

STARK TUSCARAWAS WORKFORCE DEVELOPMENT BOARD STRATEGIC PLAN 2024-2026

PREPARED FOR:



Stark and Tuscarawas Counties

A proud partner of the
American Job Center network

PREPARED BY:



ACKNOWLEDGEMENTS

Stark Tuscarawas Workforce Development Board

The **Stark Tuscarawas Workforce Development Board** (STWDB) assists area businesses in meeting their workforce needs by coordinating the workforce development activities of the numerous employment, education and economic development entities in the region and overseeing job seeker services through OhioMeansJobs Stark and Tuscarawas Counties.



Stark Tuscarawas Workforce Development Board
822 30th St. NW
Canton, OH 44709
<https://www.stwdb.org/>

OhioMeansJobs Stark and Tuscarawas Counties

OhioMeansJobs Stark and Tuscarawas Counties are Northeastern Ohio's premier workforce development and training centers that connect job seekers with employers by providing numerous resources in a single location.



Stark and Tuscarawas Counties
A proud partner of the
American Job Center network

OhioMeansJobs Stark and Tuscarawas Counties
<https://www.omjwork.com/>

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**Department of
Job & Family
Services**

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EXECUTIVE SUMMARY

PROACTIVE LEADERSHIP

In the summer of 2023, the Stark Tuscarawas Workforce Development Board (STWDB) embarked on a strategic planning exercise aimed at crafting a robust and all-encompassing three-year strategic plan spanning from 2023 to 2026. This plan serves as a compass for guiding the board, staff, and the entire workforce system in making strategic decisions and preparations.

The first step in this process involved a thorough evaluation of the organization's current functions and operations, complemented by a review of its existing mission and vision statements to bring clarity and reaffirm its purpose.

An analysis of the landscape in which STWDB operates was conducted, encompassing federal and state regulations governing local workforce development boards, national best practices and trends in workforce development, and the unique realities of the local context.

To gain valuable insights, a series of one-on-one interviews, focus groups, and extensive meetings were conducted. Critical input was received from 54 participants, which included STWDB staff, local elected officials, board members, community leaders, partners, customers, and stakeholders across the Stark and Tuscarawas County region.

These discussions served the dual purpose of assessing past achievements and identifying the prevailing and future workforce requirements, as well as recognizing competitive advantages, opportunities, weaknesses, and threats. Additionally, these interactions aimed to pinpoint areas where improvements could be made.

STANDING OUT IN OHIO

Stark and Tuscarawas Counties stand out with their significant presence of manufacturing industries and metalworking occupations relative to the rest of the United States. In fact, 21 out of the 25 most heavily concentrated industries in the area are related to manufacturing. These industries have employment levels ranging from 9.68 times higher than the national average to an impressive 50.38 times higher. Similarly, among the top 25 occupations with the strongest regional concentrations, 13 of them involve metalworking. These roles have employment levels ranging from 3.47 times higher than the national average to 9.97 times higher.

At the same time, the expected job growth in the region is diverse and spans various industries, including commercial banking (largely due to an expanding national economy in the post-pandemic era), several manufacturing sectors, and services such as public higher education, civic, and social organizations, as well as services for the elderly and persons with disabilities.

TARGETING EMPLOYMENT NEEDS

In 2022, over 3,000 people used the Stark and Tuscarawas workforce development system. Many more residents could benefit from each county's one-stop service center.

According to the 2017-2021 5-Year American Community Survey, the overall jobless rate is 41%, matching the national rate. This rate, different from the unemployment rate, includes all potentially employable adults and is influenced by retirees and 16 to 19-year-olds not in the labor force.

Among those aged 25 to 54, jobless rates range from 18% to 23%, totaling around 34,000 potential workers. In the 16 to 19-year-old group, 13,900 are jobless, with 12,400 not in the labor force. For ages 20 to 64, the jobless rate is 25%, consistent with the national rate of 26%. Notably, individuals with disabilities have a 62% jobless rate (19,550 potential workers), while those without a high school diploma have a 53% jobless rate (9,374 potential workers). High school graduates face a 29% jobless rate (25,334 potential workers), and 27% of women with young children are jobless (10,400 potential workers, many needing childcare for employment).

STRATEGIC PLAN FINDINGS

The main question in the strategic planning process was how the workforce board could better fulfill its mission of helping local businesses meet workforce demands while effectively coordinating services for job seekers with various entities in the region.

The findings were organized by internal and external Strategy Concepts. Internally, this encompassed board governance, organizational management, and branding/marketing. Externally, it included industry engagement, job seeker awareness, and partner engagement.

INTERNAL STRATEGIES

BOARD GOVERNANCE

The goal of this Strategy Concept is to harness data insights to inform the board's strategic discussions and engagement efforts while maximizing existing communication channels to relay action items and achievements. To do this, the strategic plan calls for the development of an organizational dashboard to help the board track impact and facilitate board self-evaluation. Further, committees and subcommittees of the board are called upon to own and advance new organizational priorities.

ORGANIZATION MANAGEMENT

To support both compliance and strategic activities and improve the delivery of services to employers, the one-stop centers can modernize internal client tracking systems and utilize a customer relationship management tool (e.g., Executive Pulse through the Business Resource Network) to provide more employer information to the board and its partners. The strategy also calls upon the board to center efforts on the Workforce Investment Council – a 501(c) (3) nonprofit organization created to advance strategic workforce initiatives – and utilize existing staff and resources to coordinate multi-partner grant applications for non-WIOA special projects. Finally, the OMJ Centers' physical space needs will have to be reevaluated to support more efficient service delivery.

BRANDING AND MARKETING

To increase foot traffic at the one-stop centers and reach greater numbers of job seekers, the strategy focuses on making it easier to navigate the workforce development process and expanding public awareness through visuals designed for a customer and employer audience. This begins with having regular, timely information from customers about their career experiences and resource needs and readily adapting service delivery to better meet those needs. It will also require that four main websites for Stark and Tuscarawas County job seekers are linked, mobile friendly, jargon-free, and refreshed to meet the customer where they are in their employment journey.

EXTERNAL STRATEGIES

INDUSTRY ENGAGEMENT

The goals here are to strengthen the workforce board's relationships with employers in the region and deliver timely industry insights to job seekers and partners. The strategy calls for more real-time feedback from employers regarding in-demand job needs, as well as experiences with workers recruited from an OMJ Center. A strong emphasis is placed on expanding work-based learning opportunities aligned with in-demand industries and jobs, as well as working with employers to improve the desirability of their workplaces to improve talent attraction and retention.

JOB SEEKER ENGAGEMENT

One of the workforce board's ideal outcomes is that, through its services and partnerships, job seekers obtain employment or training that leads to or provides a family-sustaining wage. To do this, STWDB can help enhance informational resources about career pathways to engage adult workers and youth, optimize data collection to create more efficient service delivery and expand the one-stop model's presence throughout the community to make it easier for job seekers to access career resources.

PARTNER ENGAGEMENT

The workforce system relies on dozens of partner organizations that help job seekers access career, education, and training resources, among other services. With its close ties to employers and service providers, STWDB is in a strong position to be a regional convenor and knowledge sharer. Strategies focus on how the workforce board can help partners keep abreast of each other's activities and help broker new collaborations to support job seekers across Stark and Tuscarawas Counties.

STRATEGIC PLAN OVERVIEW

The Stark Tuscarawas Workforce Development Board (STWDB, or “the workforce board”), with support from OhioMeansJobs Stark and Tuscarawas Counties, engaged Camoin Associates (Camoin) to lead the workforce board through a three-year strategic planning process culminating in a final strategy document. This document provides an overview of the project and strategic planning process, a summary of existing conditions based on both quantitative and qualitative perspectives, strategies, and an action map that guides strategy implementation through 2026. Through this process, we aimed to answer the question: how can the workforce board be strategic in addition to meeting workforce system compliance requirements?

STWDB serves the northeast region of Ohio through OhioMeansJobs Stark and Tuscarawas Counties, which comprises two one-stop job centers – one in Canton, OH, and another in New Philadelphia, OH. The mission of the OhioMeansJobs One-Stop partnership is to support the mission of the Workforce Development Board and enhance economic development in Stark and Tuscarawas Counties by providing a common point of access to all partner programs and to the desired employment, education, and training information and activities for both employers and job seekers. The OhioMeansJobs One-Stop System strives to act as a consolidated employment resource for all One-Stop partner programs, employers, and job-seeker customers.

The 2024-2026 strategic planning process was a collaborative effort between STWDB and the Workforce Initiative Association (WIA), with insights from labor market information and input from numerous community partners. The following provides an overview of each phase of the process.

REVIEW OF EXISTING REPORTS AND RESOURCE MATERIALS

STWDB references various agreements and reports to guide its policies and procedures, while also exploring ways of being more strategic in delivering services to Stark and Tuscarawas Counties. In this first project phase, Camoin scanned existing plans, service agreements, and strategies to clarify STWDB’s current scope and role within the regional workforce system. The team also used this time to do high-level labor market research, compare STWDB’s current portfolio against best practices for workforce boards, and provide early direction on stakeholder engagement and eventual Situational Assessment.

ENGAGEMENT

In addition to STWDB staff and board members, Camoin engaged with Stark and Tuscarawas County employers, economic development and business organizations, workforce organizations, educational institutions, and service providers to understand current workforce challenges impacting hiring and retention trends, as well as current solutions and partnerships being utilized. Camoin engaged stakeholders through the following modes:

- **Focus Group Discussions** – Camoin hosted four, in-person focus groups with 33 local employers, economic development leaders, and community organizations, to generate a conversation around Stark and Tuscarawas Counties’ talent landscape and opportunities for the workforce board to support it.
- **Business Resource Network Virtual Focus Group** – Eight members of the Business Resources Network (BRN) joined a virtual session to discuss the workforce board’s role in a wider network of economic development and community partners working to support business attraction and retention efforts.
- **Interviews** – Camoin held one-on-one and small group conversations with seven partners and six STWDB and WIA staff members to do a deeper dive into the mechanics of the workforce board and other community partners.

- **Advisory Group and Board Presentations** – Camoin refined strategy concepts with the board’s Advisory Group before presenting them to STWDB board members and several representatives from the Ohio Department of Job & Family Services Office of Workforce Development on September 6, 2023. This Board Meeting enabled the project team to validate strategy direction and incorporate feedback before producing a final report.

SITUATIONAL ASSESSMENT

Upon completing quantitative and qualitative data collection, Camoin synthesized all findings into eight themes that later became the foundation for the final Strategy Development phase. Those themes included Board Engagement and Governance, Branding and Marketing, the Business Resource Network, Career Awareness, Data, Industry Engagement, Job Seeker Engagement, and Partner Engagement.

STRATEGY DEVELOPMENT

With guidance from STWDB, its Advisory Group, and board members, Camoin further refined the Situational Assessment into Strategy Concepts. The end results of this exercise are in the Strategies and Action Map sections of this report.

KEY FINDINGS

An early review of the workforce ecosystem in Stark and Tuscarawas Counties and an organizational evaluation of STWDB highlighted several important considerations for the development of this strategic plan.

OPERATIONAL AND STRATEGIC CONSIDERATIONS

From an operational perspective, the workforce board has various guiding documents, service partners, and WIOA reporting requirements that influence its daily work. The organization will maintain its commitment to these partnerships and data sharing throughout the course of its 2024-2026 Strategic Plan.

At the same time, STWDB is at an inflection point as it rethinks how to engage job seekers most effectively through the one-stop service model and be more strategic in responding to employers’ most in-demand skills needs. The COVID-19 pandemic prompted fewer job seekers to visit OMJ Centers in person to access career resources, and attendance continues to be low. However, as an organization whose board composition requires majority employer representation, STWDB is uniquely positioned to directly engage employers and disseminate their insights to job seekers and workforce system partners.

LABOR MARKET HIGHLIGHTS

Relative to the US, Stark and Tuscarawas Counties have high concentrations of manufacturing industries and metalworking occupations. In fact, 21 of the 25 industries in which the region has the highest concentrations (relative to the US) are in the manufacturing sector. The concentration of these manufacturing industries ranges from 9.68 to 50.38 times the national concentration. At the occupational level, various manufacturing occupations range from 3.47 to 9.97 times the national concentration. The data snapshot in the following figures provides helpful considerations about where to enhance career pathways resources and industry relationships.

Industries with the Greatest Relative Concentration in Stark and Tuscarawas Counties, 2023

NAICS	Industry	Location Quotient	2023 Jobs
331410	Nonferrous Metal (except Aluminum) Smelting and Refining	50.38	497
332991	Ball and Roller Bearing Manufacturing	24.70	613
327120	Clay Building Material and Refractories Manufacturing	23.17	643
311941	Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing	21.88	600
311412	Frozen Specialty Food Manufacturing	19.19	1,592
333519	Rolling Mill and Other Metalworking Machinery Manufacturing	19.09	282
336212	Truck Trailer Manufacturing	18.96	1,030
332321	Metal Window and Door Manufacturing	18.05	1,623
541420	Industrial Design Services	16.74	523
331314	Secondary Smelting and Alloying of Aluminum	16.39	117
712190	Nature Parks and Other Similar Institutions	16.26	280
903619	All Other Schools and Educational Support Services (Local Government)	15.44	1,098
333515	Cutting Tool and Machine Tool Accessory Manufacturing	15.32	399
316990	Other Leather and Allied Product Manufacturing	14.68	271
331210	Iron and Steel Pipe and Tube Manufacturing from Purchased Steel	14.16	451
331512	Steel Investment Foundries	13.68	183
331110	Iron and Steel Mills and Ferroalloy Manufacturing	13.46	1,397
332112	Nonferrous Forging	11.92	97
311520	Ice Cream and Frozen Dessert Manufacturing	11.53	371
331420	Copper Rolling, Drawing, Extruding, and Alloying	10.85	380
331221	Rolled Steel Shape Manufacturing	10.80	289
336330	Motor Vehicle Steering and Suspension Components (except Spring) Manufacturing	10.72	466
311513	Cheese Manufacturing	10.63	805
562219	Other Nonhazardous Waste Treatment and Disposal	9.95	261
331523	Nonferrous Metal Die-Casting Foundries	9.68	266

Source: Lightcast

Occupations with the Greatest Relative Concentration in Stark and Tuscarawas Counties, 2023

SOC	Occupation	Location Quotient	2023 Jobs
51-4062	Patternmakers, Metal and Plastic	9.97	31
51-4051	Metal-Refining Furnace Operators and Tenders	9.09	229
51-4071	Foundry Mold and Coremakers	8.96	138
51-4052	Pourers and Casters, Metal	7.47	61
53-7071	Gas Compressor and Gas Pumping Station Operators	7.18	47
51-4032	Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic	6.84	62
51-4061	Model Makers, Metal and Plastic	6.54	30
51-4022	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	6.03	93
51-5111	Prepress Technicians and Workers	5.67	174
41-9041	Telemarketers	5.66	688
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	5.14	194
51-4035	Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	5.13	107
47-5049	Underground Mining Machine Operators, All Other	4.84	15
51-6051	Sewers, Hand	4.76	39
29-1022	Oral and Maxillofacial Surgeons	4.71	38
51-8092	Gas Plant Operators	4.30	83
51-4191	Heat Treating Equipment Setters, Operators, and Tenders, Metal and Plastic	4.13	89
51-9196	Paper Goods Machine Setters, Operators, and Tenders	3.87	452
49-9045	Refractory Materials Repairers, Except Brickmasons	3.85	<10
19-1011	Animal Scientists	3.77	17
35-2015	Cooks, Short Order	3.70	659
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	3.69	357
51-4193	Plating Machine Setters, Operators, and Tenders, Metal and Plastic	3.69	153
49-9064	Watch and Clock Repairers	3.65	22
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	3.47	627

Source: Lightcast

Despite Stark and Tuscarawas Counties' high concentration of manufacturing industries and metalworking occupations, job growth over the next five years is expected across a diverse range of industries. These include Commercial Banking; Colleges, Universities, and Professional Schools; and Civic and Social Organizations, among others. This speaks to the range of career, education, and training resources that will be important considerations for supporting job seekers and meeting industry demand.

Industries with the Largest Expected Job Growth in Stark and Tuscarawas Counties, 2023-2028

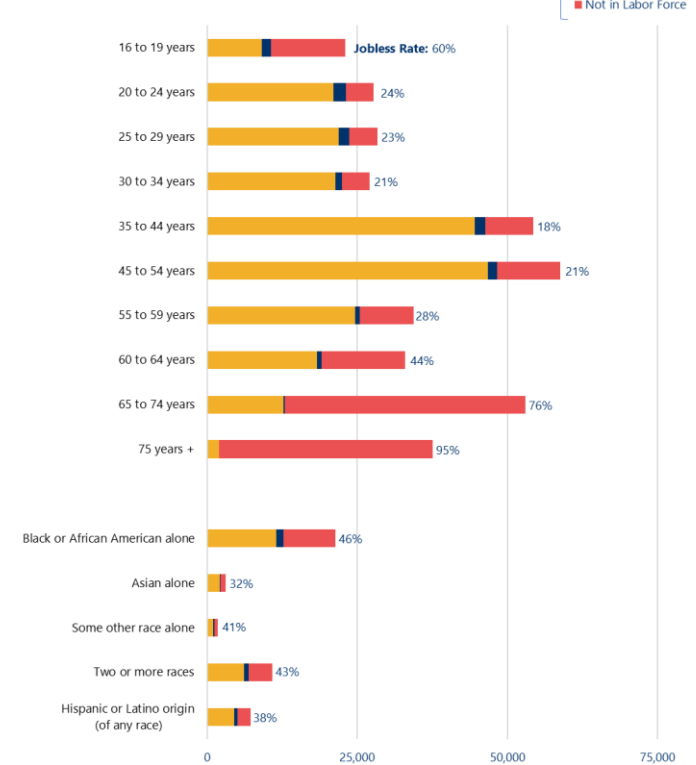
NAICS	Industry	Change
522110	Commercial Banking	944
332321	Metal Window and Door Manufacturing	521
903612	Colleges, Universities, and Professional Schools (Local Government)	494
311412	Frozen Specialty Food Manufacturing	386
813410	Civic and Social Organizations	345
624120	Services for the Elderly and Persons with Disabilities	255
722515	Snack and Nonalcoholic Beverage Bars	234
722511	Full-Service Restaurants	205
311941	Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing	199
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	188
561320	Temporary Help Services	180
455211	Warehouse Clubs and Supercenters	172
326211	Tire Manufacturing (except Retreading)	140
712190	Nature Parks and Other Similar Institutions	133
425120	Wholesale Trade Agents and Brokers	131
331420	Copper Rolling, Drawing, Extruding, and Alloying	123
311520	Ice Cream and Frozen Dessert Manufacturing	123
713950	Bowling Centers	117
623311	Continuing Care Retirement Communities	114
336390	Other Motor Vehicle Parts Manufacturing	113
492210	Local Messengers and Local Delivery	109
238210	Electrical Contractors and Other Wiring Installation Contractors	104
561110	Office Administrative Services	103
551114	Corporate, Subsidiary, and Regional Managing Offices	102
Total (Net) Regional Expected Job Growth		2,561

Source: Lightcast

Shifting gears to workforce supply, Stark and Tuscarawas Counties' overall jobless rate (i.e., individuals who are unemployed or not in the labor force) is 41% for ages 16+, which is consistent with the national rate. The largest contributors to that rate are residents age 60+ who have left the labor force (retired) and those aged 16–19 who are not in the labor force. The jobless rates among the prime working-age population (ages 25–54) range from 18% to 23%, representing roughly 34,000 potential additional workers.

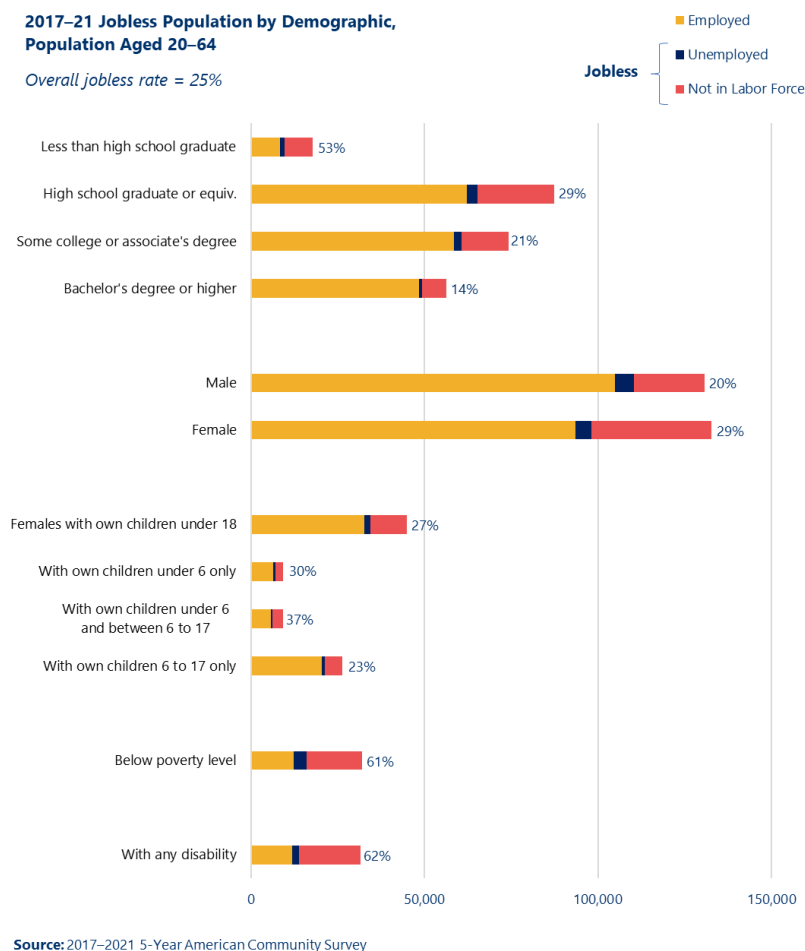
2017–21 Jobless Population by Demographic, Population Aged 16+

Overall jobless rate = 41%



Source: 2017–2021 5-Year American Community Survey

Thinking about priority service populations across the workforce system in Stark and Tuscarawas Counties, we also see individuals with disabilities and without a high school diploma facing disproportionately high jobless rates. 62% of individuals with disabilities are jobless (compared to 59% nationally) and 53% of those without a high school diploma are jobless (compared to 45% nationally). This represents a total of nearly 29,000 potential workers that the workforce system can support.



ENGAGEMENT THEMES

In addition to a high-level data pull to understand the labor market in Stark and Tuscarawas Counties, eight overarching themes emerged from the focus groups and interviews with area stakeholders and the STWDB and WIA teams. These categories laid the groundwork for the development of Strategy Concepts, which the next section of this document outlines in detail.

Engagement Themes and Takeaways

- | | |
|--|--|
| <p>1) Board Engagement and Governance</p> <ul style="list-style-type: none"> ▪ Increase front-end engagement with Board to advance goals. ▪ Implement Board self-evaluation against strategic plan goals. <p>2) Branding and Marketing</p> <ul style="list-style-type: none"> ▪ Improve transparency into workforce system. ▪ Rebrand workforce board and services. ▪ Improve website clarity. ▪ Outline best practices in hybrid service and training delivery. ▪ Create a roadmap for customer and partner experience. <p>3) Business Resources Network</p> <ul style="list-style-type: none"> ▪ Enhance effectiveness of BRN/Business-Education partnership. <p>4) Career Awareness</p> <ul style="list-style-type: none"> ▪ Engage middle school and high school students with career awareness. ▪ Fund career navigators in all high schools. | <p>5) Data</p> <ul style="list-style-type: none"> ▪ Optimize candidate data collection and dissemination. ▪ Use data to enhance strategic business engagement. <p>6) Industry Engagement</p> <ul style="list-style-type: none"> ▪ Simplify initial account setup. ▪ Host a major career fair and other events. <p>7) Job Seeker Engagement</p> <ul style="list-style-type: none"> ▪ Bring OMJ to the community. ▪ Simplify the job and service application process. ▪ Customized service for job seekers. ▪ OMJ staff training. ▪ Create employment program within OMJ centers for job seekers. <p>8) Partner Engagement</p> <ul style="list-style-type: none"> ▪ Cement STWDB as a regional workforce convenor ▪ Become a repository of business needs. ▪ Complete a landscape assessment of the region's workforce providers, programs, and impact. ▪ Host a Workforce System Summit. |
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STRATEGY FRAMEWORK

The strategies and Action Map in this document are implementation-oriented and organized under common thematic areas that emerged from Camoin's research and engagement efforts. From the highest level to the most specific, we have outlined **Strategy Concepts, Goals, Objectives, and Tactics**.

Strategy Concepts represent themes that emerged from Camoin's research and engagement phases. Strategy Concepts fall into two broad categories: Board and Organizational and External Engagement (see below).

Strategy Concepts



Board and Organizational Strategy Concepts focus on the internal activities of the workforce board, including Board Governance, Organizational Management, and Branding and Marketing. Since STWDB has various agreements, memoranda of understanding, and compliance requirements in place, this set of Strategy Concepts ensures that the organization has a strong foundation to support staff operations, board engagement, and service delivery.

Goals of Board & Organizational Strategy Concepts

1. Board Governance - Use data insights to guide strategy discussion and engagement; use existing avenues for communications around action items and successes.
2. Organizational Management - Optimize systems and staff engagement to support both compliance and strategic activities.
3. Branding and Marketing - Ensure employers, educators, community organizations, job seekers, and government partners can easily access and navigate relevant information about the workforce board.

External Engagement Strategy Concepts focus on STWDB's day-to-day interactions with clients and partners, including Industry Engagement, Job Seeker Engagement, and Partner Engagement. These strategies provide direction on how STWDB can be more strategic within a larger workforce ecosystem in Stark and Tuscarawas Counties.

Goals of Board & Organizational Strategy Concepts

1. Industry Engagement - Strengthen relationships with employers in the region; identify and broaden onramps into in-demand jobs; communicate employer job and skills needs to job seekers, the community, and the workforce system.
2. Job Seeker Engagement - Connect Stark and Tuscarawas County job seekers with employment and training opportunities that lead to or provide a family-sustaining wage.

3. **Partner Engagement** - Increase transparency into workforce and workforce-adjacent services; expand employment and training opportunities for job seekers through current and new workforce system partnerships.

Next, **Objectives** succinctly capture the intended outcomes of each Strategy Concept. There are two or three Objectives per Strategy Concept. Finally, **Tactics** provide detailed guidance on ways in which STWDB can execute its 2024-2026 Strategic Plan. Each Objective has anywhere from one to four Tactics. The **Action Map** section of this report elaborates on the Objectives and Tactics that fall under each Strategy Concept.

The following summarizes the features of each Strategy Concept:

BOARD GOVERNANCE

The goal of this Strategy Concept is to harness data insights to inform the board's strategic discussions and engagement efforts while maximizing existing communication channels to relay action items and achievements. To do this, the strategic plan calls for the development of an organizational dashboard to help the board track impact and facilitate board self-evaluation. Further, committees and subcommittees of the board are called upon to own and advance new organizational priorities.

ORGANIZATION MANAGEMENT

To support both compliance and strategic activities and improve the delivery of services to employers, the one-stop centers can modernize internal client tracking systems and utilize a customer relationship management tool (e.g., Executive Pulse through the Business Resource Network) to provide more employer information to the board and its partners. The strategy also calls upon the board to center efforts on the Workforce Investment Council – a 501(c) (3) nonprofit organization created to advance strategic workforce initiatives – and utilize existing staff and resources to coordinate multi-partner grant applications for non-WIOA special projects. Finally, the OMJ Centers' physical space needs will have to be reevaluated to support more efficient service delivery.

BRANDING AND MARKETING

To increase foot traffic at the one-stop centers and reach greater numbers of job seekers, the strategy focuses on making it easier to navigate the workforce development process and expanding public awareness through visuals designed for a customer and employer audience. This begins with having regular, timely information from customers about their career experiences and resource needs and readily adapting service delivery to better meet those needs. It will also require that four main websites for Stark and Tuscarawas County job seekers are linked, mobile friendly, jargon-free, and refreshed to meet the customer where they are in their employment journey.

INDUSTRY ENGAGEMENT

The goals here are to strengthen the workforce board's relationships with employers in the region and deliver timely industry insights to job seekers and partners. The strategy calls for more real-time feedback from employers regarding in-demand job needs, as well as experiences with workers recruited from an OMJ Center. A strong emphasis is placed on expanding work-based learning opportunities aligned with in-demand industries and jobs, as well as working with employers to improve the desirability of their workplaces to improve talent attraction and retention.

JOB SEEKER ENGAGEMENT

One of the workforce board's ideal outcomes is that, through its services and partnerships, job seekers obtain employment or training that lead to or provide a family sustaining wage. To do this, STWDB can help enhance informational resources about career pathways to engage adult workers and youth, optimize data collection to create more efficient service delivery, and expand the one-stop model's presence throughout the community to make it easier for job seekers to access career resources.

PARTNER ENGAGEMENT

The workforce system relies on dozens of partner organizations that help job seekers access career, education, and training resources, among other services. With its close ties to employers and service providers, STWDB is in a strong position to be a regional convenor and knowledge sharer. Strategies focus on how the workforce board can help partners keep abreast of each other's activities and help broker new collaborations to support job seekers across Stark and Tuscarawas Counties.

MEASURING SUCCESS

The workforce board will have succeeded in its efforts if it fulfills its mission, realizes local workforce performance goals, and achieves regional impact. The Action Map in the final section of this report recommends a pathway forward for implementing the 2024-2026 strategies. A performance dashboard should include both output and outcome measures as Key Performance Indicators (KPIs) to help STWDB track the progress of its proactive leadership initiatives and evaluate the outcomes of its strategic plan over the three-year period.

The following overarching results and impact of these efforts (the **Outcomes**) are as follows:

Strategic Plan Outcomes

1. Alignment of the workforce board's activities with its mission of helping local businesses meet workforce demands.
2. Evaluation of the effectiveness of coordinated services for job seekers in the region.
3. Reduction in local jobless rates for various age groups and demographics.
4. Increase in the number of employable adults finding employment.
5. Improvement in job opportunities for disabled individuals and high school graduates.
6. Measurement of the overall impact of the strategic plan on the Stark and Tuscarawas County region.
7. Assessing whether the workforce development board has contributed to the economic growth and development of the region.

Activities and processes (the **Outputs**) are described in the Action Matrix on the following pages to help the board and management team measure and monitor progress in achieving success.

ACTION MAP

INTERNAL ACTIONS			
1. BOARD GOVERNANCE			
1a. Develop an organization dashboard to track impact and support board self-evaluation against the 2024-2026 Strategic Plan.			
	Tactic	Implementation Timeframe	Key Partners
i.	Confirm key performance indicators linked to the Strategic Plan.	0-6 months	Executive Director and Board Members
ii.	Identify a platform to import and update key performance indicators (e.g., PowerBI, Tableau).	3-6 months	Executive Director
iii.	Use the dashboard to generate content for future reports to the community, Resource Center reports, and other documents.	6-12 months	Executive Director and Board Members
Outputs (Activities and Processes) Development of Organizational Dashboard: <ul style="list-style-type: none"> Percentage completion of the organizational dashboard. Frequency of updates and utilization of the dashboard for strategic discussions. 			
1b. Enhance biweekly updates with recommended actions and a quarterly summary of board activities.			
	Tactic	Implementation Timeframe	Key Partners
i.	When applicable, include an "Action Needed" section alongside each biweekly topic that recommends a next step for the full board or for specific committees.	0-6 months	Executive Director and Board Chair
ii.	Add a section that spotlights recent board and committee activities in the last Biweekly Update of each quarter to ensure board members have regular visibility into the organization's accomplishments and current priorities.	0-6 months	Executive Director and Board Chair
iii.	Leverage an organization data dashboard to help the board make decisions about where to allocate resources.	6-12 months	Executive Director and Board Chair
Outputs (Activities and Processes) Committee and Subcommittee Actions:			

- Number of new actions or initiatives proposed and implemented by committees and subcommittees.
- The impact of these actions on advancing the board's priorities.

2. ORGANIZATIONAL MANAGEMENT

2a. Modernize an internal tracking system to automate notifications about compliance requirements and track workforce system engagement.

	Tactic	Implementation Timeframe	Key Partners
i.	Identify or enhance a tool that can automatically generate notifications about board member recruitment and onboarding processes and compliance activities (e.g., Microsoft Dynamics, Salesforce).	0-6 months	Executive Director
ii.	Identify or enhance a customer relationship management tool that will help the workforce board track outreach and turn strategic opportunities into action (e.g., Executive Pulse through BRN).	3-6 months	Executive Director WIA staff Business Resource Network

Outputs (Activities and Processes)

Modernization of Client Tracking Systems:

- Progress in modernizing internal client tracking systems.
- Integration and utilization of the customer relationship management (CRM) tool for better service delivery.

2b. Center efforts on the Workforce Investment Council as an avenue for non-WIOA funding that supports special projects.

	Tactic	Implementation Timeframe	Key Partners
i.	Coordinate multi-partner grant applications and grants administration for initiatives in the region with workforce components.	1-2 years	Executive Director Board Members Partners/Providers WIA Staff

Outputs (Activities and Processes)

Establishment of 501(c)(3) Nonprofit Organization:

- Successful reactivation of the nonprofit organization.
- Number of multi-partner grant applications submitted and approved through the nonprofit.

2c. Reevaluate OMJ Center physical space needs to support more efficient service delivery and more effectively connect with job seekers.

	Tactic	Implementation Timeframe	Key Partners
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i.	Assess foot traffic in Stark and Tuscarawas OMJ Centers to capture trends pre-2020 and post-2020.	6-12 months	WIA Staff OMJ Centers
ii.	Determine if space design supports a seamless customer experience (e.g., job seeker services, employer events, partner meetings, etc.).	1-2 years	Executive Director WIA Staff
Outputs (Activities and Processes) Reevaluation of OMJ Center Physical Space: <ul style="list-style-type: none"> Assessment and recommendations for reevaluating physical space for improved service delivery. Implementation of space optimization measures. 			
3. BRANDING & MARKETING			
3a. Engage the Board's Public Relations Committee in conducting user experience research to ensure www.omjwork.com and www.stwdb.org are intuitive for target audiences to find and navigate.			
	Tactic	Implementation Timeframe	Key Partners
i.	Confirm target audiences and outline a plan to solicit their feedback on current websites and opportunities for improvement.	6-12 months	Executive Director
ii.	Identify and provide one-time incentives to job seekers to share their input on www.omjwork.com features (e.g., gift cards).	6-12 months	Executive Director WIA Staff Partners/Providers
Outputs (Activities and Processes) Enhanced Branding and Marketing: <ul style="list-style-type: none"> Measures of increased foot traffic at one-stop centers. Measures of virtual engagement with OMJ Center website. Feedback and satisfaction ratings from job seekers regarding the ease of navigating the workforce development process. 			
3b. Enhance www.strengtheningstarkmeansjobs.com/ and www.tuscountymeansjobs.net/ as community tools to ensure job seekers have accessible information about the most in-demand job openings and career pathways at Stark and Tuscarawas County employers.			
	Tactic	Implementation Timeframe	Key Partners
i.	Link to these websites on www.omjwork.com .	0-6 months	Executive Director Partners/Providers OMJ
ii.	Add career pathways information from OhioMeansJobs or other relevant sources.	0-6 months	Executive Director

			Partners/Providers OMJ
iii.	Continuously update websites to be mobile-friendly.	1-2 years	Executive Director Partners/Providers OMJ
Outputs (Activities and Processes) Improved Website Accessibility: <ul style="list-style-type: none"> Progress in linking and making websites mobile-friendly. User feedback and improvements in website usability. 			
3c. Create visual roadmaps for the customer and employer experience to increase transparency around the job search and hiring process.			
	Tactic	Implementation Timeframe	Key Partners
i.	With help from the board's One-Stop Committee, clarify key milestones along the job seeker journey to set expectations about resources and programs available through OMJ Centers and workforce system partners.	6-12 months	Executive Director Board One-Stop Committee OMJ Centers WIA Staff
ii.	Visualize the employer journey when an HR representative reaches out to an OMJ center for support with a hiring initiative.	6-12 months	Board Members Employers/BRN OMJ Centers WIA Staff Partners/Providers
Outputs (Activities and Processes) Visualizing the job seeker and employer journeys <ul style="list-style-type: none"> Satisfaction surveys from job seekers regarding the clarity of the job seeker journey. Feedback from HR representatives on the usefulness of the visualization. Percentage of HR representatives who have used the visualization. Number and percentage of employers who report improved communication and responsiveness. Improvement in employer satisfaction scores. Impact on job placements or hiring success rates as a result of improved communication with employers. 			

EXTERNAL ACTIONS			
4. INDUSTRY ENGAGEMENT			
4a. Use business data and labor market information to create more real-time feedback loops with employers.			
	Tactic	Implementation Timeframe	Key Partners
i.	Validate in-demand jobs, skillsets, and credentials with employers on an annual basis (through surveys or in-person convening) and report the latest information to the wider workforce system.	1-2 years	Employers/Economic Development Leaders BRN
ii.	Implement brief employer feedback surveys six months after an employee is hired through an OMJ center to collect insights on the worker's job readiness.	6-12 months	Executive Director Employers/Economic Development Leaders WIA Staff
4b. Work with employers to expand work-based learning opportunities aligned with in-demand industries and jobs to help industry play a proactive role in talent pipeline development.			
	Tactic	Implementation Timeframe	Key Partners
i.	Share information on the variety of WBL experiences that can help businesses with talent development (e.g., apprenticeship, pre-apprenticeship, internships, on-the-job training).	6-12 months	Employers/Economic Development Leaders Community Organizations Educational Institutions
ii.	Coordinate letters of support among employers and the workforce system to strengthen regional collaboration around starting, funding, and expanding WBL opportunities.	Ongoing	Employers/Economic Development Leaders Community Organizations Educational Institutions Partners/Providers
4c. Support the expansion of good jobs in Stark and Tuscarawas Counties to help with talent attraction and retention among area employers.			
	Tactic	Implementation Timeframe	Key Partners
i.	Create and launch a job quality assessment tool to help employers diagnose and resolve talent attraction and retention challenges.	2-3 years	Economic Development Leaders Employers

			BRN
Outcomes (Results and Impact): Industry Engagement: <ul style="list-style-type: none"> Percentage increase in real-time feedback from employers. Number of work-based learning opportunities created. Improvement in talent attraction and retention based on employer feedback. 			
5. JOB SEEKER ENGAGEMENT			
5a. Enhance informational resources about career pathways to engage adult and youth job seekers and foster greater connections with area employers.			
	Tactic	Implementation Timeframe	Key Partners
i.	Develop infographics of common entry points (such as jobs, training programs, and credentials) into in-demand industries in Stark and Tuscarawas counties. Include this information on https://www.omjwork.com/ , www.strengtheningstarkmeansjobs.com , www.tusccountymeansjobs.com and share the updates with community partners.	6-12 months	Executive Director and Board Members Partners and Providers OMJ WIA Community Organizations
5b. Optimize candidate data collection to create more efficient service delivery while meeting state data reporting requirements.			
	Tactic	Implementation Timeframe	Key Partners
i.	Expand initial data intake with targeted questions to make it more efficient to match job seekers with services.	0-6 months	Partners and Providers WIA OMJ
ii.	Utilize or create fields in the case management system to flag job seekers requiring extra hands-on support navigating the job search.	6-12 months	WIA
iii.	Monitor levels of job seeker engagement during different activities (e.g., account setup, training modules, or programs) to adjust operations and staff workflow planning as needed.	1-2 years	Partners and Providers WIA
5c. Expand OMJ in the community to increase job seeker awareness about services.			
	Tactic	Implementation Timeframe	Key Partners

i.	Co-locate staff at other community institutions once or twice per week to provide in-person connections with job seekers with limited or no internet access.	6-12 months	Partners and Providers WIA OMJ
Outcomes (Results and Impact) Job Seeker Engagement: <ul style="list-style-type: none"> Percentage increase in job seekers connected to employment and training opportunities. Efficiency improvements in service delivery based on data collection and analysis. Increased awareness and accessibility of OhioMeansJobs in the community. 			
6. PARTNER ENGAGEMENT			
6a. Cement Stark Tuscarawas Workforce Development Board as a regional workforce convenor and knowledge sharer to keep system partners abreast of each other's activities and surface new collaboration opportunities.			
	Tactic	Implementation Timeframe	Key Partners
i.	Enhance the job seeker referral process between system partners through improved job seeker data.	2-3 years	Partners and Providers WIA
ii.	Collaborate with the BRN to become a repository of employers' talent needs and priorities.	1-2 years	Employers/Economic Development Leaders BRN
iii.	Complete and maintain a landscape assessment of the region's workforce providers, programs, and impact and regularly provide updates to the BRN.	6-12 months	Executive Director BRN
iv.	Host an annual Workforce System Summit to regularly bring together workforce system partners, have opportunities to exchange best practices, and generate new workforce solutions.	6-12 months	Executive Director and Board Members Partners and Providers Employers OMJ WIA Community Organizations
6b. Expand career pathways resources to ensure partners have up-to-date information on industry trends and on-ramps/off-ramps into in-demand occupations.			
	Tactic	Implementation Timeframe	Key Partners

i.	Charge the board's Youth Committee to engage high school CTE offices and adult learning programs (e.g. Buckeye Career Tech) and ensure information is at the right level of detail for programming.	1-2 years	Board Youth Committee Partners/Providers
ii.	Provide regular updates on career pathways resources to other workforce system partners.	Ongoing	Executive Director Employers Partners/Providers
Outcomes (Results and Impact) Partner Engagement: <ul style="list-style-type: none"> ○ Assessment of partner organizations' awareness of each other's activities. ○ Number of new collaborative opportunities facilitated by the board. ○ Improved outcomes for job seekers based on collaborative efforts. 			



Camoin Associates was proud to partner with the Stark Tuscarawas Workforce Development Board to help produce the 2024-2026 organizational strategy.

As the nation's only full-service economic development and lead generation consulting firm, Camoin Associates empowers communities through human connection backed by robust analytics.

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