

Final Local Plan
Under
The Workforce Investment Act of 1998

Lake County Local Workforce Investment Area

Lake County Board of Commissioners
Lake County Workforce Investment Board

Administrative Entity and Fiscal Agent:
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Table of Contents

Item

Page Number

Plan Content

1. Workforce Investment Needs	1
a. Businesses	1
b. Jobseekers	2
c. Workers in the Local Area	3
d. Youth	4
e. Dislocated Workers	5
f. Adults	6
g. Displaced Homemakers	7
h. Incumbent Workers	8
i. Other Groups of Workers	9
2. Current & Projected Employment Opportunities	10
3. Necessary Job Skills	15
4. Description of One-Stop Delivery System	17
a. Status of Local One-Stop System	17
b. Role of One-Stop Operator	20
c. Copies of MOUs between Board and One-Stop Partners	21
d. Continuous Improvement	22
e. Intergovernmental Agreement	23
5. Local Levels of Performance	24
6. Adult & Dislocated Worker Employment & Training Activities	25
7. Individual Training Account System	29
8. Process to Contract for Training Services	30
9. Coordination with Statewide Rapid Response Activities	31
10. Youth Activities	32
11. Process for Public Comment and Input into Plan	35
12. Comments Disagreeing with Plan	36
13. Entity Responsible for Disbursal of Grant Funds	37
14. Competitive Process for Awarding Grants & Contracts	38
15. Criteria for Determination of Limited Training Funds	39
16. (Ohio Option Only) Distribution of Resources	40
17. (Ohio Option Only) Involvement of One-Stop Partners	41

Plan Modifications

42

Assurances

43

Signature Page

44

Plan Content

1) Identify the workforce investment needs of:

a) Businesses;

The identified workforce investment needs of **businesses** are:

- To increase productivity;
- To compete effectively in appropriate markets, whether local or global;
- To attract and retain high-skill, high-performance employees;
- To achieve appropriate quality standards for products/services.

Resources and services to meet these needs may include:

- Assistance with downsizing and business closures, including dislocated worker services orientation;
- Customized employer services, such as customized training;
- Economic development resources and services;
- Employee development resources and services;
- Employee recruitment assistance, including marketing/publicizing of positions, generating qualified applicants, and referrals;
- Information about/referral for hiring incentives, employee training resources, and employment law;
- Labor market information.

b) Jobseekers;

The identified workforce investment needs of **jobseekers** are:

- To obtain and retain employment which permits economic self-sufficiency for the jobseeker and his/her dependents, and maximizes his/her career potential;
- To meet employer expectations for basic educational skills, occupation-specific skills, and “soft skills” such as work attitudes;
- To effectively use job search skills and resources;
- To maintain income and necessities of life while seeking employment.

Resources and services to meet these needs may include:

- Career directions (career assessment and planning, counseling);
- Community resources (available social and health services);
- Education and training (information on various training programs and financial aid);
- Job information and resources (local labor market information, Internet job resources, resume and interview assistance, researching local employers).

c) Workers in the local area;

Needs of incumbent workers in the local area are:

- To obtain credentials, recognized by business and industry, of portable skills;
- To upgrade existing skills to keep up with employer demands created by technological advances and other changes in the marketplace.

Resources and services to meet these needs may include:

- Career directions (career assessment and planning, counseling);
- Community resources (available social and health services);
- Education and training (information on various training programs and financial aid);
- Job information and resources (local labor market information, Internet job resources, resume and interview assistance, researching local employers).

d) **Youth;**

Workforce investment needs of **youth** are identified as:

- To receive preparation for, and success in, employment;
- To improve educational achievement;
- To receive comprehensive career guidance and counseling;
- To experience the connection between work and learning;
- To obtain pre-employment and work maturity skills;
- To develop citizenship and leadership skills.

Resources and services to meet these needs may include:

- Dropout prevention and alternative education activities;
- Provision of work experience;
- Receipt of adult support and mentoring;
- Leadership training;
- Career directions (career assessment and planning, counseling);
- Community resources (available social and health services);
- Education and training (information on various training programs and financial aid);
- Job information and resources (local labor market information, Internet job resources, resume and interview assistance, researching local employers).

e) **Dislocated workers;**

The identified workforce investment needs of **dislocated workers** are:

- To obtain and retain employment at a wage at or near the dislocation wage;
- To meet employer expectations for basic educational skills, occupation-specific skills, and “soft skills” such as work attitudes;
- To maintain income and necessities of life while seeking employment;
- To obtain credentials, recognized by business and industry, of portable skills;
- To upgrade existing skills to keep up with employer demands created by technological advances and other changes in the marketplace.

Resources and services to meet these needs may include:

- Career directions (career assessment and planning, counseling);
- Community resources (available social and health services);
- Education and training (information on various training programs and financial aid);
- Job information and resources (local labor market information, Internet job resources, resume and interview assistance, researching local employers).

f) Adults;

The identified workforce investment needs of **adults** are:

- To obtain and retain employment which permits economic self-sufficiency for the jobseeker and his/her dependents, and maximizes his/her career potential;
- To meet employer expectations for basic educational skills, occupation-specific skills, and “soft skills” such as work attitudes;
- To learn job search and retention skills;
- To maintain income and necessities of life while seeking employment.

Resources and services to meet these needs may include:

- Career directions (career assessment and planning, counseling);
- Community resources (available social and health services);
- Education and training (information on various training programs and financial aid);
- Job information and resources (local labor market information, Internet job resources, resume and interview assistance, researching local employers).

g) Displaced homemakers;

The identified workforce investment needs of **displaced homemakers** are:

- To develop plans for economic self-sufficiency;
- To meet employer expectations for basic educational skills, occupation-specific skills, and “soft skills” such as work attitudes;
- To learn job search and retention skills.

Resources and services to meet these needs may include:

- Career directions (career assessment and planning, counseling);
- Community resources (available social and health services);
- Education and training (information on various training programs and financial aid);
- Job information and resources (local labor market information, Internet job resources, resume and interview assistance, researching local employers).

h) Incumbent workers;

Needs of **incumbent workers** in the local area are:

- To obtain credentials, recognized by business and industry, of portable skills;
- To upgrade existing skills to keep up with employer demands created by technological advances and other changes in the marketplace.

Resources and services to meet these needs may include:

- Career directions (career assessment and planning, counseling);
- Community resources (available social and health services);
- Education and training (information on various training programs and financial aid);
- Job information and resources (local labor market information, Internet job resources, resume and interview assistance, researching local employers).

- i) Other groups of workers, identified by the Workforce Investment Board.**

WIA Sec. 118(b)(10), HB470 Sec. 6301.07(A)(1)

The Lake County Workforce Investment Board has targeted no other groups of workers.

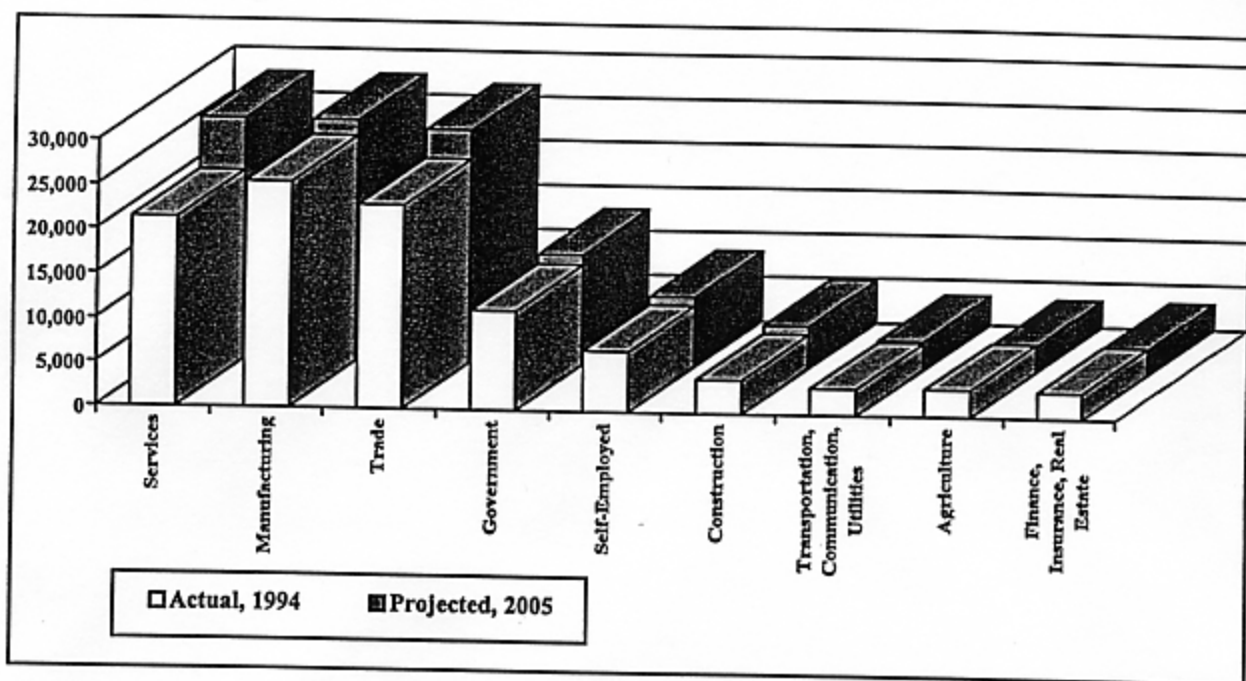
2) Describe the current and projected employment opportunities in the local area. *WIA Sec. 118(b)(1)(B), HB470 Sec. 6301.07(A)(1)*

Note: the following analysis is based on the 1994 – 2005 labor market projections for Lake County issued by the Ohio Bureau of Employment Services, Labor Market Information Division. Substate area projections for 1996 – 2006 are not yet available. The plan will be modified to update this information after the new projections are issued.

The source of all data is the Ohio Bureau of Employment Services Labor Market Information Division.

Major Industry Divisions and Growth Trends

In 1994, the three largest industrial divisions in Lake County were manufacturing, trade, and services. By 2005, the largest divisions will be services, manufacturing, and trade. Please refer to the graph below for a comparison of Lake County industrial division employment in 1994 to levels projected for 2005.



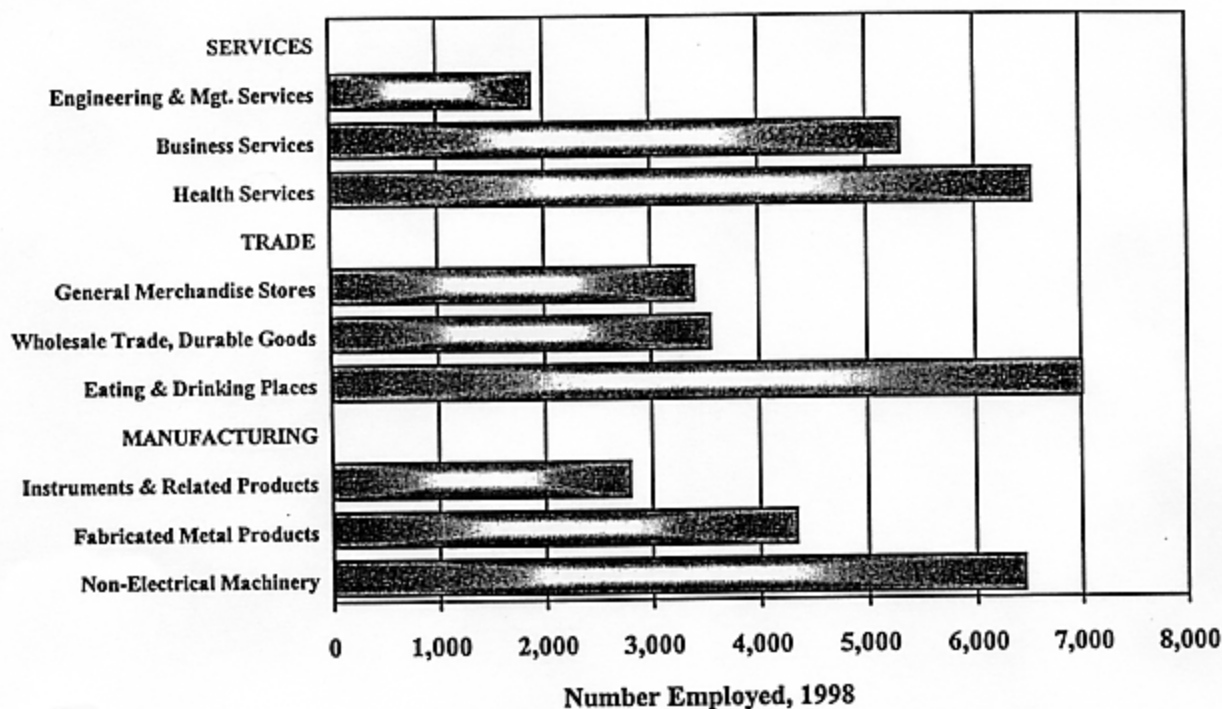
Total employment is projected to increase an average of 1.2% per year. Projected growth trends by industry division are:

Above-Average Growth	Below-Average Growth	Decline
Services	Government	Finance/Insurance/Real Estate
Construction	Transportation/Communication	Agriculture
Trade	Manufacturing	
Self-Employment		

The Lake County economy is experiencing increased overall employment in the service-producing sector, but selective growth/decline in the goods-producing sector. Most of the increase in jobs is expected to be generated by the service-producing sector of the economy.

Historically, manufacturing has been a major employer in Lake County. It is expected to continue to comprise a significant part of the local economy, although less dominant than in past years. Nearly three-quarters of Lake County manufacturing employment is found in durable goods manufacturing.

Major industry groups (two-digit SIC level) within the manufacturing, trade, and services divisions are graphed below:



Those industrial groups predicted to add the most jobs in Lake County between 1994 and 2005 were:

<i>Name</i>	<i>Average Jobs Added per Year</i>
Business Services	148
Health Services	145
Local Government	106
Social Services	94
Eating & Drinking Places	74

The industrial groups actually adding most jobs in Lake County between 1993 – 1998, according to covered employment reports, were:

<i>Name</i>	<i>Average Jobs Added per Year</i>
Business Services	479
Local Government	292
Health Services	286
Mfg. - Machinery, except Electrical	249
Mfg. - Electric & Electronic Equipment	192

The key major employment-generating groups (business services, health services, local government) were correctly predicted. Employment gains in equipment manufacturing, however, exceeded the growth predicted in other service sectors. Apparently as a result of the robust economy, employment in all industries increased more than expected.

The industrial groups predicted to lose jobs in Lake County were:

<i>Name</i>	<i>Average Jobs Lost per Year, 1994 - 2005</i>
Mfg. - Rubber & Misc. Plastics Products	-35
Depository Institutions	-27
Membership Organizations	-10
Federal Government	-6
Mfg. - Chemicals & Allied Products	-5

The five industrial groups losing the most jobs in Lake County between 1993 - 1998 are:

<i>Name</i>	<i>Average Jobs Lost per Year, 1993 - 1998</i>
Mfg. - Rubber & Misc. Plastics Products	-203
Depository Institutions	-62
Mfg. - Chemicals & Allied Products	-61
Heavy Construction Contractors	-50
Wholesale Trade - Nondurable Goods	-38

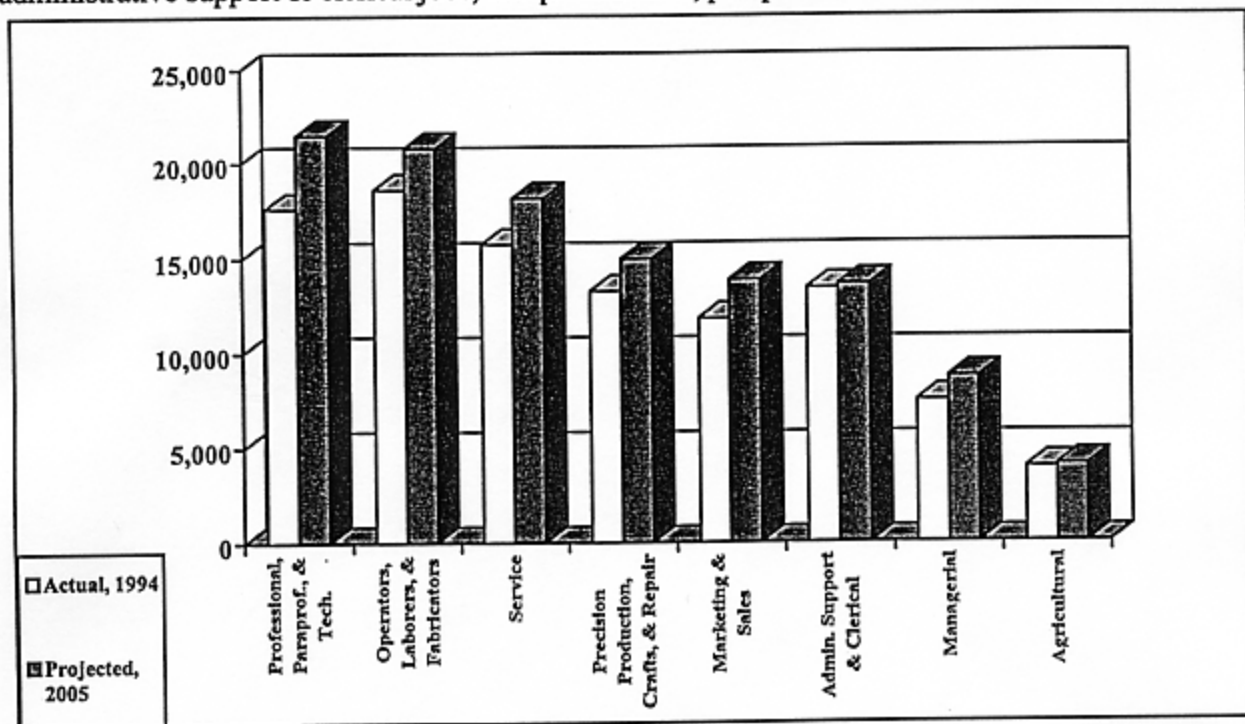
Again, the key industries suffering employment loss (rubber & chemical manufacturing, banking) were correctly predicted. These industries declined even more greatly than projected.

Occupational Structure

Lake County's occupational employment structure is tending to assume an "hourglass" structure, with numerous jobs found at the highest and lowest skill levels, and relatively fewer jobs in the middle. Please refer to the graph on the following page, showing occupational employment as of 1994 and projections for 2005.

The occupational groups employing the most workers in Lake County in 1994 were: operators, fabricators, & laborers; professional, paraprofessional, & technical; and service. It is expected that the professional group will replace the operators group as the largest category of workers in Lake County in 2005.

In comparison to state levels, Lake County has a higher-than-average share of workers in the groups of: operators, fabricators, & laborers; agriculture, forestry, & fishing; and precision production, crafts, & repair. On the other hand, Lake County has a lower-than-average share of workers in administrative support & clerical jobs, and professional, paraprofessional, and technical jobs.



The professional, marketing & sales, managerial, and service job groups are expected to grow faster than average. The most job openings, resulting from both growth and replacement, are projected to occur in the professional, service, operators, and marketing groups.

The greatest growth and number of job openings are expected to be created in the professional, paraprofessional, and technical occupational group. The ten occupations projected to add the most jobs in Lake County are:

<i>Name</i>	<i>Average Jobs Added per Year, 1994 - 2005</i>
Retail Salespersons	180
Waiters and Waitresses	127
Cashiers	103
General Managers and Executives	101
Assemblers and Fabricators	74
Marketing and Sales Supervisors	60
Secondary School Teachers	57
Janitors and Cleaners	52
Secretaries	49
General Utility Maintenance Repairers	45

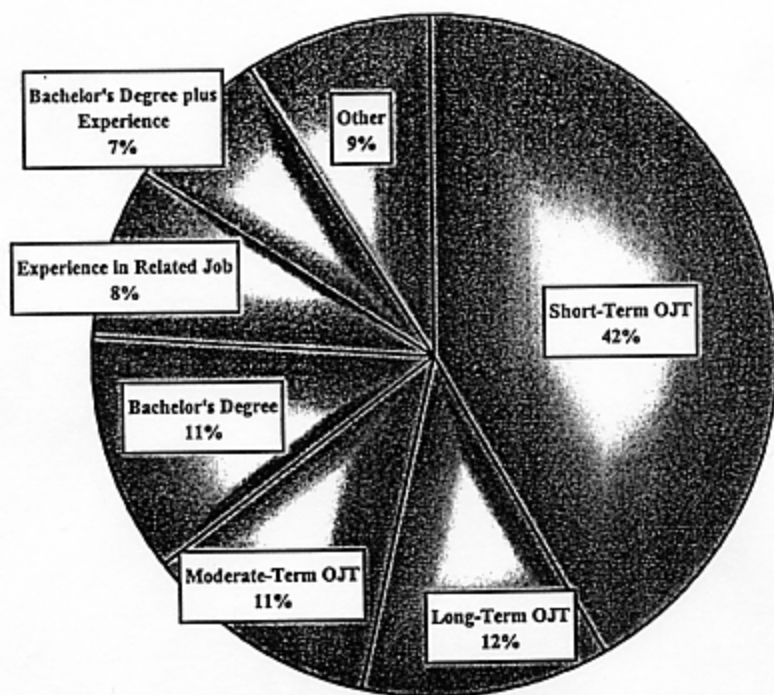
The ten occupations that are expected to lose the most jobs are:

<i>Name</i>	<i>Average Jobs Lost per Year, 1994 - 2005</i>
Bank Tellers	-13
Typists and Word Processors	-10
Meter Readers, Utilities	-3
Lathe & Turning Machine Operators	-3
Postal Mail Carriers	-3
Switchboard Operators	-1
Dining Room & Bartender Helpers	-4
Data Entry Keyers	-1
Electric Home Appliance Repairers	-1
Punching Machine Setters/Operators	-1

3) Describe the job skills necessary to obtain such employment opportunities.
WIA Sec. 118(b)(1)(C), HB470 Sec. 6301.07(A)(1)

(Note: for detailed occupational skill requirements, the Lake County WIB will utilize sources such as O*NET, the Ohio Career Information System (OCIS), and the Ohio Job Net.)

The pie chart below illustrates a distribution of projected average annual job openings in Lake County from 1994 – 2005, sorted by Bureau of Labor Statistics education and training category.



"Other" includes post-secondary vocational training (5%), associate's degree (2%), and postgraduate degree (first professional degree, doctoral degree, or master's degree – 2%).

Almost three-quarters of job openings will occur in occupations that typically do not require a formal educational credential (although formal training may be necessary.) About one-fifth of the openings will require, at a minimum, a bachelor's degree.

About 42% of projected job openings in Lake County are occupations found in the lowest skill category, designated by the Bureau of Labor Statistics as typically requiring short-term on-the-job training. Many of these occupations cluster in retail trade, food service, low-tech manufacturing, and health/personal service. In these occupations, workers usually achieve average job performance in just a few days or weeks by working with and observing experienced employees and by asking questions. Basic literacy skills and SCANS skills are necessary for employment in these occupations. Some occupations, while relatively low-skilled, do require specific occupational skills and/or job-related training, often due to licensing requirements. For

example, general office clerks need to have personal computer skills; truck drivers require vehicle operation skills as well as knowledge of traffic and transportation laws.

Jobs requiring moderate-term to long-term on-the-job training account for about 22% of all projected openings. Workers in occupations requiring moderate-term on-the-job training can achieve average performance after one to 12 months of combined job experience and informal training, which can include observing experienced workers. In addition to basic literacy and SCANS skills, workers in these occupations will require some specific vocational skills. Industrial machine operators and machine setters are heavily represented in this group. Other occupations requiring moderate-term on-the-job training are health-related, such as dental assistant and human services worker.

Workers in occupations requiring long-term on-the-job training usually require more than 12 months of on-the-job training or combined work experience and formal classroom instruction before achieving average job performance. Workers require complex skills appropriate to their specific trade. Skilled blue-collar jobs (mechanics, construction trade workers, precision production workers) dominate openings in this category. Public safety jobs, such as police officer and firefighter, are also classed in this category and require intensive formal training as an entrance requirement.

Over 11% of Lake County's projected job openings will occur in occupations requiring a bachelor's degree as a credential. This category is expected to experience faster growth than any other education and training category. Advanced general educational development is necessary. Most occupations in the category are entry-level professional positions. Teachers, computer specialists, social workers, accountants, and engineers are occupations in this category with large projected numbers of openings.

- 4) **Provide a description of the one-stop delivery system to be established or designated in the local area, including:**
WIA Sec. 118(b)(2), HB470 Sec. 6301.08

- a) **A description of the local area's one-stop service delivery system including how the local area will meet the minimum requirements that include at least one physical site at which core services as defined in WIA are available to a universal population and at which all the programs and services of the "required" one-stop partners are accessible.**

WIA Sec. 134(c)(2) and Sec. 134(d)

It is expected that the Lake County Employment and Training Administration (ETA) will be "grandfathered" as the One-Stop Operator for Lake County as a result of a recommendation to be made by the Lake County Workforce Investment Board at their meeting on May 26, 2000. The recommendation will then be submitted to the Lake County Board of Commissioners soon after May 26, 2000. Lake County ETA will serve as the physical site at which core services as defined in WIA are available to a universal population and at which all the programs and services of the "required" one-stop partners are accessible.

Status of the existing local one-stop service delivery system: Lake County ETA is currently certified by the State of Ohio's One-Stop Employment and Training Program as Lake County's One-Stop Center under the Job Training Partnership Act.

The Lake County Workforce Investment Board has designated a One-Stop Committee to plan and provide oversight of one-stop activities under the Workforce Investment Act. This committee contains representatives of entities operating programs under the following:

- WIA Program Operator (Lake County ETA)
- Wagner-Peyser Act (OBES)
- Adult Education and Literacy title of the WIA Act (ABLE Programs)
- Vocational Rehabilitation Act (BVR)
- Welfare-to-Work grants (Lake County DHS)
- Title V of the Older Americans Act (Senior Workers' Action Program)
- Postsecondary vocational education under the Perkins Act (Auburn Career Center)
- Trade Adjustment Assistance; veterans employment services under chapter 41 of title 38, U.S.C.; unemployment compensation laws (OBES)
- Community Service Block Grants (Board of Commissioners)

- Employment and training activities carried out by the Department of Housing and Urban Development (Lake Metropolitan Housing Authority)

Existing service delivery strategies: Lake County ETA's physical site provides access to all workforce development activities and programs under JTPA, and will continue to do so under WIA. Lake County ETA provides Internet access to general information about employment services, unemployment insurance claims, and Veterans' Employment Services via the Ohio Bureau of Employment Services (OBES) web site. Program staff from the OBES Painesville Local Office are available to customers in the Lake County ETA office by telephone, e-mail, or in person by appointment.

A representative of the Senior Workers' Action Program (SWAP), a Title V agency, is outstationed on a full-time basis in the Lake County ETA offices, under a contract to provide job club/job search assistance to JTPA Title IIA 5% clients. Lake County ETA also provides Internet access to SWAP's web site, which provides information about SWAP's other services and access to SWAP's "Virtual Job Fair". Negotiations are underway as to the role to be played, and staffing to be provided, by SWAP in one-stop activities under WIA.

The employment and training components of TANF (i.e., job search, assessment, TANF E&T "hard-to-serve" program) are conducted on the Lake County ETA premises under contract from the Lake County Department of Human Services (DHS). The contractual arrangement is expected to continue under WIA. Program staff from Lake County DHS are available to customers in the Lake County ETA office by telephone, e-mail, or in person by appointment. Note: Lake County ETA is expected to co-locate with Lake County DHS sometime in the course of Program Year 2000.

Auburn Career Center, which is Lake County's public vocational school, has staff outstationed at Lake County ETA on a full-time basis under a contract to perform case management and job search assistance services for JTPA clients. The Lake County Workforce Investment Board is currently engaged in a procurement process for similar core and intensive services to be offered by a service provider under WIA. Program staff from Auburn Career Center are available to customers in the Lake County office by telephone, e-mail, or in person by appointment.

The Painesville City Schools ABLE Program is providing full-time outstationed basic skills instructional service to JTPA and TANF clients in Lake County ETA's computer learning lab. The Lake County Workforce Investment Board is currently engaged in a procurement process for similar services to be offered by a service provider under WIA.

Lake County ETA provides Internet access to the web site of Lakeland Community College, which is the public two-year college serving Lake County. This web site provides on-line information about academic programs, permits on-line registration for classes, and features an on-line job matching system. Program staff from Lakeland Community College are available to customers in the Lake County ETA offices by telephone, e-mail, or in person by appointment.

Additional program and service delivery partners: At this time, the Lake County Workforce Investment Board has not identified any additional program and service delivery partners.

Approach to one-stop service delivery: Lake County is developing a "no wrong door" system supported by electronic and other linkages. Lake County ETA will serve as the "hub" of the system.

Access to all programs and services of required partners: Please see description above of current arrangements. The One-Stop Committee of the Lake County Workforce Investment Board will review current arrangements and ensure that the required partners under WIA are providing access to all programs and services at the Lake County ETA location.

Cost sharing by required partners: Cost sharing agreements are currently under negotiation.

Development of new work flows/client service processes: The One-Stop Committee of the Lake County Workforce Investment Board will review current arrangements and determine any need for new processes and procedures to better serve one-stop clients. At this time, no new processes have been developed.

b) A description of the role of the one-stop operator(s) and the process for selection.

WIA Sec. 121(d)

It is expected that Lake County ETA will be “grandfathered” as the One-Stop Operator for Lake County as a result of a recommendation to be made by the Lake County Workforce Investment Board at their meeting on May 26, 2000. The recommendation will then be submitted to the Lake County Board of Commissioners soon after May 26, 2000.

Lake County ETA is currently certified by the State of Ohio’s One-Stop Employment and Training Program as Lake County’s One-Stop Center under the Job Training Partnership Act.

Lake County ETA will serve as the physical site at which core services as defined in WIA are available to a universal population and at which all the programs and services of the “required” one-stop partners are accessible.

- c) **A copy of each memorandum of understanding between the local board and each of the one-stop partners concerning the operation of the one-stop delivery system in the local area.**

WIA Sec. 118(b)(2)(B)

At this time, memoranda of understanding between the Lake County WIB and each of the One-Stop partners have not yet been negotiated. This plan will be modified to include copies of these memoranda when they become available.

- d) **A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants.**

WIA Sec. 118(b)(2)(A), HB470 Sec. 6301.07(A)(5)

The Lake County WIB will ensure the **continuous improvement** of eligible service providers by establishing and monitoring performance goals for each provider. At the time a contract or training provider agreement is awarded, the Lake County WIB will establish appropriate written performance measures and goals, based on the nature of the service and of the clients to be served. Continuous improvement goals will be established on the basis of past performance. These measures and goals will be monitored on a periodic basis, with a minimum of at least once annually. Failure to meet performance and/or continuous improvement goals will result in a review by the Lake County WIB. The WIB will determine the appropriate corrective action to be taken on a case-by-case basis, taking into consideration the gravity of the deficiency and the circumstances resulting in the deficiency. Corrective action may include, but is not limited to, "freezing" client enrollments until performance is satisfactory; reducing the amount of the contract award; or terminating the contract/agreement.

The Lake County WIB will ensure that providers **meet the employment needs** of local employers and participants in several ways. First, the Lake County WIB will utilize the experience of its private-sector members as employers in determining needs for service providers, establishing specifications for service, reviewing proposals, and recommending approval or disapproval of proposed programs. Second, when reviewing occupational skill training programs, the Lake County WIB will utilize employment statistical information on occupational demand, supply, and wage rates to establish that the training occupation has reasonable employment opportunity (meeting employers' needs) and an adequate pay structure (meeting participants' needs for economic self-sufficiency). Third, all participants entering training services will be assessed to determine appropriateness of training on an individual basis.

- e) **In local areas covering multiple jurisdictions, submit a copy of the Inter-governmental agreement.**
WIA Sec. 118(b)(3), HB470 Sec. 6301.07(A)

Not applicable; this plan is for a single jurisdiction (Lake County).

5) Provide a description of the local levels of performance to be negotiated with the Governor and chief elected officials to be used to measure the performance of the local area. These measures will also be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local area.

WIA Sec. 118(b)(3), HB470 Sec. 6301.07(A)(5)

At this time, the Governor has not established the parameters for local levels of performance to be used to measure the performance of the Lake County Workforce Investment Area. The chief elected officials (Lake County Board of Commissioners) and the Lake County WIB will negotiate performance levels with the Governor's staff when the Governor has established a process and framework for negotiations. The Lake County WIB will use the appropriate negotiated measures to review performance of providers and the One-Stop delivery system.

Lake County proposes the following levels to be used as the local levels of performance:

Customer Satisfaction:

Employer Customer Satisfaction	47
Participant Customer Satisfaction	66

Adult:

Adult Entered Employment Rate	61.2%
Adult Employment Retention Rate	53.0%
Adult Earnings Change	\$4,127
Adult Employment & Credential Rate	51.0%

Dislocated Worker:

Dislocated Worker Entered Employment Rate	68.3%
Dislocated Worker Employment Retention Rate	70.0%
Dislocated Worker Earnings Change	69.4%
Dislocated Worker Employment & Credential Rate	51.0%

Younger Youth:

Younger Youth Diploma or Equivalent Attainment Rate	61.2%
Younger Youth Skill Attainment Rate	46.8%
Younger Youth Retention Rate	47.3%

Older Youth:

Older Youth Entered Employment Rate	63.0%
Older Youth Employment Retention Rate	60.0%
Older Youth Earnings Change	\$1,269
Older Youth Employment & Credential Rate	42.5%

6) Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

WIA Sec. 118(b)(4)

- The Title I program will contribute towards the vision and goals for the local area by utilizing existing linkages and increasing coordination of plans, programs, and activities in order to provide a one-stop, universally-accessible delivery system of employment and training activities to meet individual needs.
- **Funding and the Mix of Services:** Lake County ETA, presently serving as Lake County's certified One-Stop Center under the Job Training Partnership Act, will serve as the one-stop operator under the Workforce Investment Act. All core services will be provided at the One-Stop Center. The One-Stop Partners are presently negotiating subjects such as the client flow process, mix of services to be provided and at what locations, and allocation of funds.
- **Displaced Homemakers:** At this time, it is not planned to offer specialized programming for displaced homemakers via the One-Stop. The basis for this approach is the relatively small size of the Local Workforce Area, and its corresponding displaced homemaker population, and the limited funding available. Displaced homemakers who cannot obtain employment via core services will be enrolled into assessment activities under intensive services. In assessment, the individual's specific needs and barriers to employment will be identified and, where services cannot be provided directly through the One-Stop, the individual will be referred to appropriate community resources.

It is anticipated that Lake County ETA will continue to work closely with local organizations and agencies addressing the needs of displaced homemakers, such as the Lake County Department of Human Services, the Lakeland Community College Women's Center, and Auburn Career Center. As the One-Stop develops, formal financial and non-financial agreements may be developed for linkages such as cross-referral of clients. Leverage of additional resources from non-WIA sources may also enable more specialized workforce development programming for this population.

- **Populations with Unique Needs:** At this time, it is not planned to offer specialized programming for various populations with unique needs, such as dislocated workers; low-income individuals; individuals training for nontraditional employment; individuals with multiple barriers to employment, including older workers and individuals with disabilities; and veterans. The basis for this approach is the relatively small size of the Local Workforce Area, and its corresponding special-needs populations, and the limited funding available. Individuals with unique needs who cannot obtain employment via core services will be enrolled into assessment activities under intensive services. In assessment, the individual's specific needs and barriers to employment will be identified and, where services cannot be provided directly through the One-Stop, the individual will be referred to appropriate community resources.

It is anticipated that Lake County ETA will continue to work closely with local organizations and agencies addressing the needs of special populations. These include the Lake County

Department of Human Services; Lakeland Community College Women's Center; Auburn Career Center; Lakeland Community College Men's Center; Society for Rehabilitation; Neighboring (Mental Health Services); Lake County Veterans Service Office; Lake County Council on Aging; and Senior Workers Action Project. As the One-Stop develops, formal financial and non-financial agreements may be developed for linkages such as cross-referral of clients. Leverage of additional resources from non-WIA sources may also enable more specialized workforce development programming for this population.

- **Profiling for Unemployment Compensation Claimants:** Lake County ETA will continue to work with the local providers of unemployment compensation and Wagner-Peyser Act services (i.e., the current Ohio Bureau of Employment Services) to provide profiling orientations to unemployment compensation claimants who have been profiled as likely to exhaust their unemployment benefits. Claimants are selected and notified of the profiling orientation by the UC provider. Lake County ETA and other One-Stop partners, including the UC provider, at the Lake County ETA location conduct the presentation. To date, service delivery practices have been successful and no major changes are planned.
- **Dislocated Workers:** Lake County ETA will work with the appropriate department of the Ohio Department of Job and Family Services to continue its activities in response to announcements of plant/business closings and mass layoffs. Lake County ETA has developed a community response team including WIA dislocated worker service providers and representatives of Unemployment Compensation and Wagner-Peyser service providers. . One-Stop staff, in consultation with management and labor at the affected company, will make formal presentations to advise dislocated workers of benefits and services available. Dislocated workers who cannot obtain employment via core services will be enrolled into assessment activities under intensive services. In assessment, the individual's specific needs and barriers to employment will be identified and, where services cannot be provided directly through the One-Stop, the individual will be referred to appropriate community resources.

Title I Core Services:

- At present, it is planned only to offer the mandatory core services.¹
- The process of coordinating core services with Wagner-Peyser labor exchange services has not yet been specifically negotiated. Due to the limited resources and activities currently available in the local area under Wagner-Peyser, provision of job search and placement activities with WIA funds will not duplicate any Wagner-Peyser activities.
- In order to select core service providers, the Lake County Workforce Investment Board, operating through its committee system, has reviewed current arrangements for providing core services and has determined which core services are to be provided through the One-

¹ Eligibility determination; outreach and intake; initial assessment of skill levels, aptitudes, abilities; and supportive service needs; job search and placement assistance; access to labor market information; information on program providers; information on One-Stop System performance; information on available supportive services; followup services; information on filing unemployment compensation claims; and assisting in establishing eligibility for welfare-to-work and employment and training programs not funded under WIA.

Stop operator and which are to be outsourced. The WIB is in the process of conducting a procurement process for the core services to be outsourced (job search and placement; followup services). Please see response to Item #8 for a more detailed description of the procurement process.

- **How will core services be provided, and by whom:** Core services other than job search and followup services will be provided by the one-stop operator. The results of the procurement process will determine who will provide these two services. All core services will be available at the One-Stop Center. Provision of core services at other locations is under negotiation.
- **Governor's Agreement:** N/A at this time, as the Lake County WIB does not yet have a staff.

Intensive Services

- At present, it is planned only to offer the mandatory core services.²
- **Policy for Individual Training Plans:** The local area has a policy and procedures in place for developing Individual Service Strategies for clients, and for instituting Individual Training Accounts for those clients who are going to enter training services.
- **The process for selecting intensive service providers** will be the same as for core service providers. In the case of intensive services, the WIB has determined that all intensive services will be provided by the one-stop operator, with the exception of case management and short-term pre-vocational skills. These two are being outsourced and the WIB is in the process of conducting a procurement process to obtain a provider.
- The local area has not yet developed a **definition of "self-sufficiency"** to use as an eligibility criterion for intensive services (i.e., the individual is unable to obtain employment leading to self-sufficiency via core services). This plan will be modified to include the definition as soon as it is available.
- **Governor's Agreement:** N/A at this time, as the Lake County WIB does not yet have a staff.

Training Services

- The percentage of Title I funds to be allocated for training has not yet been determined. Likewise, the percentages of training funds earmarked for Individual Training Accounts, On-the-Job Training, and customized training have not yet been identified. This plan will be modified to include the percentages as soon as they are available.
- At present, the Lake County Workforce Development Board has not yet identified any exceptions to the use of ITAs as a method of providing training services. In the event that the WIB does identify a need to make such exceptions, this plan will be modified.
- At present, the Lake County Workforce Development Board does not plan to provide needs-related payments with WIA Title I funds. In the event that the WIB does determine to provide such payments, this plan will be modified.
- The Lake County Workforce Development Board has not determined that there is an insufficient number of eligible training providers, and therefore does not currently plan to request a waiver to allow the agency providing administrative support to the local board or administrative functions required for administration of Title I programs to provide training services.

7) Include a description of the local Individual Training Account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified.

WIA Sec. 134(d)(4)(G)(ii) and 20 CFR 663.430

Lake County will utilize the following system for implementing Individual Training Accounts (ITAs):

Unemployed customers who cannot obtain employment through core services will be registered and enrolled in intensive services, including assessment. The assessment process will include a review of the customer's existing education and occupational skill level. If the customer's assessment indicates he/she is in need of occupational skill training in order to obtain employment, the customer will be referred to training services. As part of the assessment process, the customer will identify an occupational training area. The customer will choose the school which he/she wishes to attend from the list of approved programs in the occupational area which he/she is pursuing. Lake County ETA will then issue the customer a voucher form to be taken to the school and completed by the school. The form requires the school to list all costs for tuition, books, and fees for the customer. The form is signed by a school representative and returned to Lake County ETA. Lake County ETA will determine if sufficient funding is available to pay the training costs listed on the form. If sufficient funding is available, Lake County ETA will countersign the form to indicate it is obligating the necessary funds, and will return a copy of the fully-executed form to the school. The school may then invoice Lake County ETA for all costs listed on the form as the costs are incurred.

At this point, no "ceiling" or maximum amount to be obligated per customer has been established by the Lake County Workforce Investment Board; however, the WIB reserves the right to modify this plan to establish such a limitation in the future. The Lake County WIB also expressly reserves the right to establish limitations on supportive services available to customers enrolled in occupational training under the ITA system, particularly living expenses for customers attending schools outside of local commuting distance.

The Lake County WIB will use the following process for allowing exceptions, if any, to the ITA system: The WIB will consider if any one of the following conditions is met:

- The training to be provided is on-the-job training or customized training;
- The WIB determines that 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, or;
- The WIB determines that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment.

The WIB will document, in its minutes, its process in making such a determination. If one of the above conditions is met, the WIB will institute a procurement process (see Item 8 below) to identify and select a training provider.

8) Include the process to contract for training services, if exceptions to the ITA process are made.

WIA Sec. 134(d)(4)(G)

Lake County's procurement policy is intended to give preference to full and open competition.

Following determination of need for a provider of training services and development of specifications, a legal notice is published in at least one local newspaper of general circulation. The notice solicits Requests for Proposal (RFPs) for the particular services to be provided, identifies how and where proposal packages may be obtained, and states the deadline date. It may indicate expected program/service startup dates and other specifications to be fulfilled. Simultaneously, the same notice is mailed to potential offerors who have requested to be placed on Lake County ETA's Bidders' List.

Proposal forms are given on request to potential offerors. Proposals must be submitted through the mail or by personal delivery to Lake County ETA by the date and time stated in the RFPs. Proposals are time-stamped as received. RFPs are opened after the deadline by Lake County ETA staff, as designated by the Director, who prepare a log of the submissions.

Proposals are reviewed and scored by a Lake County ETA staff review team assigned by the Director. Individual scores are averaged to obtain a single team score for each proposal.

On the basis of average ratings, recommendations for funding are prepared and submitted to the Workforce Investment Board. The Board in turn makes recommendations to the Board of Commissioners. Final approval authority of service providers is with the Board.

Lake County ETA takes into account the past performance of potential providers regarding job training, basic skills training, or related activities; fiscal accountability; and ability to meet performance standards.

9) Provide a description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

WIA Sec. 118(b)(5)

The Director of Lake County ETA will be the Local Workforce Investment Board's official liaison with statewide rapid response staff. The Director of Lake County ETA and the Director of Lake County's UC/Wagner-Peyser agency will exchange information concerning any imminent closing. These officials or their designates will jointly plan a coordinated approach to registering workers for employment services and unemployment benefits. Workers from both agencies may be outstationed together at plant locations to facilitate registration.

The Lake County ETA Director will report plant closings to the statewide agency responsible for implementing the Rapid Response Unit at the state level. Lake County ETA will coordinate all activities and provision of services with the statewide agency, as required by the individual situation. It is Lake County ETA's wish to be involved jointly with the State Rapid Response Unit for closing causing layoffs of 50 or more persons.

- 10) **Provide a description and assessment of the type and availability of youth activities in the local area, including an identification of successful providers of such activities.**
WIA Sec. 118(b)(6)

The design framework for the local youth program is intended to provide a comprehensive strategy of services to youth, including multiple partners and connections to the one-stop system.

Youth programming will be **integrated into the one-stop system** in several ways. The one-stop operator for the Lake County Workforce Investment Board will administer Lake County's WIA youth programs. Youth will register for programs at the one-stop location, where they will receive information regarding the full array of services available through the Lake County WIB, youth service providers, and one-stop partners. One-stop staff will provide objective assessment of youth, develop individual service strategies, and refer them to appropriate programs.

Youth programming will be **coordinated with other youth programs** such as foster care, education, welfare, and others via the process of objective assessment and ISS development. Assessment will be used to determine the skill levels and service needs of each youth, and will serve as the basis for the ISS goals and objectives. Youth will be referred to the community programs appropriate for their needs. Where WIA programming is not appropriate, youth will be referred to other resources.

Youth will be provided **access to available services** through the most effective referral means obtainable. Referral may be made via one-stop partners present on-site at the one-stop center. Through linkages developed via the Lake County WIB and Youth Council, staff from programs which are not part of the one-stop system will be made available to youth by telephone, e-mail, or in person (either off-site or on-site) by appointment.

The Lake County WIB will provide the **required ten elements** of Lake County's youth programs via youth service providers. The Lake County WIB, utilizing a competitive procurement procedure, has identified the following entities to provide required elements:

- The Willoughby-Eastlake City Schools will provide a year-round program, incorporating both summer and school-year components, and serving both in-school and out-of-school youth. The program's goal is to enhance academic and employability skills, with emphasis on remediating clients' needs as identified in assessments. This program will directly provide the following elements: tutoring, study skills training, and instruction; summer employment opportunities; paid and unpaid work experiences; occupational skill training; adult mentoring; comprehensive guidance and counseling; and leadership development opportunities.

The program will make alternative secondary school offerings available by referral (e.g., referral to ABLE/GED programs, referral to post-secondary education). Some supportive services will be provided directly and others will be made available via referral.

- JOG-NEO, Inc., sponsored by Jobs for Ohio's Graduates, will institute a dropout recovery program targeted specifically at high school dropouts. This program will directly provide the following elements: tutoring, study skills training, and instruction; alternative secondary school offerings; paid and unpaid work experiences such as mentoring and internships; adult mentoring; and leadership development opportunities.

The program will make the following elements available by referral: summer employment opportunities; occupational skill training; supportive services; and comprehensive guidance and counseling.

- Auburn Career Center, Lake County's public vocational school and full-service adult education center, will provide followup services, including regular contact with employers, assistance in securing better-paying jobs, mentoring, and progress tracking, for youth in all WIA programs.
- Occupational skills training may be provided via Individual Training Accounts to individuals age 18 and above who are eligible for training services under the Adult or Dislocated Worker program.

Lake County's sixth youth criterion has been defined as a "youth with a disability", as defined in the November 12, 199, Federal Regulations at 29 CFR Part 37, "Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998".

Lake County is defining youth as deficient in basic literacy skills if it is determined, in assessment, that the youth either computes or solves problems, reads, writes, or speaks English at or below grade level 8.9; or is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society. Determination on the second criterion will be done on an individualized basis by counselors.

The Lake County WIB will use several processes to ensure that thirty per cent (30%) of the WIA youth funds are utilized to provide services to out-of-school youth. First, the Lake County WIB, as part of its procurement of youth service providers, required offerors proposing both in-school and out-of-school youth service to budget at least 30% of total funds requested for out-of-school youth. Second, the Lake County WIB determined to fund a specific program targeted solely to out-of-school youth to ensure that a minimum of 30% of expenditures would be made for out-of-school youth. Third, the Lake County WIB is budgeting youth funds to ensure the 30% requirement is met.

Finally, the Lake County WIB has established a fiscal management system that permits tracking of youth funding expenditures in order to monitor actual implementation of the 30% requirement.

Lake County utilized the following process and criteria to award grants for youth activities:

The Lake County Youth Council determined the need to obtain youth program providers and determined the specifications for a procurement. A Request for Proposal form was developed. A legal notice was published in a local newspaper of general circulation, soliciting Youth Program RFPs. This notice summarized the specifications, informed potential offerors of the process, and established the time and place when completed RFPs were due. Simultaneously, the same notice was mailed to potential offerors who requested to be placed on Lake County ETA's Bidders' List. A Bidder's Conference was held to provide technical assistance to potential offerors.

Completed RFPs were opened after the deadline by Lake County ETA staff, who prepared a log of the submissions.

Proposals were reviewed and scored by a Lake County ETA staff review team assigned by the Director. Rating criteria used are as follows:

<u>Criterion</u>	<u>Maximum Possible Points</u>
• Reasonableness and necessity of proposed costs; efficiency and effectiveness of proposed use of funds; cost/price analysis	20
• Qualifications of proposer's personnel who will be providing the activity	10
• Completeness and quality of planned program's activities and services for clients	20
• Extent to which the proposed program's design incorporates federally-required program elements	15
• Adequacy of service to individuals with disabilities	5
• Proposer's ability to provide or make available appropriate supportive services	5
• Previous successful experience in operating the same or similar	15

- Proposer's administrative and fiscal responsibility

Total possible points were 100. A proposal was required to score at least 70 or more points to qualify for funding.

Individual scores were averaged to obtain a single team score for each proposal.

On the basis of average ratings, recommendations for funding were prepared and submitted to the Youth Council, which in turn made recommendations to the full Lake County WIB. The WIB's recommendations were forwarded for review and final approval to the Lake County Board of Commissioners, which will actually enter contracts with the approved providers.

The Lake County WIB will use individual providers' accomplishment of the WIA Youth Performance Standards to identify ineffective youth service providers.

A description of how the Lake County WIB will meet the provisions regarding youth program design is provided above. Through its mix of service providers, the WIB intends to ensure that each of the ten required elements are available to youth customers.

11) Provide a description of the process used by the local board to provide an opportunity for public comment and input into the development of the local plan. The process must include the opportunity for comment by representatives of businesses and labor organizations prior to submission of the plan.

WIA Sec. 118(b)(7), HB470 Sec. 6301.07(A)

The Lake County WIB is using the following process to provide an opportunity for public comment and input into the development of the local plan:

The WIB itself reviewed the plan as drafted by the Lake County Employment and Training Administration. The Lake County WIB is comprised of a majority of business representatives, and also has two representatives of labor organizations. As a result, business and labor representatives have had direct input and opportunity to comment on the plan. WIB meetings are open to the public and are announced to the public via the weekly agenda of the Lake County Board of Commissioners, which lists the meeting times and dates of all boards and commissions under the direction of the Lake County Board of Commissioners.

In addition, a public hearing was held before the Lake County Board of Commissioners on April 11, 2000, for the express purpose of allowing the opportunity for public comment and input. This public hearing was announced via legal advertisements, which were published March 31 and April 7, 2000.

12) Submit any comments that represent disagreement with the plan, as an attachment to the local plan.

WLA Sec. 118(c)(3)

Not applicable. No comments representing disagreement with the plan were submitted.

14) Describe the competitive process to be used to award the grants and contracts for activities carried out under this plan.

WIA Sec. 118(b)(9)

Lake County ETA's procurement policy is intended to give preference to full and open competition.

Following determination of need for a service provider and development of specifications, a legal notice is published in at least one local newspaper of general circulation. The notice solicits

15) Provide a description of the criteria to be used by the Local Workforce Investment Board/Local Workforce Policy Board, to determine whether funds allocated to a local area for adult employment and training activities are limited, and the process by which any priority will be applied by the one-stop operator.

20 CFR 663.600, WIA Sec. 134(d)(4)(E), 20 CFR 661.350(a)(11)

The Lake County WIB will use the following process for determining if funding limitations exists, and the process for applying priority:

In determining its budget for WIA funds, the WIB will allocate a specific amount to be utilized for adult employment and training activities. The WIB will review financial information obtained from training experience under the Job Training Partnership Act, to determine an average training cost per client. The WIB will analyze the numbers of customers provided with training under JTPA, and the numbers projected to be provided with training under WIA. The WIB will multiply the average cost per client by the projected number of clients. If the result is higher than the amount of funding allocated, the WIB will determine that funds are limited.

The WIB will establish a selection process to be applied by the one-stop operator for determining customers' priority for receipt of training funds. Priority shall be given to recipients of public assistance and other low-income individuals. In addition, the Lake County WIB intends to provide preference in selection to Lake County residents. The selection process will be integrated into the assessment done prior to referral to training services.

16) For counties and cities under the Ohio Option Area only; describe the distribution of any workforce development resources and funding, in addition to WIA funds, to be distributed for each workforce development activity to meet the identified needs.

HB470 Sec. 6301.07(A)(3)

Not applicable; Lake County did not choose to be under the Ohio Option Area.

17) For counties and cities under the Ohio Option Area Only; if the local Workforce Policy Board does not include membership from the one-stop partners, describe how the one-stop partners will be involved in designing, planning, and implementing the one-stop service delivery system.

WIA Sec. 117(b), 118(b)(10)

Not applicable; Lake County did not choose to be under the Ohio Option Area.

V. Plan Modifications

The Governor will establish procedures to address modifications to local plans.

20 CFR section 661.355

Assurances

- 1) The Lake County Local Workforce Investment Board assures it will establish fiscal control and fund accounting procedures to ensure the proper disbursement of, and accounting for, all funds received through the Workforce Investment Act.
- 2) The Lake County Local Workforce Investment Board assures that it shall keep records that are sufficient to permit the preparation of reports required by the Act and shall maintain such records, including standardized records for all individual participants, and submit such reports as the State may require.
- 3) The Lake County Local Workforce Investment Board assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of the Act.
- 4) The Lake County Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, regulations, written Department of Labor Guidance, written Ohio Department of Job and Family Services, and all other applicable Federal & State laws.
- 5) The Lake County Local Workforce Investment Board assures that veterans will be afforded employment and training activities authorized in the Workforce Investment Act, to the extent practicable.
- 6) The Lake County Local Workforce Investment Board assures it will comply with any grant procedures prescribed by the Secretary which are necessary to enter into contracts for the use of funds under WIA; including, but not limited to, the following:

General Administrative Requirements

29 CFR part 97 – Uniform Administrative Requirements for State and Local Governments (as amended by the Act) and OMB Circular A-110 as applicable;
29 CFR part 96 (as amended by OMB Circular A-133) - Single Audit Act;
OMB Circular A-87 – Cost Principles (as amended by the Act), OMB Circular A-122 and A-22 as applicable.

Assurances and Certifications

SF 424B – Assurances for Nonconstruction Programs
29 CFR part 31, 32 – Nondiscrimination and Equal Opportunity Assurance (and Regulation);
29 CFR part 93 – Certification Regarding Lobbying (and Regulation);
29 CFR part 98 – Drug Free Workplace and Debarment and suspension; Certifications (and regulation)

Signature Page

This youth transition plan represents the Lake County Workforce Investment Board's and youth council's efforts to maximize resources available under Title I of the Workforce Investment Act (WIA) of 198 and to coordinate these resources with other State and Local programs in the following geographical workforce investment area: Lake County.

This youth transition plan is submitted for the period of April 1, 2000 through June 30, 2000 in accordance with the provisions of the Workforce Investment Act. We further certify that we will operate the Workforce Investment Act Program in accordance with this plan and applicable federal and state laws and regulations.

Local Board Chair:


Original Signature

ROBERT J. DAWSON
Name (printed or typed)

March 1, 2000
Date

Chief Elected Official:


Original Signature

Commissioner Daniel P. Troy
President, Lake County Board
of Commissioners
Name (printed or typed)

March 1, 2000
Date