock interview workshops, and interviewing technique workshops.

Adult and Dislocated Worker workforce activities are provided under the broad categories of Basic Career Services, Individualized Career Services, and Training Services. Basic Career Services are available to any customer, while Individualized Career Services and Training Services are reserved for individuals who meet WIOA eligibility requirements.

Additional local features of the service delivery for the Title I program include:

- Local approvals of training providers on the Eligible Training Provider List (ETPL) in coordination with guidance from the State of Ohio.
- The Board has established a per-participant cap on training of \$15k
- The Board has established a policy where a percentage of total ITA funds must be spent on targeted industries including Healthcare and IT
- The Board sets aside funds for Incumbent Worker training (\$200,000) and has seen an increasing the number of contacts year-to-year
- There is a per year maximum of \$25k on incumbent worker training for individual employers
- The Board has been active in promoting On-the-Job Training (OJT), Customized Training, and Apprenticeship programs
- A new program was launched with funding from Franklin County targeted at women who had employment affected by the pandemic. Involves robust coaching, job and life coaching, and career exploration.
- An income support pilot was started with funding from the Columbus City Council. This program supports people with stipends while they are in training.
- Resiliency Bridge is pilot funded by JP Morgan Chase and other funds. It helps to cover the cost of rent for 12 months while someone gets short-term credentials

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- The team is very active in local Rapid Responses, including reviewing WARN notices, working closely with the State, and coordinating hiring events onsite at the place of business of the employer.
- Industry sector partnerships help build career pathways with many employers and industry leading organizations.

An ITA is the primary method to be used for procuring training services under WIOA. ITAs are established on behalf of a WIOA participant to purchase a program of training services from eligible training providers. However, in certain circumstances, a training contract may be used to provide training services, instead of an ITA. These circumstances are referred to as the “training exceptions” or “contract exceptions.” Training contracts may only be used if at least one of the five circumstances apply and the process for their use is described in the local plan:

- On-the-job training, which may include paying for the on-the-job training portion of a registered apprenticeship program, customized training, incumbent worker training, or transitional jobs;
- If the local WDB determines there are an insufficient number of eligible providers of training services in the local area to accomplish the purposes of a system of individual training accounts as described in the local plan. This determination process must include a public comment period for interested providers of at least 30 days and must be described in the local plan;
- If the local WDB determines there is a training services program of demonstrated effectiveness, through criteria developed by the local board, offered in the local area by a community-based organization or another private organization to serve individuals with barriers to employment;
- If the local WDB determines that the most appropriate training could be provided by an institution of higher education or other provider of training services to facilitate the training of a cohort of multiple individuals for jobs in in-demand industry sectors or occupations, provided the contract does not limit customer choice; or
- If the local WDB determines a Pay-for-Performance contract is suitable, and ensures that the contract will be consistent with 20 C.F.R. 683.510 (note that no more than 10 percent of the local funds may be spent on pay-for-performance contract strategies as they are defined in section 3(47) of WIOA).

The Board will make a determination about whether there is an insufficient number of eligible providers of training services in the local area to accomplish the purposes of a system of individual training accounts by any of the three following methods:

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- The Board completes an analysis of local area training providers on the Eligible Training Provider List and determines that there is an insufficient number of eligible training providers in the local area to accomplish the purpose of a system of ITAs. and/or
- The Board finds that there is a program of training services having demonstrated effectiveness in serving individuals with barriers to employment offered in the local area by a community-based organization or other private organization. and/or
- The Board determines it would be most appropriate to contract with an institution of higher education or other accredited, authorized, or licensed provider of training services, in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations, provided that the contract does not limit consumer choice. Providers of training services must be authorized by accrediting or governing authorities to provide training services in Ohio or to Ohio residents.

4. A reference to the Comprehensive Case Management 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.)

Franklin County is included in a Comprehensive Case Management and Employment Program (CCMEP) Plan. The CCMEP is a statewide initiative in Ohio that provides employment and training services to low-income individuals who are receiving Temporary Assistance for Needy Families (TANF) benefits. The CCMEP program includes a comprehensive case management component, which provides individualized services to help participants overcome barriers to employment and achieve self-sufficiency. Each participant in the program is assigned a case manager who works with them to develop a personalized plan of services and supports based on their unique needs and goals.

The CCMEP program plan includes the following components:

1. **Assessment:** Participants receive a comprehensive assessment to identify their strengths, barriers, and support needs. This includes an evaluation of their education, work experience, skills, and interests.
2. **Individualized Service Plan:** Based on the assessment, the participant and their case manager develop an individualized service plan that outlines the services and supports the participant needs to achieve their employment and self-sufficiency goals.
3. **Service Delivery:** Participants receive a range of employment and training services, such as job search assistance, occupational skills training, on-the-job

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training, supportive services, and other related services.

4. **Monitoring and Evaluation:** The participant's progress is regularly monitored and evaluated to ensure that they are making progress towards their goals. The case manager works with the participant to make adjustments to their service plan as needed to ensure their continued success.

The CCMEP program plan is designed to provide individualized services and support to help low-income individuals overcome barriers to employment and achieve self-sufficiency. By working with a case manager to develop a personalized plan of services, participants are better able to access the resources they need to succeed in the workforce. CCMEP plans address coordination with workforce partners, populations served, co-location of services, referral and eligibility, comprehensive assessment, individual opportunity plans, program services, case management and performance measures. Franklin County's plan aligns with the goals of the state plan.

5. How the local board, in coordination with the OhioMeansJobs center operator, maximizes coordination, improves service delivery, and avoids duplication of Wagner-Peyser Act services and other services provided through the OhioMeansJobs delivery system.

The Board engages in a competitive procurement process to select its OMJ Center Operator(s) and its system's service providers. Wagner-Peyser services in Area 11 are delivered by ODJFS staff. Services include a universal public labor exchange system (i.e., employment services) for all job seekers who are legally entitled to work in the United States as well as for employers who are attempting to fill job openings.

Wagner-Peyser staff are co-located and deliver services in the OMJ Centers. Co-location provides for improved services, greater economies of scale, and elimination of duplicative efforts. The Executive Director of the WDB meets monthly with OMJ Center directors to share information, address issues, and strategize ways to improve service delivery. The WDB and partners will develop an MOU to address infrastructure cost sharing and strategies for providing services among the partner network system.

Components of the local coordination effort include:

- Attempting to understand job seekers when they walk through the door.
- Identifying barriers through the use of technology and questions
- Taking a holistic approach to each person served and making referrals to the right partner
- Understanding where the person is at and what they need - every partner has their own nuance and niche

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- Utilizing pay-for-performance contracts with service providers to best serve customers that walk through the door to connect them with any one or multiple of the 39 partner programs available
- Creating a cross-functional team through collaboration and training
- Designing effective funding agreements to allow for partners to utilize additional locations to provider services, getting the right players in front of the right job seekers

6. 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.

As provided by Section 121 of WIOA, the MOU forms an agreement among the WDB, CEO, and OMJ Center partners in Area 11. The MOU defines roles and responsibilities of each partner involved in the workforce development system. This helps to avoid confusion and duplication of efforts, and ensures that each partner is contributing to the overall success of the system. It also helps to ensure effective service delivery. The MOU establishes a framework for effective collaboration and coordination among partners, which helps to ensure that services are delivered efficiently and effectively to job seekers and employers.

Area #11 utilizes the WIOA-based MOU template which was developed at the state-level through a collaboration among ODJFS and a committee of Local Workforce Development Board Directors. The Board plans to reinforce robust collaboration among partners and integration of services by function wherever possible, supported by consistent policies, performance goals and service delivery processes. All job seeker/worker customers, regardless of skill level or experience, will be welcomed at the OMJ Centers and assisted in accessing an appropriate array of services. Businesses will find not only basic labor exchange services, but also strategic talent development to address their industry requirements.

In addition to the standard MOU and funding agreements between partners, the Board has also created:

- Community MOUs to allow partners use of facilities outside of AJC
- An Advisory council to work on a formal structure for referrals to partners outside of the job center and notifying back to home agencies/organizations
- An operations agreement between partners to identify how the council of partners will work together to ensure effectiveness of referrals and processes

7. An identification of the fiscal agent.

As provided in the local governance agreement, the local area administrative entity

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functions as the fiscal agent for the Board.

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

The Board follows local procurement policies which have been formally adopted by the Board. The process is a standard process to procure goods and services from vendors in addition to contracts for service providers, including for WIOA title I activities. The competitive procurement process includes the following elements:

- Identification of the Need
- Developing the Request for Proposal (RFP) or Request for Quote (RFQ)
- Distribute the RFP or RFQ
- Receiving Proposals
- Evaluating Proposals
- Selecting the Vendor
- Implementing the Contract
- Monitoring of the Contract and Services

The competitive process is a structured and formal process that ensures that the local area receives the best possible goods and services from qualified vendors. The Area #11 WDB has established a procurement policy to guide the award of subgrants and contracts. The policy includes a code of conduct addressing board and staff conflict of interest. Key provisions of the process include:

- Free and Open Competition
 - To promote free and open competition, the WDB shall ensure that all transactions will be free and open and shall not:
 - Place unreasonable requirements on firms and organizations in order for them to qualify to do business and/or provide services;
 - Require unnecessary experience and excessive bonding;
 - Engage in noncompetitive pricing practices between firms or organizations or between affiliated companies or organizations;
 - Engage in noncompetitive awards to consultants that are on retainer contracts;
 - Participate in organizational conflicts of interest;
 - Specify only a “brand name” product instead of allowing “an equal” product to be offered;
 - Create overly restrictive specifications;

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- Include any arbitrary action in the procurement process; and
- All contracts must be performance based fixed unit or cost reimbursement contracts.
- Solicitations
 - The WDB will:
 - Solicit offers by disseminating a Request for Proposal (RFP) or Request For Quote (RFQ) to an adequate number of qualified sources to ensure competition (generally, sources included on the sub grantees RFP/RFQ mailing list), and advertising in one or more newspapers designed to reach service providers;
 - Ensure that each RFP/RFQ includes a Statement of Work or Specifications, including a description of the requirements for time, place, and methods for the performance of the service;
 - Ensure that each RFP/RFQ includes the deadline date and time the proposal must be submitted and that all proposals received are stamped with the date and time the original proposal was received;
 - Ensure that each RFP/RFQ requires a line item budget; ensure that each RFP/RFQ describes the solicitation process, including provisions for protest or appeal of the final award;
 - Ensure that changing the service provider cannot affect the current active clients from participating in the program by ensuring the new service provider factors in this additional cost when submitting their proposal based on current client data;
 - Ensure that each RFP/RFQ identifies all significant evaluation or rating factors and the relative importance of each factor;
 - Ensure that the evaluation factors include minimum thresholds that, if not met, require disqualification;
 - Negotiate with any or all bidders determined through the rating process to be responsive and advantageous to the program, and to notify unsuccessful bidders in a reasonable amount of time; and
 - Award a contract to the bidder(s) who is (are) successful.
 - RFP/RFQ Mailing/Emailing List(s)
 - The WDB shall ensure that all qualified lists of persons, firms, or other organizations used in acquiring services are current and include sufficient numbers of qualified sources to ensure maximum open and free competition.

The Board competitively bids out all service provider contracts with the standard contract consisting of a one year period with options for up to 3 additional one-year increments (4 years

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max). The Board monitors how contracts are going and notifying contractors by December of extension periods of plans to start a new procurement process. The Board has a procurement policy along with financial management policies.

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

In support of becoming a high-performing board, the Area #11 WDB has developed the following initial strategies:

- Refresh the membership to retain involved members and recruit new members to dynamically participate in board meetings and activities;
- Adopt a meeting process that requires members to review briefing materials and reports in advance, allowing meetings to focus on active discussion and decision making;
- Conduct board orientations for both new and experienced members;
- Implement an active committee structure, with more ad hoc work groups and fewer standing committees;
- Build the capacity of WDB members through engagement in economic development events and activities; and
- Utilize performance data to assist the WDB in tracking outcomes and holding OMJ Centers accountable.
- Board members will be empowered to lead and drive governance decision-making with the support of the WDB staff. The Board will utilize its committee structure to support the work of the Board and Region.
- Area #11 is actively working with Area #20 in the creation of a shared regional vision and plan through collaborations and workgroups. Additionally, local areas #7 and #14 have indicated interest in joining in some of these partnerships to work towards improving performance and efficiencies across the regions.
- The Board completes a strategic plan every three years, examining goals, setting priorities, and assessing where we want to invest time, talent, treasure
- Review of performance regularly to determine if performance is being met or exceeded for contracts and to meet negotiated performance requirements.
- Analysis of local labor market data available and adjusting policy and strategy accordingly

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

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Technology is an essential component of case management under WIOA for several reasons:

- **Data Management:** The WIOA requires case managers to maintain accurate and up-to-date data on each participant's progress and outcomes. Technology can help case managers collect and manage this data more efficiently, which can improve the accuracy and completeness of the data.
- **Communication:** Case managers are responsible for communicating with participants, employers, and other service providers. Technology can help facilitate communication, making it easier for case managers to stay in touch with participants and provide timely updates on their progress.
- **Collaboration:** The WIOA emphasizes collaboration among service providers and requires case managers to work with a range of partners to help participants access the services and supports they need. Technology can help facilitate collaboration among service providers, making it easier to share information and coordinate services.
- **Service Delivery:** Technology can also help case managers deliver services more efficiently, such as by providing online resources for job search and training or by allowing participants to access services remotely.
- **Outcome Tracking:** The WIOA requires case managers to track participant outcomes and report on program performance. Technology can help automate outcome tracking and reporting, making it easier to generate accurate and timely reports.

The state Client Tracking function will share data between the workforce financial system (CFIS) and the Ohio Workforce Case Management System (OWCMS), providing a greater capability to comply with state and federal reporting requirements. The state's goal is for the financial system to be connected with the program case management system to provide a more holistic view of dollars invested and services provided as well as gather better Return on Investment (ROI) data.

Area #11 uses the Aries system for monitoring and managing cases/people. The transition from the prior system has been challenging but the local area continues to offer feedback to the State to improve the system. The State has been able to make changes and improvements and increase efficiency. Area #11 will continue to provide feedback on this system. Additionally, the Board has implemented various task forces to meet and work to improve case management

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through a continuous improvement loop involving service providers, administration staff, board members and partner programs.