



Ohio Workforce Coalition

Growing Ohio's Economy
with a Skilled Adult Workforce

EXECUTIVE COMMITTEE

Kerrie Carte

Development Specialist

WSOS Community Action Commission, Inc.

Roberta Garber

Executive Director

Community Research Partners

Cheryl Hay

Administrator, Business & Industry

Columbus State Community College

Jon Honeck

Senior Researcher

Policy Matters Ohio

Margaret Hulbert

V.P., Strategic Resources & Public Policy

United Way of Greater Cincinnati

Rich Markham

Vice President, Programs

Polymer Ohio

Ross Meyer

Executive Director

Greater Cincinnati Workforce Network

Lynn Reese

Executive Director

Southwest ABLE Resource Center

Linda Stacy

Director of Educational Development

Lucas County Improvement Corporation

Jessica Stroh

Employment & Economic Development Dir.

Hocking. Athens. Perry Community Action

John Villers

Director, Adult Education

Legislative Chair, Ohio ACTE

Upper Valley Joint Vocational School

Pam Waite

Director, Healthcare Workforce

The Center for Health Affairs

Qiana Williams

Manager, Diversity and Inclusion

Limited Brands

Staffed by

Dave Altstadt

Senior Research Associate

Community Research Partners

Ohio Workforce Coalition 2009 Public Policy Platform

SUPPORT WORKERS • MEET EMPLOYER NEEDS • CHANGE THE SYSTEM

A skilled workforce is crucial for Ohio to strengthen business, create and retain jobs, and ensure opportunity and prosperity for families.

These uncertain economic times call for greater attention to raising the skills of all workers. The growing numbers of unemployed persons need retraining to compete for occupations in demand. Employers need help upgrading the skills of their incumbent workforce to boost productivity and profitability. Low-wage workers need further education and training to secure jobs capable of moving them into the middle class.

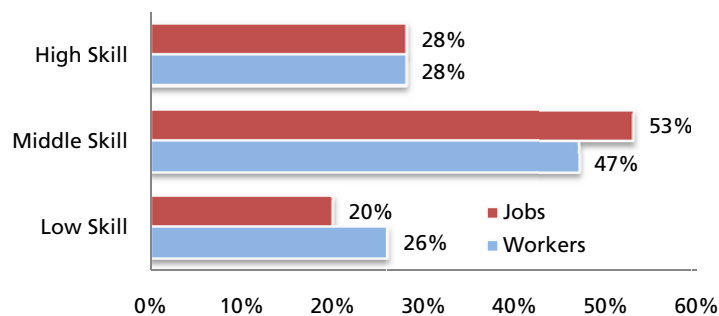
For those reasons, the Ohio Workforce Coalition brings together Ohio leaders from education and training, workforce development, business and industry, labor, economic development, and human services to promote public policies capable of building a more highly skilled workforce.

We believe that Ohio should focus its programs and resources on preparing workers for the vast number of jobs that pay a middle-class income and have education and skill requirements above high school, but below a bachelor's degree. These "middle-skill" jobs are the backbone of Ohio's economy, accounting for half of all jobs and job openings through 2014 and encompassing several vital industries and occupations.

Ohio's economy currently produces more middle-skill jobs than there are workers qualified to fill them. With sound public policies, Ohio can fill this skill gap by helping the current workforce obtain occupational certificates and at least a two-year degree.

Ohio Jobs & Workers by Skill Level, 2004

(ODJFS & Census, analysis by The Workforce Alliance)



The Ohio Workforce Coalition has identified four policy reforms that the State of Ohio can adopt today to raise the skills of workers, meet the needs of employers, and improve the workforce development system. The policy platform is as follows:

1. Improve state and local response to mass layoffs to better meet the needs of dislocated workers and put them back to work as quickly as possible in high-demand occupations paying family-sustaining wages.
2. Make postsecondary education and training more affordable for Ohio workers.
3. Ensure that Choose Ohio First addresses the current need of Ohio employers for middle-skill workers, while building the high-tech workforce of tomorrow.
4. Invest sufficient resources in the education and training of Ohio's workers and ensure programs meet the needs of employers.

Improve state and local response to mass layoffs to better meet the needs of dislocated workers and put them back to work as quickly as possible in high-demand occupations paying family sustaining wages.

States are required by the Workforce Investment Act to establish a Rapid Response system to provide services to avert layoffs and enable dislocated workers to find new jobs. Too often Ohio's response to layoffs has fallen short, leaving dislocated workers underserved and available resources unspent or redirected for other uses. Ohio suffers from an overly decentralized system that lacks clear expectations for local partners, broken lines of authority and communication from the state, and insufficient technical assistance and resources to ensure delivery of appropriate services. In light of these challenges, the Ohio Department of Job and Family Services is rolling out a plan to ensure a consistent, statewide approach to delivering Rapid Response services, in compliance with federal requirements. We recommend that any reforms to the Rapid Response system clarify the roles of state and local partners, incorporate evidence-based practices, and improve data collection systems.

1. Redefine the roles, responsibilities, and expectations of the state and local partners in responding to layoffs.

- a. Maintain a flexible pool of resources comprised of unobligated state and local funds that can be reallocated to areas in need and ensure that resources are available during a severe economic downturn.¹
- b. Define acceptable standards of Rapid Response service delivery.
- c. Reform the Rapid Response funding system and require local WIA areas that want to deliver Rapid Response services to sign a contract with the state. If a local area does not have an acceptable track record or is unlikely to provide adequate standards of service, then the state should conduct an RFP process that allows identified One-Stop partner preferred vendors to bid for the contract to become the standing service provider for that area.²
- d. Set measurable and enforceable goals in the contract or grant agreements for the delivery of services and outcomes for workers.
- e. Clarify the role, responsibilities, and expectations of the United Labor Agency in delivering services and collaborating with the state and local service providers.

2. Collect and use "evidence-based practices" for responding to layoffs.

- a. Develop evidence-based practices with input from dislocated workers, employers, and One-Stop partners.³
- b. Deliver ongoing, required technical assistance and training to local service providers and One-Stop partners on the use of evidence-based practices.
- c. Set performance goals for delivering evidence-based practices.⁴

3. Invest in a new state data system that:

- a. Increases communication between the state and local service providers during a Rapid Response event.
- b. Tracks outcomes for all individuals involved in mass layoffs, not just individuals who received Rapid Response services or continued to WIA services. The workforce system should be able to show how many individuals retired, how many found jobs or training on their own, and how many went through WIA or other public services.
- c. Provides training program completion and employment outcome information about eligible training provider organizations, and makes the information available to dislocated workers.
- d. Interfaces with the Unemployment Insurance (UI) system so that Rapid Response services and training programs can be marketed to the UI caseload.

¹ We recommend that the Ohio Department of Job and Family Services (ODJFS) review the results of all special projects and programs funded with Rapid Response and focus resources on Rapid Response service delivery to the greatest extent possible.

² Local workforce areas that opt out of delivering Rapid Response should not be criticized for this decision. The state should recognize that local areas have different core competencies and may choose to focus on what they do best. On the other hand, the state should consider bidding out services if it determines that a local area is unable to perform at an acceptable level.

³ We recommend that ODJFS conduct focus groups with dislocated workers who have successfully secured employment, those who are still unemployed, and employers (those who have laid off workers and who have hired dislocated workers) to seek their input on effective Rapid Response services. The department should also seek the input of national experts and successful programs on how to structure supportive services to create good retraining outcomes.

⁴ Local service providers also will be held accountable to the performance measures dictated by the federal government.

Make postsecondary education and training more affordable for adult workers.

Nearly half of Ohio adults of prime working age have no postsecondary education and adults often lack the time and resources to return to school. Recognizing this, in FY 2006 the state expanded need-based financial aid to part-time college students. In addition, the FY 2008-09 budget offered increased state resources to colleges that froze tuition levels over the 2-year period. Yet many Ohio workers still cannot afford postsecondary education and training. For instance, it costs nearly \$15,000 a year to attend a community college, when factoring in expenses for housing, food, transportation, and other basic needs.⁵ Federal and state financial aid falls well short of the mark,⁶ particularly for adult learners⁷ and those enrolled in certificate programs⁸. Meanwhile, relatively few Ohio adults receive the tuition assistance that could be funded through the Workforce Investment Act (WIA).⁹ Ohio's projected budget shortfall and rising demand for financial aid¹⁰ is causing the Ohio Board of Regents to consider a wide range of cost-saving changes to the Ohio College Opportunity Grant (OCOG), the state financial aid program. We recommend that Ohio expand access to OCOG for adult students and those in certificate programs, freeze community college tuition, and use additional WIA funds for training subsidies.

- 1. Expand access to OCOG aid for adult learners and students in certificate programs.**
 - a. Provide adults (independent students) with the equivalent level of OCOG aid available to traditional-age (dependent) students with similar household resources.¹¹
 - b. Permit OCOG funds to be used for occupational certificate programs for in-demand jobs.¹²
 - c. Establish parity in OCOG aid regardless of type of school attended (public, private, proprietary),¹³ and use the cost savings to expand aid for adults and to ensure that changes in the OCOG formula do not disproportionately impact the neediest students.¹⁴
- 2. Extend the current tuition freeze at community colleges through FY 2011¹⁵**
- 3. Establish a statewide baseline for the amount, and expected outcomes, of WIA funds spent on training and intensive services for adults and dislocated workers.**
 - a. Establish uniform, statewide definitions for WIA training services (i.e., individual training account and on-the-job training) and intensive services.
 - b. Collect local and area data on: 1) the amount of WIA funds used for training and intensive services for adults and dislocated workers; 2) the services delivered; and 3) employment and training outcomes and employers served.
 - c. Based on the data analysis, establish a statewide baseline for the portion of WIA funds that local areas and counties must spend on training and intensive services for adults and dislocated workers and the employment and training outcomes achieved.

⁵ Analysis by The College Board in *Trends in College Pricing 2008*.

⁶ A full-time student attending a public institution currently qualifies for up to \$6,806 when combining OCOG and the Pell grant.

⁷ Adults with dependent children usually qualify for far less aid than traditional-age (dependent) students. Recent federal legislation reformed the federal needs analysis for the Pell grant (and, therefore, OCOG) to ensure parity in aid for only the neediest dependent and independent students (households earning less than \$30,000 who qualify for the maximum award).

⁸ Students enrolled in certificate programs do not currently qualify for OCOG (Pell covers certain certificates).

⁹ In Program Year 2007, Ohio used WIA funds to pay for training for 13,083 low-income adults and dislocated workers.

¹⁰ According to Board of Regents projections for "duplicated" recipients and "unduplicated" public institution recipients, OCOG enrollment could grow by as much as 30% from FY 2008 to FY 2010.

¹¹ We recommend increasing the amount of OCOG aid available to independent students (i.e. adults with children) by forgiving a portion of their expected family contribution so that their revised OCOG award is equivalent, or nearly equivalent, to the award for a traditional-age (18-22) dependent student in a family with similar financial needs.

¹² We recommend including for-credit and noncredit middle-skill occupational certificates that articulate to the University System of Ohio, which may be delivered by public and private colleges, adult career centers, and proprietary schools.

¹³ We recommend capping OCOG aid for students attending public, private, or proprietary institutions at no more than the current maximum award levels for students attending 2- and 4-year public institutions. Doing so would put the maximum OCOG award at \$2,496 for full-time, full-year enrollment. Under the current funding formula, students attending public institutions qualify for half as much OCOG aid as do private college students (\$4,992), and less than two-thirds the amount awarded to proprietary school students (\$3,996). Nearly three-quarters of state financial aid recipients attend public institutions (82,551 of 115,140 of OCOG or OIG recipients in 2008), yet, disproportionately, almost half of state financial aid resources go to private and proprietary school students. Leveling the funding formula would produce a savings of \$37 million, 20% of state financial aid budget, while affecting relatively few students. Reinvesting the funds in OCOG should enable Ohio to extend eligibility to certificate and independent students, preserve adequate aid for the neediest families, and meet the rising demand for aid.

¹⁴ Currently, 60% of OCOG recipients have an expected family contribution of \$0, qualifying them for the maximum award.

¹⁵ We recommend providing community colleges with increased state subsidy in return for freezing tuition rates.

Ensure that Choose Ohio First addresses the current need of Ohio employers for middle-skill workers, while building the high-tech workforce of tomorrow.

The \$1.57 billion Ohio Jobs Stimulus bill (HB 554) enacted in June 2008 includes \$250 million for Choose Ohio First, a 5-year initiative to expand cooperative education and internship opportunities for college students with Ohio employers in need of a skilled workforce. As the initiative is currently designed, the Board of Regents plans to award funds to institutions of higher education to operate co-op/internship programs and offer scholarships, with a focus on baccalaureate and master's degree students. In order to participate in the program, employers are expected to match the state funds awarded to colleges in the form of student wages and related costs. To ensure that Choose Ohio First meets the needs of a range of employers and students, we recommend that there be an expanded focus on students pursuing middle skill jobs and that a portion of the funds be permitted to be used to subsidize the cost of student wages.

- 1. Develop co-operative education, internship, apprenticeship, and other work-study opportunities for all University System of Ohio students.**
 - a. Promote apprenticeship, along with co-operative education and internship, as an effective work-study model.¹⁶
 - b. Ensure access to Choose Ohio First programming for students seeking two-year degrees or occupational certificates¹⁷ at institutions within the University System of Ohio¹⁸.
 - c. Give preference to proposals that build linkages between certificate and degree programs to encourage students to pursue further education.¹⁹
- 2. Permit some funding to be used to enable smaller employers to hire Choose Ohio First students and fill their skilled workforce shortages.**
 - a. Provide small- to medium-size private, non-profit, and public sector employers with a subsidy for a portion of the wages²⁰ of Choose Ohio First students, enabling more employers to participate and discover the value of hiring co-ops, interns, and apprentices.²¹
 - b. Give preference for the wage subsidy to employers hiring specific student populations, including dislocated workers, minorities, veterans, and low-skill individuals.²²
 - c. Give preference to proposals that seek to fill employers' shortage of skilled workers in current or projected in-demand occupations, including those identified through the Ohio Skills Bank initiative.²³

¹⁶ In ORC, Sec. 3333.71-80, we recommend adding references to "apprenticeship programs" in all provisions referencing co-op/internship programs. In ORC, Sec. 3333.71, add provision (E): "apprenticeship program means a partnership between students, apprenticeship sponsors, and institutions within the University System of Ohio that formally integrates instruction of occupational skills and knowledge with full-time work experience and on-the-job training that prepares students for careers in an industry and meets the following conditions: (1) provides students with compensation from apprenticeship sponsor in the form of wages or salaries for work performed; (2) results in a certificate of completion that is industry recognized; (3) may provide participating students with academic credit upon successful completion of their apprenticeship; (4) may be part of an overall degree program acceptable to the chancellor of the Ohio board of regents; In ORC, Sec. 3333.71, add provision (E): "apprenticeship sponsor is an organization that operates an apprenticeship program, including but not limited to an employer, a group of employers, or a labor-management committee for several employers."

¹⁷ In ORC, Sec. 3333.71-80, we recommend revising references to "certificate programs" to "for-credit and noncredit certificate programs that articulate to the University System of Ohio."

¹⁸ In ORC, Sec. 3333.71-80, we recommend replacing all references to "institutions of higher education" with "institutions within the University System of Ohio."

¹⁹ In ORC, Sec. 3333.73, we recommend revising provision (O) to state "The extent to which the proposal will create linkages between a degree or certificate program offered by a University System of Ohio institution with a degree or certificate program offered by another University System of Ohio institution, to encourage students to pursue further education in support of lifelong learning."

²⁰ In ORC, Sec. 3333.74, we recommend revising provision (B) to "The chancellor of the Ohio board of regents shall require education institutions receiving initiative funds to reimburse employers affected by division (A) of this section, at a rate equaling fifty percent of student wages."

²¹ In ORC, Sec. 3333.73, we recommend adding provision (T): "The extent to which the proposal helps companies, both individually and collectively, learn the value that participating in the Choose Ohio First initiative has on the short- and long-term growth of their businesses, so that the companies will continue to employ co-operative students, interns, and apprentices after the initiative concludes."

²² In ORC, Sec. 3333.74, provision (B) we recommend listing as exceptional circumstances the hiring by small to medium-sized employers of dislocated workers, minorities, veterans, and low- to middle-skill individuals.

²³ In ORC, section 3333.73, we recommend adding to provision (S): "or fill a current shortage of skilled workers in current or projected in-demand occupations."

Invest sufficient federal and state resources in the education and training of Ohio's workers and ensure that programs meet the needs of employers.

Ohio needs strong institutions, programs, and systems in place to respond to the needs of workers and employers. This requires an adequate federal and state investment. In the coming months, even in the difficult budget situation, the State of Ohio has opportunities to enhance the resources for education and training, including allocating state funds through the FY 2010-11 budget, tapping available federal funds, advocating for additional federal resources, and making better use of existing resources.

- 1. Put a priority on investing adequate state resources in institutions and programs that build the education and skills of a wide range of workers.**
 - a. Target investments to incumbent, dislocated, entry-level, and hard-to-serve workers.
 - b. Set common outcome measures for delivering evidence-based practices that ensure all workers can succeed in school and work.
- 2. Advocate for increased federal investment in education, skills development, employment services, and economic development; actively pursue new funding opportunities; and support reforms to existing program in order to better meet the needs of Ohio workers and employers. These programs and initiatives include:**
 - a. Federal Economic Recovery Package²⁴
 - b. SECTORS Act²⁵
 - c. Green Jobs Act²⁶
 - d. Second Chance Act²⁷
 - e. Food Stamp Employment and Training (FSET)²⁸
 - f. Higher Education Act²⁹
 - g. Workforce Investment Act (WIA)³⁰
 - h. Temporary Assistance for Needy Families (TANF)
 - i. Carl D. Perkins Career and Technical Education Act
- 3. Build upon current efforts to streamline employer access to worker training resources.**
 - a. Establish common, customer-friendly requirements of employers to qualify for state and federal training funds for job creation and/or retention purposes. This funding includes WIA, Targeted Industry Training Grants (TITG), the Ohio Investment in Training Program (OITP), and the Workforce Guarantee.
 - b. Collect more robust information on use and outcomes of worker training resources, including: (1) the amount of funds awarded per employer and by geographic area, (2) the outcomes of workers trained, and (3) the performance of training providers.
 - c. Increase state oversight of the delivery of state- and federally-funded incumbent worker training, and ensure greater coordination among local partners, including education, workforce, and economic development, in order to respond more effectively and efficiently to the needs of employers.

²⁴ We recommend that President-elect Obama's multibillion-dollar stimulus package include increased funding for TANF, WIA, and Pell grants, and that investments in public works projects include dedicated resources for training workers.

²⁵ We recommend that Congress enact the SECTORS bill, as introduced by Sen. Sherrod Brown, and appropriate the necessary funds. The bill would provide grants for sector partnerships to create customized, regional solutions for specific industries.

²⁶ We recommend that Congress appropriate \$125 million for education and training programs for green-collar jobs, as authorized in the Energy Independence and Security Act of 2007. The targeted green-collar industries include energy efficient building, construction and retrofits, renewable electric power, energy efficient vehicles, biofuels, and manufacturing that produces sustainable products and uses sustainable processes and materials.

²⁷ We recommend that Congress appropriate \$300 million in grant programs to facilitate successful prisoner re-entry, including education and training, as is authorized in legislation enacted in 2008.

²⁸ We recommend that Ohio leverage private and philanthropic resources to count as the required match to draw down additional federal funds for employment and training services to eligible food stamp recipients.

²⁹ We recommend that Congress appropriate the necessary funds, authorized under the 2008 HEA bill, to increase to Pell grant awards and launch several new grant programs including Student Success, Bridges from Jobs to Careers, and Business Workforce Partnerships.

³⁰ We recommend that Congress renew its commitment for workforce development, by (1) reauthorizing, reforming, and reinvesting in WIA; (2) increasing the state TANF Block Grants; and (3) raising funding for Perkins.

ENDORSED BY

Apollo Career Center

Rick Turner, Director of Adult Programs
Lima

ATI Business Training & Educational Services The Ohio State University

Melanie Garcia, Account Executive
Wooster

BioOhio

Bill Tacon, Ph.D., Senior Director, Workforce & Education
Columbus

Braintree Center for Business Innovation

Ken Cline, Director, MTSBDC
Mansfield

Career & Technology Education Centers of Licking County Adult Education Centers

Kelly Wallace, Director
Newark

The Center for Health Affairs

Pam Waite, Director, Healthcare Workforce
Cleveland

The Center for Community Solutions

George Coulter, Fellow, Human Capital/Economic Development
Cleveland

Central Ohio Technical College The Ohio State University—Newark Campus Business & Industry Training Services

Susan Bain, Project Coordinator
Newark

Cincinnati-Hamilton County CAA

Gwen L. Robinson, President/CEO
Shirley Maul, Manager, Workforce Development
Steve Schumacher, Job Retention Specialist, Workforce Development
Cincinnati

Cincinnati State Technical and Community College Workforce Development Center

Dr. Dennis N. Ulrich, Executive Director
Evendale

Cleveland Metropolitan School District Adult Education and Career Training Center

Jacquelyn A. Comeaux, Director
Cleveland

Columbus State Community College Center for Workforce Development

Cheryl Hay, Administrator, Business & Industry Consulting
Columbus

The Community Building Institute

Beth Nagy, Project Manager
Cincinnati

Community Housing Network

Kaiser Jones, Workforce Development Coordinator
Columbus

Community Research Partners

Roberta Garber, Executive Director
Columbus

Corporation for Ohio Appalachian Development

Roger McCauley, Executive Director
Athens

Cuyahoga Valley Career Center

Liz Walton, Director, Adult Education
Brecksville

Delaware Area Career Center

Sue Rowland, Director of Adult Education
Delaware

Michelle Dillingham, Legislative Aide, Office of Vice Mayor David C. Crowley

Cincinnati

Four County Career Center

Kit Tyler, Director, Adult Workforce Education
Archbold

Greater Cincinnati Tech Prep

Timothy D. Nolan, Director
Cincinnati

Great Oaks Institute of Technology and Career Development

Adult Workforce Development

Robert Scarborough, Director
Cincinnati

**Greene County Career Center
Adult and Community Education**

Janet Baughn, Director
Xenia

The Healing Center

Vicky Barger, Community Liaison/Job Coaching
Cincinnati

Hocking. Athens. Perry Community Action

Bob Garbo, Executive Director
Glouster

Innovative Medical Device Solutions (iMDs)

Leis Medical Division

Harold Linville, Chairman/CBDO
Vandalia

Jewish Family Services

Chuck Weiden, CEO
Columbus

Kent Elastomer Products, Inc.

Bob Oborn, Sr. Vice President
Kent

**Kent State University—Salem and East Liverpool Campuses
Workforce Development and Continuing Studies**

Diane Kloss, Director
Salem and East Liverpool

**Lakeland Community College
Center for Business & Industry**

Peter Bednar, Director
Judy O'Dwyer, Senior Account Executive
Kirtland

Limited Brands

Qiana Williams, Manager, Diversity and Inclusion
Columbus

**Lorain County Community College
SkillsMax Resource Center**

Chris Wenz, Development Specialist
Elyria

Lucas County Improvement Corporation

Linda Stacy, Director of Educational Development
Toledo

Madison Adult Career Center

Sonja Pluck, Director
Mansfield

Mahoning County Career & Technical Center

Kathy Schlarb, Adult Education Administrator
Canfield

Medina County Career Center

Gary A. Searle, Director, Adult and Continuing Education
Medina

The Minster Machine Company

Advanced Technologies & Future Workforce Development
Daniel Schoch P.E., Engineering Manager/Director
Minster

Northwest ABL Resource Center

Owens Community College

Jody Angelone, Director
Northwood

Ohio Association for Adult and Continuing Education

Alan Toops, President

Ohio Association for Career and Technical Education

Christine Gardner, Executive Director

Ohio Association of Career-Technical Superintendents

Thomas Applegate, Executive Director

Ohio Hi-Point Career Center

Darlene Chiles, Director Adult Education
Bellefontaine

Ottawa County Improvement Corporation

Denise Ventrone, Workforce Resources Director
Oak Harbor

Penta Career Center

Kevin Whitlatch, Director, Adult and Continuing Education
Perrysburg

Pickaway-Ross Career & Technology Center

Dennis Franks, Director of Adult Education
Chillicothe

Policy Matters Ohio

Polymer Ohio

Rich Markham, Vice President, Programs
Columbus

Portage Lakes Career Center

Lynn Hahn Wright, Adult Director
Green

James Ragland, Legislative Analyst, Columbus City Council

Columbus

Sandusky Career Center

MeLinda Ricci, COST Coordinator
Sandusky

Sinclair Community College

Workforce Development & Corporate Services

Brenda Latanza, Manager, Public Workforce Initiatives
Dayton

Southwest ABL Resource Center

Sinclair Community College

Lynn Reese, Executive Director
Dayton

Tri-County Adult Career Center

Kim McKinley, Director
Nelsonville

Trumbull Career & Technical Center

Vicki Thompson, Adult Education Director
Warren

United Way of Greater Cincinnati

Margaret Hulbert, V.P., Strategic Resources & Public Policy
Cincinnati

Upper Valley Joint Vocational School

John Villers, Director, Adult Education
Legislative Chair, Ohio ACTE
Piqua

Warren County Career Center

Margaret Hess, Superintendent
Thomas L. Harris, Director, Adult and Community Education
Lebanon

Washington County Career Center

Dewayne Poling, Director of Adult Technical Training
Marietta

Marsha Watts-Visher

Consultant, Lee Hecht Harrison
Developing Inclusive Schools and Community Organizations (DISCO)
Adjunct Instructor Cincinnati State Technical and Community College
Cincinnati

Wayne County Schools Career Center

Adult & Community Education

Bernadette Meyer, Supervisor
Lynn Moomaw, Director of Operations
Smithville

Workforce Connections of Adams & Brown Counties

Debora Plymail, Director
Winchester

WSOS Community Action Commission, Inc.

Kerrie Carte, Development Specialist
Fremont

Zane State College

Business and Industry Training

Bill Whipple, Director
Cambridge