

Workforce UPDATE



Unemployment in Northwest Ohio went from 9.1% to 7.9% from January to March of 2013. In March of 2012 it was 9.16%. This reflects a positive increase in employment in the area. The total available workforce, which includes all employed and unemployed people, was 603,000 in March of 2013 compared to 607,500 in March of 2012. This is a slight decline of 0.7%. Reasons for this decline may indicate possible trends in area demographics due to retirements or population shifts. The current number, however, is showing an increase in the workforce available in our area over the past quarter. Ohio's workforce number is stable and the rest of the country is showing a very slight decline.

growth from the workforce in Northwest Ohio. Five out of the top 10 businesses hiring are in healthcare. The leading open job categories in our area in March as identified by Want Ad Analytics are Sales, Transportation, Office Support, Healthcare, and Management Occupations. There were 13,440 job openings in the area in March. Truck drivers, retail sales, registered nurses, retail supervisors and industrial engineers were the top five open positions.

The Regional Growth Partnership and JobsOhio, in collaboration with Owens Community College, offer a quarterly snapshot of the economic health in Northwest Ohio. These items indicate the strength of our regional economies as well as success stories.

The Gross Regional Product metric continues to trend upward, which indicates continued productivity

Top 10 Corporations Hiring

1. ProMedica
2. Fostoria Community Hospital
3. ProMedica Toledo Hospital
4. Victoria's Secret
5. Lowe's
6. Kay Management
7. American Electric Power
8. Cooper Tire & Rubber Company
9. Blanchard Valley Health Systems
10. HCR ManorCare

Top 5 Open Occupations

1. Sales and Related Occupations
2. Healthcare Practitioners and Technical
3. Office and Administrative Support
4. Transportation and Material Moving
5. Management Occupation

Top 10 Manufacturers Hiring

1. Cooper Tire & Rubber Company
2. Owens Corning
3. Dana Holding Corporation
4. Owens-Illinois
5. Whirlpool
6. First Solar
7. NORPLAS Industries
8. Kalmbach Feeds, Inc.
9. Xunlight Corp.
10. Johns-Manville

Top 5 Open Manufacturing Occupations

1. Architecture and Engineering
2. Production
3. Business and Financial Operations
4. Management
5. Office and Administrative Support

Source: Want Ad Analytics

How to Play in the Sandbox

It is important for economic development leaders to look at how cooperation becomes the foundation for a successful business model. One regional success story is worth repeating as it demonstrates the qualities of leadership found in Northwest Ohio.

Over 10 years ago, the City of Maumee was approached by the Regional Growth Partnership (RGP) regarding a major economic development prospect that was interested in a site west of their border. The company had a substantial investment in the community and was looking at competing sites in Indiana and Michigan for their new Technology Center. Several issues needed to be addressed with the Ohio location or the company would not choose Ohio.

The issues to be reconciled were: the company wanted to be in Maumee, the land was located in Monclova Township, and the City of Toledo owned the land. The three entities worked out jurisdictional issues to win the project while creating joint tax sharing zones, benefiting all parties.

With the project, all of the political jurisdictions came to the conclusion that it was in the region's interest that a cooperative approach to economic development be adopted. Maumee, Toledo, Monclova Township, Lucas County, and the private non-profit Regional Growth Partnership were aware of the cost of conflict. It meant no sale!

Common sense led to the sale of the land to the company at a reduced price. The company desired the property's annexation to Maumee where several of its other operations were already located. Monclova Township agreed to the annexation provided they continue to receive tax revenue from the parcel. Maumee annexed the site and agreed to provide city services to the company. Maumee also granted

two key tax incentives to the company, which represented somewhat of a reduction in revenue that the City would otherwise get.

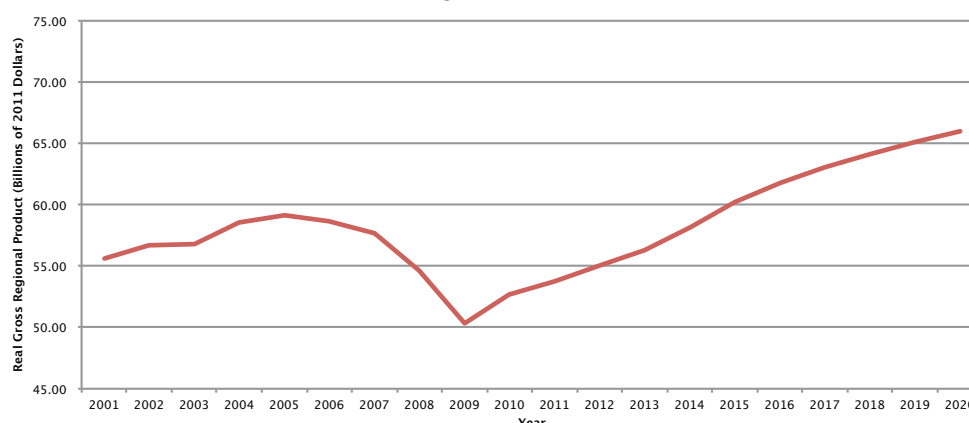
The deal to get the company's Technology Center in Maumee was accomplished through a provision in Ohio law known as a Cooperative Economic Development Agreement (CEDA). This agreement created a 550-acre tax sharing zone between the three governments known as the Monclova, Maumee, and Toledo Joint Economic Development Zone. The zone itself is located in Monclova Township with the parties splitting income tax revenues equally.

The real wisdom of collaboration became apparent during the recent recession. The company was forced to restructure due to bankruptcy and downsize its workforce. The Technology Center became a ready and cost-effective option to house the corporate headquarters and keep hundreds of high-paying technical jobs in the region.

Were it not for the various governmental, non-profit, and private sector interests coming together in 2002, it is most likely that the Technology Center would have gone elsewhere and our region would have lost the headquarters of a signature Fortune 500 company, The Dana Holding Corporation.

"Working together contributes to economic benefits that can be much longer term," said John Jezak, Maumee City Administrator. "Northwest Ohio has demonstrated its ability to collaborate for the common good of its neighbors. It is a reason for continued investment in the region."

Real Gross Regional Product (\$2011) for the Northwest Ohio Region from 2001 until 2020



Gross Regional Product
Market value of all final goods and services produced within a given area and time.

What's in your Company? *Promoting From Within*

What costs more - hiring employees from the outside or promoting from within? According to a recent study published in the Wall Street Journal, external hires get paid more, but during their first two years on the job receive significantly lower marks in performance reviews. They are also much more likely to get laid off than are those promoted from within. Also noted in the study was that external hires made significantly more than the internal hires in the same jobs and were more likely to be fired from their new jobs than were those who had been promoted from within a company.

Such external hires may have more education and experience but they lack organizational experience that is critical for their company's success. Often people in an organization lose some productivity bringing an outside hire up to speed. The cost of employment increases as pay eventually increases to the level of the new hires. If one hired a "super star" for their strengths it often depended on their former firm's resources, networks and colleagues as to the level of success they had in their new position. It is important to know the true cost of hiring outside talent compared to promoting from within. Promoting

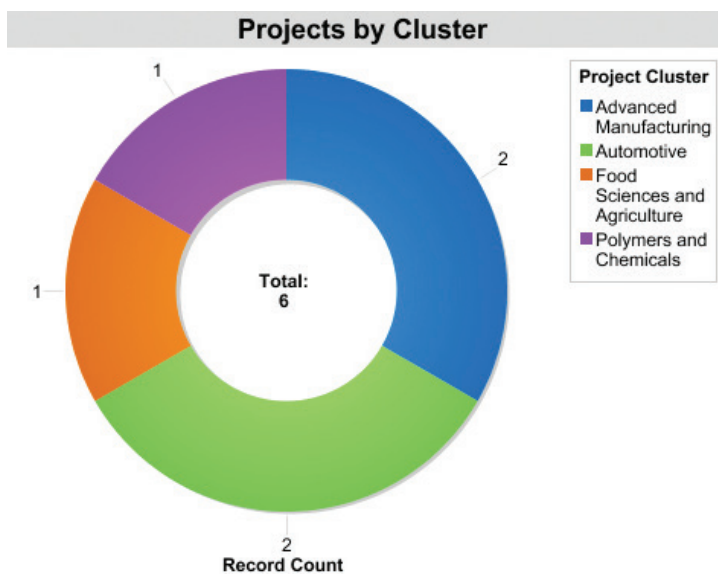
from within can save time and money as well as strengthen overall employee morale.

Being successful at promoting from within requires a culture that nurtures talent and promotes high-performing employees on the basis of measurable accomplishments. Success metrics carry a risk of failure and many people do not feel qualified to take a risk. One approach to consider is the development of a company training strategy based on metrics that support a firm's mission. The core component of such a strategy consists of three parts: Leadership, Skill, and Project Management.

Owens Community College addresses these areas with numerous supervisory, computer and project management training courses that are offered to area businesses. Supervisory and leadership courses create the culture of learning that forms a foundation of confidence for people to take on risk. The technical training component such as computer training creates confidence to try new skills and make small learning errors that are recoverable. The third part of the formula is Project Management training in

which a small project is undertaken within a structure to demonstrate one's ability to take risk, apply new skills and learn from it. These popular non-credit courses are customizable to a particular industry or are available through Owens Workforce schedules. Contact Owens at wcs@owens.edu.

To promote confidently from within often requires doing things differently but with support. The positive outcome of such efforts will create success stories for other people in the company. Trial and error is a great learning process for everyone. Noble failure produces learning for improvement. It is a means of preventing blunders that are disastrous. This is a reasonable means to identify internal candidates to handle new tasks and show you their capabilities. Professional training supports promote from within and allows people with potential to take on an increasing number of responsibilities. It identifies talent that is in your company.



JOBSONIO AND INVESTMENT - 1ST QUARTER 2013

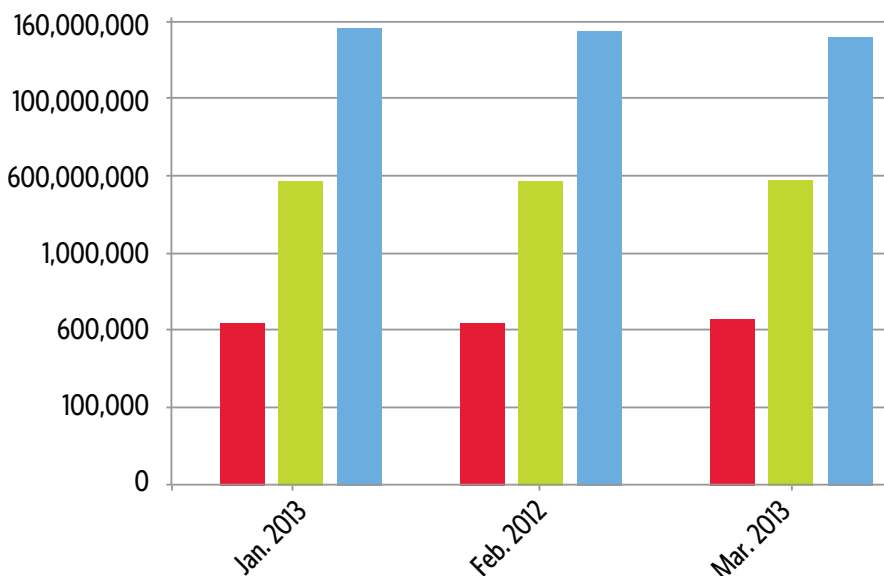
6 Closed Won Projects

3,343 Jobs Created & Retained

\$84,409,900 Capital Investment

TOTAL AVAILABLE WORKFORCE

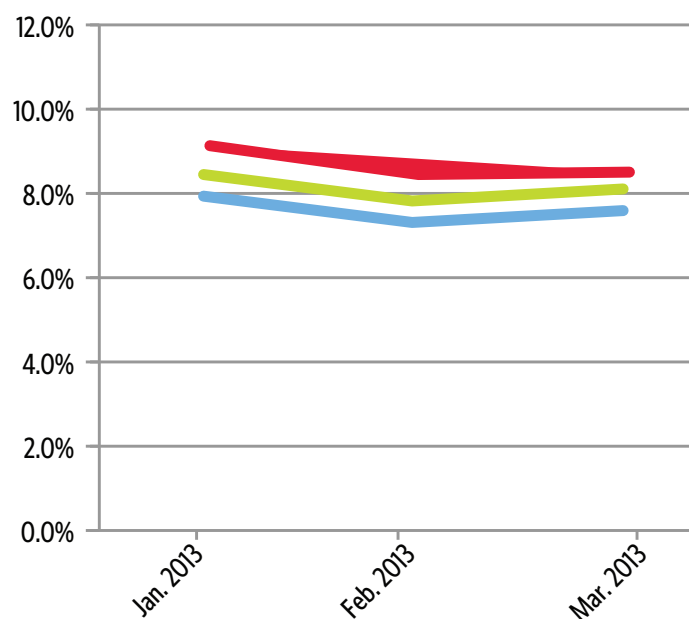
Northwest Ohio Ohio U.S.



Source: OhioLMI

UNEMPLOYMENT RATE

Northwest Ohio Ohio U.S.



Source: OhioLMI