

# **DRAFT**

## **Business Plan**



Lake County, Ohio

### **Ohio Local Workforce Investment Area #5**

Effective July 1, 2005

**Submitted to the Ohio Workforce Policy Board**

by

**The Lake County Board of Commissioners  
The Lake County Workforce Investment Board  
The Lake County One-Stop Partners**



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## **Workforce Investment Area #5**

### **Section I – Introduction and Executive Summary**

Lake County is situated in northeastern Ohio on the south shore of Lake Erie. It is bounded by Cuyahoga County to the west, Ashtabula County to the east, and Geauga County to the south. Lake County is part of the Cleveland-Lorain-Elyria Primary Metropolitan Statistical Area (“Cleveland metropolitan area”). The county seat, Painesville, is about 35 miles northeast of downtown Cleveland. Historically, general economic trends in the Cleveland metropolitan area are mirrored in Lake County.

Lake County experienced several decades of rapid population growth and economic development in the post-World War II era. The County shared in the regional experience of manufacturing prosperity. It also benefited from the regional population and employment shifts to suburban and rural areas from the central city area.

In post-World War II years, Lake County has enjoyed comparatively high levels of personal income, labor force participation, educational attainment, and employment rates. Job opportunities in all types of work, and at all skill levels, are expected to increase through 2010.

However, the economic base of northeast Ohio and Lake County has been seriously affected by structural changes, accelerated by the 2001 recession. Manufacturing, while remaining a significant economic force, has declined in both total numbers of employed persons and share of employment. Manufacturing has served as a source of relatively high-paying employment for skilled and unskilled workers. The decline of manufacturing in favor of service sector employment presents challenges to workers to upgrade skills and education, change careers into a new and possibly unfamiliar area, or both.

Structural changes are not limited to the manufacturing industries. Local businesses and industries of all types note a trend to reduce the number of persons they employ. This trend is driven by global economics and technology. Workers must be able to add significant value to the product they make, or service they perform, in order for their employers to sustain economic viability. As a result, skill requirements are increasing in all types of jobs. The gap between low-skill, low-wage jobs and high-skill, high-wage jobs continues to grow. Workers without formal postsecondary educational credentials are increasingly likely to face careers in employment which is below historic expectations of pay level and benefits.

In addition to structural economic change affecting demand, demographic changes are affecting the supply of workers. Trends indicate that Lake County is entering a phase of stabilization in terms of population growth. The current population and workforce are aging, and a smaller labor force is expected to be available in replacement. While Lake County’s overall educational achievement levels are increasing, these levels are increasing at a lower rate than the State and Nation as a whole. The recent slow growth in Lake County’s average personal income reflects this situation.

These challenges present significant opportunities for change in the workforce development and economic development systems of Lake County. In response, Lake County’s Workforce Investment Board and One-Stop partners, with the Lake County Board of Commissioners, have established the framework for a comprehensive system to address the issues of both businesses and jobseekers. In 2004, these stakeholders entered the first Memorandum of Understanding creating a One-Stop System for workforce services in Lake County.

The Lake County One-Stop vision is to determine and immediately address the needs of every customer entering the Lake County One-Stop agency. The Lake County One-Stop mission is to enable every One-Stop partner agency to work together to quickly serve customer needs by delivering their own services and/or referring them to the appropriate agency.

The system will be based on the strengths of each partner's traditional sphere of expertise. In its One-Stop system, Lake County plans to build on its earned reputation of excellence in management, administrative, and performance of workforce services, as illustrated by the policies and procedures outlined in this Business Plan.

With the fuller involvement of business and economic development, Lake County will refine its workforce services to increase accountability, increase efficiency and effectiveness in service delivery, improve services to targeted worker populations, and increase cooperation and partnership among service deliverers. Improved marketing and expanded use of labor market and economic data will be important tools in these efforts.

## **Workforce Investment Area #5**

### **Section II (a) – Demographics & Skills Attainment Level of Population**

#### Labor Force, Employment, and Unemployment

In 2003, the size of the Cleveland metropolitan area labor force stood at 1,127,200, and the Lake County labor force numbered 127,000. Lake County's 2000 labor force participation rate was 68.8% in 2000, a slight increase from the 1990 level.

While the labor force has continued to grow following the 2001 recession, local employment has not returned to pre-recession levels. The number of employed persons during 2003 was 1,051,600 in the Cleveland metropolitan area, and 118,900 in Lake County.

Unemployment continued to increase from 2001 to 2003, both in number and in rate, although not as drastically as during the recession. The 2003 unemployment rate was 6.7% for the Cleveland metropolitan area, and 6.3% for Lake County.

#### Migration

Net migration in Lake County for the period of 1989-2002 was a negative 1,891, indicating that any population growth was due to expansion of current residents' families, rather than new individuals moving into Lake County.

#### Age

In 2000, Lake County's population had a median age of 38.6 years, an increase from the 1990 level of 34.3 years. Over half the 2000 population was between ages 25 – 64, the prime age group for labor force participation. The greatest proportion of the population (30%) was in the 25-44 year old age group. The next largest (25%) was in the age 45-64 year old age group.

The size of the youth labor force is expected to increase slightly, while the size of the senior labor force is expected to increase at a rising rate.

#### Gender

In 2000, the gender distribution of Lake County's population was 49% male and 51% female. No significant changes in this pattern are expected in the next ten years.

#### Racial/Ethnic Groups

In 2000, the racial/ethnic composition of Lake County was predominantly white. Total minority population was 5.6% of the total, well below the State average of 16.0%. Trends since 1990 show a percentage decrease in white population, and percentage increases in most minority populations. The Hispanic population, in particular, more than doubled, going from 0.7% of the total population in 1990 to 1.7% in 2000.

#### Income

The personal per capita income for Lake County residents in 2002 was \$30,860, indicating a high income and standard of living. However, trends since 1997 indicate Lake County may have lagged behind other areas in economic and income growth.

### Educational Attainment

In 2000, Lake County residents age 25 and over had the following levels of educational achievement:

No high school diploma	14%
High school diploma	34%
Some college, no degree	24%
Associate degree	7%
Bachelor's degree	15%
Master's degree or higher	7%

Trends since 1990 show that the percentages of residents at the lowest educational levels are decreasing, and that the proportions of residents with at least some postsecondary education, at all credentialing levels, are increasing.

### Commuting Patterns

While more people still outcommute than incommute to Lake County (which is typical of most Ohio counties), Lake County is becoming less dependent on other counties for employment and income for its residents.

### Labor Force: Gender

Females constituted 47.2% of the Lake County labor force in 2000. Although still below the male labor force participation rate, female labor force participation continues to increase as a long-term trend. Females tend to have a lower unemployment rate than males.

Female workers are found in office and administrative occupations in a proportion significantly above their presence in the total workforce. Other occupational groups in which females are employed in above-average proportions, though to a much lesser degree, are professional specialty and service.

Males dominate occupations in precision production/craft/repair. Other occupations in which males are employed in above-average proportions are executive/managerial, machine operators/assemblers/inspectors, transportation/material moving, and handlers/laborers.

Females worked for services industry employers at a significantly higher proportion than their labor force representation. Other industry divisions in which females tended to concentrate were finance/insurance/real estate and trade.

Males were found in above-average concentrations in the goods-producing industrial divisions of construction and manufacturing, as well as in transportation/communication/utilities and government.

### Labor Force: Racial/Ethnic Groups

African-Americans and Hispanics each constituted 1.6% of the Lake County labor force in 2000. Asians constituted 1.0% of the labor force, and each of all other racial/ethnic groups accounted for less than 1% of the labor force.

The Lake County African-American population has a labor force participation rate slightly below average. African-American unemployment is significantly higher than average.

African-Americans work in the following occupations in proportions above their presence in the total workforce: service, machine operators /assemblers /inspectors, transportation/ material moving/, and handlers/ laborers.

Whites are found working in above-average proportions in executive/managerial, professional specialty, and precision production/craft/repair occupational groups, representing higher skills and pay at both the skilled and degreed levels.

Technical jobs are proportionately distributed between African-Americans and whites.

African-Americans work at above-average rates in the industrial divisions of transportation/communication/utilities, trade, services, and government. Whites are concentrated in the divisions of construction and manufacturing.

Lake County's Hispanic population had a labor force participation rate above average, at 71.4%. Hispanic unemployment was close to twice the average, although significantly lower than African-American unemployment at that time in Lake County.

Hispanic workers are found in proportions above their labor force representation in office/administrative support, service, precision production/craft/repair, and machine operators/ assemblers/ inspectors. Hispanics are employed in disproportionately small numbers in these occupational areas: executive/managerial, professional specialty, technical, sales, transportation/material moving, and handlers/laborers.

Hispanic employment is found at levels significantly exceeding their labor force representation in the industry divisions of manufacturing and finance/insurance/real estate. Hispanics are under-represented in all other industrial divisions: construction, trade, government, and particularly in services and transportation/communication/utilities.

#### Labor Force: Youth

Most (81%) of Lake County youth ages 16 – 19 in 1990 were attending school. About 11% were high school graduates and 8% were dropouts.

Youths' labor force participation rates and unemployment rates vary with educational status and attainment.

## **Workforce Investment Area #5**

### **Section II (b) – Industrial Composition of Economy**

In 2000, the three largest industrial divisions in the Cleveland metropolitan area were services (30% of all employment), trade (23%), and manufacturing (19%). These three are expected to remain the largest divisions in 2010.

The largest major groups within the Services division are private health services, business services (including employment agencies and staffing services), and engineering and management services.

The industry divisions with the lowest unemployment rates in 2002 were government, services, and transportation/communication/utilities. The highest unemployment rates were found in construction, manufacturing (particularly in durable goods manufacturing), and finance/insurance/real estate.

Industry trends from the period of 2000 – 2003 show the toll taken by the 2001 recession on local employment.

Overall, employment in the Cleveland area dropped by 65,000. Two-thirds of these jobs (43,500) were in manufacturing. As a result, employment in goods-producing industries, primarily manufacturing, decreased from 21% to 18% of the workforce.

Job loss due to international trade has been responsible for a large number of lost manufacturing jobs in this area. Lake County ranked 12<sup>th</sup> of all Ohio counties in numbers of job lost to trade from 1995 – July 2004. Cuyahoga County had the highest number of any county in the State of Ohio laid off due to effects of international trade, and Lorain County had the fourth highest number.

Service-providing industries lost 18,600 jobs between 2000-2003. The largest job losses occurred in: professional and business services (-14,000); trade, transportation, and utilities (-12,800); and information (-2,700).

The only industrial sectors to gain jobs between 2000 and 2003 were: educational and health services (12,000 – over three-quarters of these new jobs were in health care); government (1,400 – an increase of 4,200 jobs in local government offset declines in state and federal government employment); and financial activities (1,300).

The service-providing sectors with the largest proportional increase in employment were: educational and health services (with most of the increase attributable to health care employment); and government (primarily local government).

In the goods-producing sector, the local economy is expected to experience selective growth and decline. Only construction is expected to add a significant number of jobs in the goods-producing sector. Increased productivity in the manufacturing sector will likely result in a slight decline in employment.

The services sector itself, led by business services and health, will account for over half of all job growth. The growth in business services is attributable to increased use of staffing firms. Increased demand for health services, fueled by the aging of the “baby boomer” generation, is responsible for the predicted growth of the health industry.

Large numbers of jobs are also projected in retail trade, especially eating and drinking places, and local government, primarily in education.

**Workforce Investment Area #5**  
**Section II (c) – Occupational Composition of Economy**

Classification by occupation refers to the duties performed by employees; in other words, what workers do as their jobs. The types of occupations, and number of jobs available in them, reflect the needs of local enterprises/employers to successfully produce goods or services. As a result, occupational employment depends upon industry employment.

The occupational divisions employing the most workers in the Cleveland area in 2000 were: professional (18% of all employment), service (17%), and office and administrative support (17%). It is expected that these three groups will continue to lead labor market demand in 2010.

The professional and service divisions are composed of several distinctive major groups. Education and health care jobs dominate employment in the professional division, while food preparation and serving occupations account for the greatest number of service jobs.

The lowest unemployment rates during 2002 were in the occupational groups of professional specialty, technicians, and administrative support. The highest unemployment rates were for precision production/craft/repair, machine operators, and handlers/laborers.

Service and professional occupations, the two largest occupational divisions, are also the occupational divisions that are projected to add the most new jobs through 2010. These two divisions--on opposite ends of the educational attainment and earnings spectrum—are expected to provide more than half of the total job growth.

Close behind professional and related occupations in terms of growth are construction and extraction occupations. The other division expected to grow faster than the average is management, business and financial occupations.

Office and administrative support jobs are projected to grow much slower than the average, reflecting the continuing impact of office automation.

Production occupations are projected to decline, and installation, maintenance and repair occupations are projected to grow slower than average, due to continuing advances in technology, changes in production methods, and an overall decline in manufacturing employment.

Thirty percent of the 42,000 annual job openings in the local economy are expected to be generated by employment growth. The remaining seventy percent will result from the need to replace existing workers who will leave the labor force, usually upon retirement. Therefore, even declining occupations provide opportunities for employment, although job prospects are generally not as favorable as in growing occupations. There are also additional job openings, not estimated, resulting from turnover when an individual stays in the same occupation, but switches employers.

The major occupational groups predicted to add the most new jobs in the Cleveland metropolitan area by 2010 are healthcare practitioners and technicians; sales; office and administrative support; food preparation and serving; and computer and mathematical occupations. The groups predicted to have the most total job openings (growth plus replacement) are sales; office and administrative support; food preparation and serving; production; and transportation and material moving.

## **Workforce Investment Area #5**

### **Section II (d) – Occupational Skill Requirements**

The U.S. Department of Labor, Bureau of Labor Statistics, has developed a system of occupational training and education classifications. In this classification system of eleven categories, the education and training required reflects the manner in which most workers become proficient in that occupation and the preferences of most employers. To identify trends more easily, these eleven categories can be regrouped into three:

- **Degreed:** Includes categories of bachelor's degree, bachelor's degree or higher and some work experience, master's degree, doctoral degree, and first professional degree.
- **Skilled:** Includes categories of associate degree, postsecondary vocational training, work experience in a related occupation, long-term on-the-job training, and moderate-term on-the-job training.
- **Entry:** Includes category of short-term on-the-job training.

In 2000, about 35% of all jobs in the Cleveland metropolitan area were entry, or at the lowest of three skill levels. About 45% of jobs were skilled, and about 20% required a minimum of a bachelor's degree.

In other words, four-fifths of the area's workers hold jobs which do not require a bachelor's degree; slightly fewer than three-quarters do work which does not require formal education and credentialing above the high school graduate level. Over one-third work at entry-level jobs having the lowest skill level requirements.

Projected employment needs for 2010 will favor workers with formal educational credentials, while reducing opportunities for those with skills acquired on the job. Employment in jobs requiring associate and bachelor's degrees is expected to increase as a share of the total workforce. On the other hand, employment in jobs requiring moderate term on-the-job training is anticipated to decrease as a share of total employment.

The most job openings for positions requiring a minimum of a bachelor's degree are found in management, education, training, and library, and business and financial operations. 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.

The most job openings for skilled workers are found in production, construction and extraction; and healthcare practitioners and technicians:

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.

Skilled 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.

The most job openings for entry positions are found in administrative support, sales, transportation and material moving, and food service. 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.

It appears that Lake County's level of educational attainment is closely aligned to the demands of the labor market, and the county is probably exporting talent, in that:

- 22% of residents have bachelor's or higher degrees, and the current job openings projected for this skill level in the Cleveland metropolitan area are 20%.
- 7% of residents have associate degrees, and the current job openings projected for this skill level in the Cleveland metropolitan area are 4%.

## **Workforce Investment Area #5 Section II (e) – Training Resources**

Lake County and the Cleveland metropolitan area are served by a large number and variety of training providers.

There are 23 colleges and universities in the greater Cleveland area, including Case Western Reserve University, Cleveland State University, and Kent State University. Lake County is home to Lakeland Community College, Lake Erie College, Bryant & Stratton College, Hondros College, and the Rabbinical College of Telshe.

In the 12-county area of northeastern Ohio, including the Akron, Canton, and Youngstown areas, there are:

- 28 apprenticeship programs
- 11 consortium-sponsored training programs
- 94 non-profit organizations offering training programs
- 67 private companies offering training programs
- 44 private technical institutes
- 20 private technical/trade schools
- 44 school district/Tech Prep vocational programs
- 31 vocational education centers

Over 75 private training institutions in the Cleveland metropolitan area are registered with the Ohio State Board of Career Colleges and Schools.

Lake County is served by Auburn Career Center, a full-service career center offering both secondary and adult vocational programs. Lake County's nine public school districts provide vocational education programs to students either directly or in participation with Auburn. Lakeland Community College provides Tech Prep programs in several occupational areas to students of all public school districts within the county.

At this time, no lack is perceived in this local area in the availability of career training programs, and no significant barriers are perceived which limit local residents' access to training.

**Workforce Investment Area #5**  
**Section II (f) -- Other Service Providers**

Lake County has identified no providers of jobseeker and business services outside the membership of the One-Stop System which provide services comparable to those offered by One-Stop members. While limited jobseeker services are available through private for-profit employment agencies and staffing services, typically these services are fee-based or contingent upon obligations such as an employment commitment. Youth services, particularly work-based youth services, available outside of the One-Stop System are usually school-based and thus limited to residents of specific geographic areas.

Any underutilization of the local One-Stop system is attributed to jobseekers' and employers' lack of awareness of the system and the services available. A goal of the One-Stop system is to increase knowledge of one-stop services by implementation of a marketing plan.

**Workforce Investment Area #5**  
**Section III (a) – Utilization of Resources**

**Local One-Stop System Partner Contact and Site Information**

**I. Required One-Stop System Partners :**

**Chief Local Elected Official(s)**

Name: Commissioner Robert E. Aufuldish  
Board of Lake County Commissioners  
Address: P.O. Box 490, 105 Main Street  
Painesville, OH 44077

Phone: 440-350-2745

E-mail: [lccomm@lakecountyohio.org](mailto:lccomm@lakecountyohio.org)

Local Contact Person: Art Iacofano  
Director, Lake County Department of Job &  
Family Services

440-350-4230

[iacofa@odjfs.state.oh.us](mailto:iacofa@odjfs.state.oh.us)

Name: Commissioner Raymond E. Sines  
Board of Lake County Commissioners  
Address: P.O. Box 490, 105 Main Street  
Painesville, OH 44077

Phone: 440-350-2745

E-mail: [lccomm@lakecountyohio.org](mailto:lccomm@lakecountyohio.org)

Local Contact Person: Art Iacofano  
Director, Lake County Department of Job &  
Family Services

440-350-4230

[iacofa@odjfs.state.oh.us](mailto:iacofa@odjfs.state.oh.us)

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Local Contact Person: Art Iacofano  
Director, Lake County Department of Job &  
Family Services

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**Local Workforce Investment Board**

Chair Name: Eric Barbe

President, Euclid Precision Grinding Company

Address: 4896 East 345<sup>th</sup> Street

Willoughby, OH 44094

Phone: 440-946-8888

E-mail: [eb@euclidprecision.com](mailto:eb@euclidprecision.com)

**WIA Grants Fiscal Agent**

Name: Lake County Department of Job &  
Family Services

Address: 177 Main Street

Painesville, OH 44077

Phone: 440-350-4233

E-mail: [johnsn01@odjfs.state.oh.us](mailto:johnsn01@odjfs.state.oh.us)

Local Contact Person: Nancy Johnson

Business Administrator

**WIA Programs Administrative Entity**

Name: Lake County Department of Job &  
Family Services

Address: 177 Main Street

Painesville, OH 44077

Phone: 440-350-4320

E-mail: [dawsor01@odjfs.state.oh.us](mailto:dawsor01@odjfs.state.oh.us)

Local Contact Person: Robert J. Dawson

Program Administrator

**Local System One Stop Operator**

Name: Lake County Department of Job &  
Family Services

Address: 177 Main Street

Painesville, OH 44077

Phone: 440-350-4320

E-mail: [dawsor01@odjfs.state.oh.us](mailto:dawsor01@odjfs.state.oh.us)

Local Contact Person: Robert J. Dawson

Program Administrator

**WIA Title I Programs**

**(Adult, Dislocated, Youth)**

Name: Lake County Department of Job &  
Family Services

Address: 177 Main Street

Painesville, OH 44077

Phone: 440-350-4320

E-mail: [dawsor01@odjfs.state.oh.us](mailto:dawsor01@odjfs.state.oh.us)

Local Contact Person: Robert J. Dawson

Program Administrator

**WIA Title II Program(s)  
(Adult Education and Family Literacy)**

Name: Painesville City Schools ABLE  
Address: 85 North Park Place  
Painesville, OH 44077  
Phone: 440-354-5551  
E-mail: [pc\\_able@lgca.org](mailto:pc_able@lgca.org)  
Local Contact Person: Carol Darr  
ABLE Coordinator

**WIA Title III Programs  
(Wagner-Peyser, TAA, UI, Reemployment Services, Veterans E&T)**

Name: Ohio Department of Job & Family Services  
Address: 2026 South Avenue  
Youngstown, OH 44501  
Phone: 330-884-7263  
E-mail: [yaistj@odjfs.state.oh.us](mailto:yaistj@odjfs.state.oh.us)  
Local Contact Person: Jeff Yaist  
District Director

**WIA Title IV Program  
(Vocational Rehabilitation Services)**

Name: Ohio Rehabilitation Services Commission, Bureau of Vocational Rehabilitation  
Address: 1640 West Jackson Street  
Painesville, OH 44077  
Phone: 440-352-6271  
E-mail: [RSC\\_HRD@rscnet.a1.state.oh.us](mailto:RSC_HRD@rscnet.a1.state.oh.us)  
Local Contact Person: Helen Drake  
Vocational Rehabilitation Supervisor

**Older Americans Act Title V  
(Senior Community Employment Services)**

Name: Mature Services, Inc.  
Address: 415 South Portage Path  
Akron, OH 44320  
Phone: 330-762-8666, ext. 164  
E-mail: [paul@matureservices.org](mailto:paul@matureservices.org)  
Local Contact Person: Paul Magnus  
Director, Senior Employment Center

**Carl Perkins Vocational & Applied  
Technology Education Act  
(Post Secondary Voc Ed)**

Name: Auburn Career Center  
Address: 8140 Auburn Road  
Concord Twp., OH 44077  
Phone: 440-357-7542

E-mail: [au\\_schultz@lgca.org](mailto:au_schultz@lgca.org)  
Local Contact Person: Thomas Schultz  
Superintendent

Name: Lakeland Community College  
Address: 7700 Clocktower Drive  
Mentor, OH 44060  
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President  
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**TANF  
(Ohio Works First,  
Prevention/Retention/Contingency Programs)**

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Local Contact Person: Art Iacofano  
Director

**Required programs that are not available in  
this local area are:**

Community Services Block Grant (CSBG)  
(Employment and Training Programs)

Housing & Urban Development (HUD)  
(Employment and Training Programs)

Welfare-to-Work Programs  
(Social Security Act Section 403(a)(5))

Other WIA Title I Programs  
(Job Corps, Native American Program,  
Migrant/Seasonal Farm Worker, Veteran's  
Workforce, National Emergency Grant,  
Demonstration Pilot Programs)

**Local Workforce Investment Board  
Business Members**

Name: Nancy Brown  
Owner  
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Name: Joseph Francesconi  
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Name: Terry Lazar  
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Name: Jeff Malish  
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Name: Steven Tsengas, Ph.D.  
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**Non-Required One-Stop System Partners**  
(i.e., Chambers of Commerce, Community Action Agencies, Economic Development Agencies, Business entities, Mental Health Agencies, Faith-Based Organizations, Refugee and Immigrant Services, DOL grantees, Employment Agencies)

Name: Lake County Economic Development Center  
Address: 391 W. Washington Street  
Painesville, OH 44077  
Phone: 440-357-2290, Ext. 32  
E-mail: [chaworth@lcedc.org](mailto:chaworth@lcedc.org)  
Local Contact Person: Catherine Haworth  
Executive Director

Name: NEIGHBORING: Mental Health Services  
Address: 5930 Heisley Road  
Mentor, OH 44060  
Phone: 440-354-9924 / 942-1398  
E-mail: [skline@neighboring.org](mailto:skline@neighboring.org)  
Local Contact Person: W. Spencer Kline III  
Executive Director

Name: Lake Metropolitan Housing Authority  
189 First Street  
Painesville, OH 44077  
Phone: 440-354-3347  
E-mail: [exedir@ncweb.com](mailto:exedir@ncweb.com)  
Local Contact Person: Fred Zawilinski  
Executive Director

Name: Rural Opportunities, Inc.  
Address: 2-453 County Road B  
Liberty Center, OH 43532  
Phone: 419-875-6654  
E-mail: none  
Local Contact Person: Deb Leal  
Director of State Operations

Name: Rural Opportunities, Inc.  
Address: 310 South Front St., Suite 1  
Fremont, OH 43420  
Phone: 419-334-2689  
E-mail: [bert@cros.net](mailto:bert@cros.net)  
Local Contact Person: Bert Gonzales

Name: Rural Opportunities, Inc.  
Address: 247 East Main Street  
Alliance, OH 44601  
Phone: 330-821-4740  
E-mail: [ruralop@neo.rr.com](mailto:ruralop@neo.rr.com)  
Local Contact Person: Pearl Lozoya  
Training & Employment Coordinator

Name: Goodwill Industries  
Address: P.O. Box 2926, 621 Goodwill Dr.  
Ashtabula, OH 44004  
Phone: 440-964-3565  
E-mail: [jaoliver@suite224.net](mailto:jaoliver@suite224.net)  
Local Contact Person: Jill Oliver

Name: Goodwill Industries  
Address: P.O. Box 2926, 621 Goodwill Dr.  
Ashtabula, OH 44004  
Phone: 440-964-3565  
E-mail: [doaltonen@suite224.net](mailto:doaltonen@suite224.net)  
Local Contact Person: Dorothy Altonen  
Executive Director

**II. Local One-Stop System Sites:** The following sites are the locations for delivery of service for the above identified local One-Stop System:

**Level 2 (Full-Service Comprehensive Services Designated Site)**

Name: Lake County Department of Job & Family Services

Address: 177 Main Street, Painesville, OH 44077

**Level 1 (Services provided by 3 or more programs with a fully functional Resource Room)**

(None)

**Access Point: (Services and/or partner information available via the Internet and brochures and/or other outreach)**

(None)

**Electronic Access: (Information regarding the One-Stop System and/or services available via electronic access)**

Website Address: <http://www.lake1stop.org>

Unemployment Insurance Claims: [http://www.unemploymentoffice.net/State\\_resources/ohio.htm](http://www.unemploymentoffice.net/State_resources/ohio.htm)

## Workforce Investment Area #5

### Partner Service Responsibilities Matrix

Partners	ACC	GW	JPC	LCDJFS	LCC	LCEDC	LMHA	MS	N	ODJFS	ORSC	PABLE	RO
Partner Program(s)	Carl Perkins	Goodwill		WIA OWF	Carl Perkins		HUD	Older Worker	Neighboring	Wagner Peyser UI TAA Vets E & T NAFTA	Rehab Services	Literacy	Rural Opportunities
Program Funding Source	Title II			Title I TANF	Title II		HUD	Title V		Title I Title III	Title I		
Full-time Equivalents	.1	.2	1.5	58	.2	0	.1	.1	.1	.5	1	.1	.1
CORE	ACC	GW	JPC	LCDJFS	LCC	LCEDC	LMHA	MS	N	ODJFS	ORSC	PABLE	RO
Eligibility for WIA funding sources				LCDJFS									
Outreach	ACC	GW	JPC	LCDJFS	LCC	LCEDC		MS	N	ODJFS	ORSC	PABLE	RO
Intake & orientation	ACC	GW		LCDJFS	LCC	LCEDC		MS	N	ODJFS	ORSC	PABLE	RO
Initial assessment of skill levels	ACC	GW	JPC	LCDJFS	LCC			MS	N	ODJFS	ORSC	PABLE	RO
Job search, placement assistance & development	ACC	GW	JPC	LCDJFS	LCC	LCEDC		MS	N	ODJFS	ORSC	PABLE	RO
Labor Market Info & job vacancies	ACC	GW	JPC	LCDJFS	LCC	LCEDC		MS	N	ODJFS	ORSC	PABLE	RO
Performance & cost info on employment & training programs	ACC		JPC	LCDJFS	LCC	LCEDC		MS	N	ODJFS		PABLE	RO
Local performance measures information	ACC	GW	JPC	LCDJFS	LCC	LCEDC		MS	N	ODJFS	ORSC	PABLE	RO
Availability of support services		GW	JPC	LCDJFS	LCC		LMHA	MS	N	ODJFS	ORSC	PABLE	RO
Info on filing Unemployment Compensation claims	ACC	GW	JPC	LCDJFS	LCC	LCEDC	LMHA	MS	N	ODJFS	ORSC	PABLE	RO
Info on One-Stop partner services	ACC	GW	JPC	LCDJFS	LCC	LCEDC	LMHA	MS	N	ODJFS	ORSC	PABLE	RO
Follow-up services		GW	JPC	LCDJFS					N	ODJFS	ORSC		RO
Computer training	ACC		JPC	LCDJFS	LCC			MS		ODJFS	ORSC	PABLE	RO
Resume assistance	ACC	GW	JPC	LCDJFS		LCEDC			N	ODJFS	ORSC		RO
English/Spanish as a Second Language				LCDJFS	LCC							PABLE	RO
American Sign Language					LCC								
Internet Job & Resume Listings	ACC		JPC	LCDJFS	LCC		LMHA			ODJFS	ORSC		RO
Computers available for public use		GW		LCDJFS	LCC					ODJFS	ORSC		
Phones, fax & copiers available for public use		GW		LCDJFS	LCC				N	ODJFS	ORSC		
Computerized academic remedial system	ACC			LCDJFS	LCC				N				RO
Electronic business directories available for public use				LCDJFS	LCC								

## Workforce Investment Area #5

### Partner Service Responsibilities Matrix

Scheduled Workshops	ACC	GW	JPC	LCDJFS	LCC	LCEDC		MS	N	ODJFS		PABLE	
Valpar Pro3000				LCDJFS									
Business startup training						LCEDC							
<b>INTENSIVE</b>	<b>ACC</b>	<b>GW</b>	<b>JPC</b>	<b>LCDJFS</b>	<b>LCC</b>	<b>LCEDC</b>	<b>LMHA</b>	<b>MS</b>	<b>N</b>	<b>ODJFS</b>	<b>ORSC</b>	<b>PABLE</b>	<b>RO</b>
Computerized & specialized assessment	ACC	GW	JPC	LCDJFS	LCC				N		ORSC	PABLE	RO
Development of Individual Employment Plan		GW	JPC	LCDJFS			LMHA	MS	N	ODJFS	ORSC		RO
Individual counseling & career planning	ACC	GW	JPC	LCDJFS	LCC				N	ODJFS	ORSC		RO
Assessment of language skills				LCDJFS								PABLE	RO
Assessment of substance abuse									N				RO
Job Clubs for Mature Workers								MS	N				
<b>TRAINING</b>	<b>ACC</b>	<b>GW</b>	<b>JPC</b>	<b>LCDJFS</b>	<b>LCC</b>	<b>LCEDC</b>	<b>LMHA</b>	<b>MS</b>	<b>N</b>	<b>ODJFS</b>	<b>ORSC</b>	<b>PABLE</b>	<b>RO</b>
Occupational skills training	ACC	GW	JPC	LCDJFS	LCC						ORSC		RO
Entrepreneurial training	ACC				LCC	LCEDC					ORSC		RO
Customized training	ACC	GW	JPC	LCDJFS	LCC	LCEDC			N		ORSC		RO
	ACC	GW	JPC	LCDJFS	LCC	LCEDC	LMHA	MS	N	ODJFS	ORSC	PABLE	RO

LEGEND	
<b>ACC</b>	Auburn Career Center
<b>GW</b>	Goodwill Industries
<b>LCDJFS</b>	Lake County Dept. of Job & Family Services
<b>LCC</b>	Lakeland Community College
<b>LCEDC</b>	Lake County Economic Development Center
<b>LMHA</b>	Lake Metropolitan Housing Authority
<b>MS</b>	Mature Services
<b>N</b>	Neighboring
<b>ODJFS</b>	Ohio Department of Job & Family Services
<b>ORSC</b>	Ohio RSC
<b>PABLE</b>	Painesville ABLE
<b>RO</b>	Rural Opportunities, Inc.
<b>FTE</b>	Full-Time Equivalent

**Workforce Investment Area #5**  
**Attachment A-1: Partner Services Responsibilities - Detail**

**Resource Room**

Please refer to matrix.

**Job Seeker Services**

Please refer to matrix.

**Business Related Services**

Please refer to matrix.

**Support Services**

The Lake County WIB 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.

Please refer to matrix for additional information.

**Youth Services**

Please refer to matrix.

**Workshops**

Please refer to matrix.

**Training Services**

**Implementation of Individual Training Account (ITA) System:** Lake County will utilize the following system for implementing Individual Training Accounts (ITAs). Customers who cannot obtain self-sufficient 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 self-sufficient 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 programs approved by the Lake County WIB for issuance of Individual Training Accounts (ITAs) in the occupational area which he/she is pursuing. Lake County JFS will then issue the customer an ITA 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 JFS. Lake County JFS will determine if sufficient funding is available to pay the training costs listed on the form. If sufficient funding is available, Lake County JFS 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 JFS 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 WIB; however, the WIB reserves the right to modify this plan to establish such a limitation in the future. The WIB has required an administrative review of all proposed training enrollments where the cost of the training exceeds \$9,000.00.

Exceptions to the ITA System: 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 to identify and select a training provider.

Lake County's procurement process 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 JFS's Bidders' List.

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

Proposals are reviewed and scored by a Lake County JFS 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 WIB. The Board in turn makes recommendations to the Board of Commissioners. Final approval authority of service providers is with the Board.

Evaluation of RFPs 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.

Please refer to matrix for additional information.

### **Miscellaneous/Other Services**

Lake County JFS will serve as fiscal agent and be responsible for disbursement of grant funds.

Please refer to matrix for additional information.

## Partner Services Descriptions

Service Type	CORE	Description
Job Seeker Services	Eligibility for WIA funding sources	Determination of eligibility for WIA funded services is to be performed by Lake County Job & Family Services.
Business Related Services & Job Seeker Services	Outreach	Outreach is a marketing function to recruit customers who could benefit from the One-Stop's services. This service includes participation in job fairs, trade shows, public presentations, advertising, news releases and other marketing functions.
Job Seeker Services	Intake & Orientation	<p>Visitors are met at the door by a Greeter or Lab Attendant who will determine if the visitor is a first-time visitor, returning job seeker or employer/business partner.</p> <p>First-time visitors will:</p> <ul style="list-style-type: none"> <li>• Be instructed or helped to complete a brief universal registration form. (<a href="#">Form# Ureg-12</a>)</li> <li>• When the registration is complete the greeter will direct the person to view an orientation that describes the available services <ul style="list-style-type: none"> <li>○ The Orientation may be viewed on any workstation in the lab or as a paper document in the Resource Room</li> </ul> </li> <li>• After viewing the orientation the visitor will meet with an Employment Service Counselor to discuss his/her interests, concerns and career goals</li> <li>• After the interview the new customer will be taken on brief tour of the facility</li> </ul> <p>Returning Job Seekers will be reminded to sign in and will be free to utilize the facility and tools as desired. Lab attendants will be available for assistance.</p> <p>Employers will be directed to the person they are here to see. If this is the Employer's first visit the Greeter/Lab Attendant or Receptionist will contact a Job Developer or Placement Specialist to notify them of the visitor's arrival. Employers will be offered:</p> <ul style="list-style-type: none"> <li>• A brief tour of the facility</li> <li>• An employer information packet that includes a CD with an auto-running orientation and highlights of business services</li> </ul> <p>Participating partners will make the following available at each location:</p> <ul style="list-style-type: none"> <li>• Orientation presentation on Internet or</li> <li>• Orientation in hard copy</li> <li>• Informational brochures describing One-Stop services to be available at each participating partner site &amp; other publicly convenient locations</li> </ul>
Job Seeker Services	Job Seeker Customer Flow	Job Seeker/Customer flow is described in Intake & Orientation. Refer to Job Seeker flow chart (Appendix A4) for a pictorial representation.
Business Related Services	Employer Customer Flow	Employer/Customer flow is described in Intake & Orientation. Refer to Employer flow chart (Appendix A3) for a pictorial representation.
Job Seeker Services	Initial Assessment of skill levels	An informal initial assessment of skill levels and customer requirements will be made by the participating partner/staff representative who will make recommendations and referrals to the service best-equipped to perform the needed services. The Universal Referral <a href="#">Form# Uref14</a> )
Business Related Services & Job Seeker Services	Job search, placement assistance and job development	Job search, placement assistance and job development will be performed at the One-Stop and participating partners' locations except where individual agency regulations do not allow.
Business Related Services & Job Seeker Services	Labor Market Information & job vacancies	Local Labor Market, job availability and vacancy information will be made available at the One-Stop and all participating partners' locations except where individual agency regulations do not allow. The Lake1Stop website ( <a href="http://www.lake1stop.org">www.lake1stop.org</a> ) has links to labor market information in the job seeker and employer sections of the website. Printed labor market information is available for job seekers at Reemployment Services Orientations and will be included in the "employer tool kit" packet that Job Developers give to employers.
Job Seeker Services	Performance & cost info on employment & training programs	Performance & cost info on employment & training programs will be made available at the One-Stop and all participating partners' locations in the form of a printed list. LCJFS Employment & Training Division will provide current information in hard copy and electronic formats.
Miscellaneous/Other	Local performance measures information	Local performance measures will be defined by the One-Stop Committee for the Workforce Investment Board and will be made available at the One-Stop and all participating partners' locations.

## Partner Services Descriptions

<b>Support Services</b>	Availability of support services	Supportive services such as transportation, child care, dependent care, housing, and needs-related payments may be necessary to enable an individual to participate in activities. The Lake County United Way has created and maintains a comprehensive database of service providers. A link to this database is available on the Lake1Stop website. Staff members will perform the lookup for customers at agencies where Internet access is unavailable for public use.
<b>Job Seeker Services</b>	Info on filing Unemployment Compensation claims	The One-Stop location will have two private, direct-access telephone stations, one of which will also have TTY capabilities, available at the One-Stop. Information on filing Unemployment Compensation claims such as the toll-free phone number and directions to the Unemployment Compensation website will also be made available at the One-Stop and all participating partners' locations.
<b>Business Related Services &amp; Job Seeker Services</b>	Info on One-Stop partner services	Information on One-Stop partner services in the form of printed literature, website links, etc. will be made available at the One-Stop and all participating partners' locations.
<b>Support Services</b>	Follow-up services	<p>It is essential to follow the status of Lake1Stop customers to monitor the effectiveness and continue to improve the One-Stop. The follow-up procedure includes:</p> <ul style="list-style-type: none"> <li>● Job Seeker follow-up contact will continue to be made by Employment Service Counselors via telephone.</li> <li>● <b>Employer follow-up process will be determined by a sub-committee (Job Development Committee) of representatives from partners that perform job development services.</b></li> <li>● Employer follow-up, to be determined by the Job Development Committee may include completion of a brief survey to be available in one or more of the following ways: <ul style="list-style-type: none"> <li>○ An e-mail request to complete an online survey</li> <li>○ A printed follow-up form for direct mail contact (see sample)</li> <li>○ A telephone script (see sample) for One-Stop staff to use</li> <li>○ Personal visits by One-Stop staff member to employer's place of business</li> </ul> </li> <li>● The Employer follow-up questions to be answered are: <ul style="list-style-type: none"> <li>○ Was the staff courteous and professional?</li> <li>○ Was the staff knowledgeable?</li> <li>○ did you place a job order?</li> <li>○ Are you satisfied with your Lake1Stop experience? <ul style="list-style-type: none"> <li>■ This will be graded on a 1 to 5 basis</li> </ul> </li> <li>○ Did Lake1Stop meet your expectations? <ul style="list-style-type: none"> <li>■ This will be graded on a 1 to 5 basis</li> </ul> </li> <li>○ Where did you receive services?</li> <li>○ What additional services would be helpful to you?</li> <li>○ If you were the manager of Lake1Stop what would you do to improve it?</li> </ul> </li> </ul> <p>The follow-up procedure will include attempts at 30-90 days, as determined by the Job Development Committee, to contact the Job Seeker or Employer via telephone, e-mail and/or direct mail. An electronic version of the survey will be made available on the <a href="http://www.lake1stop.org">www.lake1stop.org</a> website.</p>
<b>Job Seeker Services</b>	Computer training	The Universal Customer will have access to self-directed, self-paced computer training software for the popular Microsoft Windows and Office programs. The Universal Customer may also attend evening computer classes that are held at Hobart Middle School during the school year. Daytime classes are also available at the Painesville ABLE office all year.
<b>Job Seeker Services</b>	Resume assistance	Self-directed, staff-assisted, basic assistance will be available at Lake1Stop. Lake County Economic Development Center will also serve the Universal Customer assisting with resumes. Lake1Stop will hold scheduled resume classes as partner and volunteer staff permits.
<b>Miscellaneous/Other</b>	English/Spanish as a Second Language	Self-directed, self-paced software is available for use at Lake1Stop. In addition, Painesville ABLE hold three levels of English as a Second Language two nights a week. The Universal Customer will be permitted to attend these classes. Instructor-lead classes may also be held at Lake1Stop as partner and volunteer staff permits.
<b>Miscellaneous/Other</b>	American Sign Language	Interpreters will be available at Lake1Stop on an on-call, as-needed basis.
<b>Business Related Services &amp; Job Seeker Services</b>	Internet Job & Resume Listings	Lake1Stop will refer the Universal Customer to Ohio JobNet and eventually to the SCOTI Labor Exchange job board plus it will continue to host a free local Internet based job board for business and job seeker use as long as local demand requires. Several One-Stop partners host local job boards also. The One-Stop website <a href="http://www.lake1stop.org">www.lake1stop.org</a> includes links to hundreds of national and specialized job boards to better serve a larger population.

## Partner Services Descriptions

<b>Resource Room</b>	Computers available for public use	Lake1Stop has 39 computer workstations with high-speed Internet access and a vast array of software that is available to the general public. The computers are available Monday through Friday from 8:00 a.m.-4:30 p.m. Instruction cards are available at each station and in the Resource Room to insure that each visitor understands the software tools available for their use.
<b>Resource Room</b>	Phones, fax & copiers available for public use	Telephones (including one for hearing-impaired), a fax machine with step-by-step instructions for use and copiers are available to the Universal Customer for employer contact. A variety of quality bond paper and envelopes is also available to everyone.
<b>Resource Room</b>	Computerized academic remedial system	Destinations software offers comprehensive academic assessment, custom assessment, remedial lessons from non-reader through junior college level courses. Once a staff member enters the customer into the system he/she may work through the lessons selfdirected and self-paced. If academic level is low enough to require more assistance the customer is referred to Painesville ABLE. ABLE will work with them to achieve a level suitable for selfpace, selfdirected continuation.
<b>Resource Room</b>	Electronic business directories available for public use	<p>Employer Database (ALMIS) software is available at every computer workstation in the lab. Additionally there are links on the website to national databases for general use. The Universal Customer may search for businesses by name, sic, sip, phone area code, number of employees, geographic location, number of employees, revenue, etc. The system will also draw a printable map of the company's location.</p> <p>A database of Lake County employers' websites is accessible on the Lake1Stop website. Only websites that include current job openings will be listed. Companies are listed alphabetically.</p>
<b>Workshops</b>	Scheduled Workshops	<p>Instructor lead introductory classes will also be held at Lake1Stop as staffing by partners and volunteers permits. These classes are intended to take the Universal Customer to a level that will enable them to utilize the selfdirected, selfpaced training software available at Lake1Stop and/or be better-prepared for selfdirected job search in or out of the One-Stop.</p> <p>One and two hour introductory workshops will be scheduled and open to the public on the following topics:</p> <ul style="list-style-type: none"> <li>• Resume Writing</li> <li>• Basic Computer Skills</li> <li>• Getting Started with Microsoft Word</li> <li>• The Job Search</li> <li>• The Internet Job Search</li> <li>• Interviewing Techniques</li> <li>• Successful Salary Negotiations</li> <li>• OCIS Workshop</li> <li>• Seniors Job Club</li> <li>• Job Club</li> <li>• Youth Job Club</li> <li>• College Bound Workshop             <ul style="list-style-type: none"> <li>○ Financial Information</li> <li>○ Vocational Training Availability</li> </ul> </li> <li>• College Grads, Preparing to Enter the Workforce</li> <li>• Coping with Stress</li> <li>• Relaxation Techniques</li> <li>• Ohio Transitional Assistance Program (OTAP) for Veterans</li> <li>• Unemployment Compensation Re-Employment Services Orientation             <ul style="list-style-type: none"> <li>○ The Lake1Stop orientation will be included</li> </ul> </li> <li>• Library Assistance</li> <li>• Voter Registration</li> <li>• Managing Expenses</li> <li>• Personal Security</li> <li>• Topics will continually be updated</li> </ul> <p>These workshops are intended to draw unregistered CORE services traffic to Lake1Stop as a function of marketing and outreach. It is anticipated that this additional traffic will result in the identification of customers who require additional services from one or more of the One-Stop partners.</p>

# Partner Services Descriptions

<b>Job Seeker Services</b>	Valpar Pro3000 Assessment	This software performs vocational evaluation, career development, database searching, academic remediation, job matching aptitudes, interests, academics, temperaments, criterion referenced to DOL standards. The modular design of this program could be made available to the general public and to all partners to use at Lake1Stop. Staff could train partner staff in test administration.
<b>Job Seeker Services</b>	Business startup training	Entrepreneurial and business startup training is available to the Universal Customer at Lake County Economic Development Center and Lakeland Community College.

## Partner Services Descriptions

<b>Service Type</b>	<b>INTENSIVE</b>	<b>Description</b>
<b>Job Seeker Services</b>	Computerized & specialized assessment	Computerized assessment software including Destinations, Valpar Pro3000 (interest & ability assessment, TABE, etc. are available at Lake1Stop and many partner agencies.
<b>Job Seeker Services</b>	Development of Individual Employment Plan	Lake1Stop and partner staff will assist customers with the creation of an Individual Employment Plan. Copies of the Individual Employment Plan and universal referral form will be forwarded to all partners serving the customer.
<b>Job Seeker Services</b>	Individual counseling & career planning	Goodwill will allow others to audit their sessions that are held at Lake1Stop as class capacity permits.
<b>Job Seeker Services</b>	Assessment of language skills	Customers will be referred to Painesville ABLE, Neighboring and Rural Opportunities.
<b>Job Seeker Services</b>	Assessment of substance abuse	Customers will be referred to Neighboring and Rural Opportunities
<b>Job Seeker Services</b>	Job Clubs for Mature Workers	Mature Services holds these sessions.
<b>Service Type</b>	<b>TRAINING</b>	<b>Description</b>
<b>Training Services</b>	Entrepreneurial training	Customers desiring business startup and entrepreneurial training will be referred to Lake County Economic Development Center and Lakeland Community College.
<b>Training Services</b>	Occupational Skill Training	Referrals to partner agencies and approved vendors for customers who are eligible.
<b>Training Services</b>	Customized training	Auburn Career Center and Lakeland Community College offer many specialized courses that are tailored to area opportunities or employer's specifications. There are many funding sources available for training. Customized training services, assessment, computer literacy workshops, free selfpace, self-directed training are effective tools for job developers to offer at little or no cost to the employer.

**Workforce Investment Area #5  
Customer Work Flow**

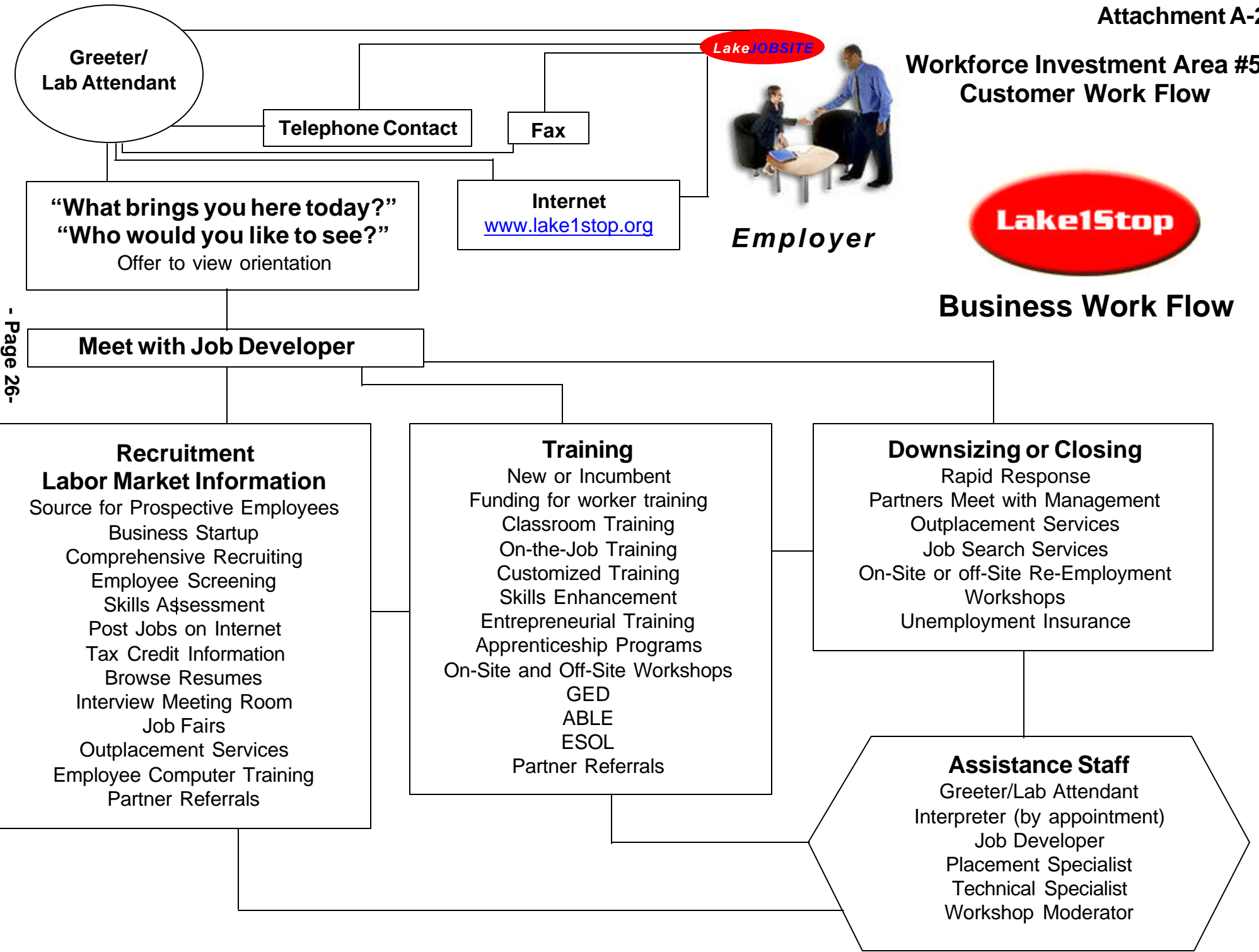
LakeJOB SITE



*Employer*



**Business Work Flow**



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# Workforce Investment Area #5 Customer Work Flow



## Job Seeker Work Flow

### LakeJOBSITE Career Center

Registered and Unregistered have full access to:

- Computer Lab
- Resource Room
- Job Search Assistance
- High-Speed Internet Access
- Telephones
- Copier
- Fax
- Labor Market Information
- Scheduled Workshops
- Computer Tutorials
- Browse Local Job Opportunities
- Resume Assistance
- Learn & Practice Interviewing

Greeter/  
Lab Attendant

### “What brings you here today?”

- Universal Registration (UREG-12)
- Orientation
- Facility Tour
- Literature
- Resource Room
- Job Postings
- Reference Materials
- Computer Lab
- Telephones
- Copier
- Fax
- Labor Market Information
- Scheduled Workshops
- Direct Partner Services

### Meet with Career Advisor

- Assessment of Career Interests & Abilities
- WIA Registration (when applicable)
- Discuss Initial Eligibility Standards
- Possible Referral to Partner Service (UREF-14)

### Assistance Staff

- Greeter/Lab Attendant
- Career Advisor
- Interpreter (by appointment)
- Placement Specialist
- Technical Specialist
- Workshop Moderator

Lake1Stop Registration

Please complete the following information to help us determine how we may assist you and what funding and/or services you may qualify for.

Last Name First name Middle Initial

Date of Birth Age Social Security Number Today's Date

Street Address City State Zip Code

Phone Alt. Phone Fax E-Mail Address

Mailing Address (if different from above) City State Zip Code

Male\_\_ Female\_\_ Are you a veteran? Yes \_\_ No \_\_

Your Comments/Goals:

Staff Notes:

I agree that the staff of Lake1Stop may exchange and disclose information on me to determine my eligibility for benefits and/or services provided by programs under the partner agencies. I further agree that information regarding any employment obtained may be verified by my employer. Signature Date

**Lake1Stop Referral**

Last Name	First name	Middle Initial

Date of Birth	Age	Social Security Number	Today's Date

Street Address	City	State	Zip Code	

Phone	Alt. Phone	Fax	E-Mail Address

Mailing Address (if different from above)	City	State	Zip Code	

Male\_\_ Female\_\_ Are you a veteran? Yes \_\_ No \_\_

**Referred BY:**

- Auburn Career Center
- Community Services Block Grant
- Goodwill Industries
- Lake1Stop
- Lakeland Community College
- Lake County Dept. of Job & Family Services
- Lake County Economic Development Center
- Lake Metropolitan Housing Authority
- Mature Services
- Neighboring
- Ohio Department of Job & Family Services
- Ohio Rehabilitation Services Commission
- Painesville Adult Basic and Literacy Education
- Rural Opportunities, Inc.
- Other \_\_\_\_\_

**Referred TO:**

- Auburn Career Center
- Community Services Block Grant
- Goodwill Industries
- Lake1Stop
- Lakeland Community College
- Lake County Dept. of Job & Family Services
- Lake County Economic Development Center
- Lake Metropolitan Housing Authority
- Mature Services
- Neighboring
- Ohio Department of Job & Family Services
- Ohio Rehabilitation Services Commission
- Painesville Adult Basic and Literacy Education
- Rural Opportunities, Inc.
- Other \_\_\_\_\_

**Notes:**

**Workforce Investment Area #5  
Section III (b) – Allocation of Resources**

<b>Shared Services Matrix</b>									
<b>Partner</b>		<b>ODJFS</b>	<b>WIA Title 1</b>	<b>CDJFS</b>	<b>ABLE</b>	<b>Voc. Ed</b>	<b>ORSC</b>	<b>Older American</b>	<b>Other</b>
<b>Partner Program</b>		WP, UC, TAA, NAFTA, Reemployment Services, Vets Programs	WIA (Adult / Dislocated / Youth)	OWF	Adult Ed/Literacy	Post Secondary	Rehab Services	Older American Act (Senior Community Service Employment Program - SCSEP)	Other
<b>Program Funding Source</b>	<b>Total Staff per Service per Site</b>	<b>Title I &amp; Title III</b>	<b>Title1</b>	<b>TANF</b>	<b>Title II</b>	<b>Perkins</b>	<b>Title IV</b>	<b>Title V</b>	<b>Other</b>
<b>Site</b>	<b>LVL 2</b>	<b>LVL 2</b>	<b>LVL 2</b>	<b>LVL 2</b>	<b>LVL 2</b>	<b>LVL 2</b>	<b>LVL 2</b>	<b>LVL 2</b>	<b>LVL 2</b>
Resource Room	2.0		1.0		0.1	0.2		0.1	0.6
Job Seeker Services	1.5	0.5	1.0						
Business Related Services	1.0		1.0						
Support Services	49.5		2.0	47.0			0.5		
Workshops/ Seminars	1.0		1.0						
Training Services	4.0		2.0			0.1	0.5		1.4
Youth Services	2.0		2.0						
Misc/Other Services	1.0		1.0						
<b>Total Staff</b>	<b>68.0</b>	<b>0.5</b>	<b>11.0</b>	<b>47.0</b>	<b>0.1</b>	<b>0.3</b>	<b>1.0</b>	<b>0.1</b>	<b>2.0</b>

Lake County has one Level 2 site and no Level 1 sites. Lake County is not served by programs under the Community Services Block Grant (E&T), Housing & Urban Development (E&T), Job Corps/CCC, or SS/WTW.

**Workforce Investment Area #5**  
**Section III (c) – Workforce Preparation and Development Needs of Youth**

Type and Availability of Employment & Training Activities

A description of youth activities that are available in Lake County is summarized below.

Tutoring and Drop-Out Prevention: Local school districts in Lake County offer tutoring to aid students in passage of performance tests. This may be done by professional staff and/or peer tutors. Tutoring is also available for out-of-school youth from ABLE programs, described below.

Alternative Education Programs: Adult Basic Literacy and Education (ABLE) programs are available in several locations in Lake County, and provide free academic instruction and remediation to youth ages 16-17 who are not enrolled in school, have been officially withdrawn, and who possess a work permit. ABLE services are also available to adults age 18 and over, including individual ages 18-21 considered to be “youth” in WIA.

An alternative high school serves most of the Lake County districts, and enrolls students who are referred by their home schools and parents, and are at risk of dropping out. Other activities and services are available to youth at the alternative high school, by either school staff or by a collaborative effort with area agencies, and include specialized programs for positive reinforcement, counseling, and referrals for individual counseling.

Work Experience (including Summer Employment Opportunities): Several work experience programs for at-risk youth are available throughout most of the public schools in Lake County. The specific details and availability of the programs may vary slightly from district to district. These opportunities include Occupational Work Experience, Occupational Work Adjustment, and Work Study. Other work experience opportunities include those offered through the County Board of Mental Retardation and Developmental Disabilities and through the alternative high school, Lake Academy.

Occupational Skill Training: Occupational skill training is available through the public high schools and Auburn Career Center, which serves as the county’s joint vocational school and full-service career center. Lakeland Community College, Auburn Career Center, and several proprietary schools provide postsecondary occupational skill training.

Leadership Development: Youth organizations such as Scouting, YMCA/YWCA, and 4-H provide leadership programs, teaching citizenship, responsibility, civic values, and community involvement.

Supportive Services: Agencies which provide support services include Lake County JFS, Ohio Rehabilitation Services, local schools, faith-based organizations, and private agencies.

Guidance and Counseling: A number of local agencies provide outpatient counseling services in group and individual sessions, and testing and assessment

for referred youth clients. In addition, agencies provide education and prevention instruction in schools to increase understanding of substance abuse, its nature and treatment.

Adult Mentoring: Programs are available through Big Brothers/Big Sisters of Lake County.

Identification of successful providers of youth activities is done through the procurement process. One of the criteria used in evaluation of RFPs is the past performance of the offeror in operating youth programs.

#### Criteria for Awarding Grants

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

The Lake County Youth Council determines the need to obtain youth program providers and determines the specifications for a procurement. A Request for Proposal form is developed/amended, and an Independent Cost Analysis is developed/updated. A legal notice is published in a local newspaper of general circulation, soliciting Youth Program RFPs. This notice summarizes the specifications, informs potential offerors of the process, and establishes the time and place when completed RFPs were due. Simultaneously, the same notice is mailed to potential offerors who requested to be placed on Lake County JFS's Bidders' List, and is posted on the websites of the One-Stop and of the Lake County Board of Commissioners. A Bidder's Conference is held to provide technical assistance to potential offerors. RFP forms are available both as hard copies and electronically via the Internet. RFPs must be submitted in hard copy format.

Completed RFPs are opened after the deadline for submission by Lake County JFS staff, who prepare a log of the submissions. Proposals are reviewed and scored by a Lake County JFS staff review team assigned by the Director. Rating criteria include: reasonableness and necessity of proposed costs; efficiency and effectiveness of proposed use of funds; cost/price analysis; qualifications of proposer's personnel who will be providing the activity; completeness and quality of planned program's activities and services for clients; extent to which the proposed program's design incorporates federally-required program elements; adequacy of service to individuals with disabilities; proposer's ability to provide or make available appropriate supportive services; previous successful experience in operating the same or similar programs; and proposer's administrative and fiscal responsibility.

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 Youth Council, which in turn makes recommendations to the full Lake County WIB. The WIB's recommendations are 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 effective and ineffective youth service providers.

#### Definition of Sixth Youth Criterion

Lake County's sixth youth criterion has been defined as a "youth with a disability", as defined in the November 12, 1999, Federal Regulations at 29 CFR Part 37, "Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998".

### Strategy for Providing Comprehensive Services

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 WIB administers 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 Individual Service Strategy 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. In the same manner, Lake County will address the needs of youth who are pregnant, parenting, or have disabilities.

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. (Note: Job Corps and Youth Opportunity Grant programs do not provide service in Lake County.)

### Ten Youth Elements (including Framework Activities)

The Lake County WIB will provide the required ten elements of Lake County's youth programs via youth service providers. Through its mix of service providers, the WIB will ensure that each of the ten required elements is available to youth customers. Providers are expected to either directly offer, or make available through referral to collaborating agencies, all ten elements with the exception of supportive services. Supportive services and framework activities will be provided by Lake County JFS.

**Workforce Investment Area #5**  
**Section III (d) -- One Stop System General Provisions, Assurances and**  
**Certifications,**  
**Policies and Procedures**

**GENERAL PROVISIONS**

- A. INFORMATION SHARING/CONFIDENTIALITY: All partners agreed that any information considered public assistance information pursuant to section 5101.26 of the Ohio Revised Code received by partners pursuant to their involvement with the One-Stop will be used only for the purposes set out in this Business Plan and will not be re-released to anyone except as allowed by section 5101.27 of the Ohio Revised Code or any other state or federal law which governs release of the information. The parties also agree that the sharing of unemployment compensation claim, wage, employer or employment and training information will be for the purpose of providing employment and training programs and services pursuant to the provisions contained in sections 4141-43-01 and 4141-43-02 of the Ohio Administrative Code. Additionally, the parties agree that the use of confidential information obtained through and with the Ohio Rehabilitation Services Commission will be governed under Section 3304-2-63 of the Ohio Administrative Code.
- B. AMENDMENTS:
- (1) (a) Except as set forth in paragraph (2), the information contained in this Business Plan may be modified or amended by written consent of all of the partners. Any request to amend a provision should be made in writing to the Lake County WIB and must be agreed to by all partners. The Lake County WIB or will notify the other partners of the details of any modification request.
- (b) The Business Plan may be modified from time to time to add new one-stop partners. These new members may sign the Business Plan in its existing form as of the time that they are being added. All partners to the Business Plan will be notified in writing of additional parties joining in the Business Plan. Any adjustment of resource/cost sharing items will be reviewed prior to adding additional partners.
- (2) It is understood by the parties that each should be able to fulfill its One-Stop role in full accordance with any federal and state laws and policies which govern or affect their activities. If at any time any party is unable to perform its functions under this Business Plan consistent with federal, state or local statutory, regulatory or policy mandates, the affected party should immediately provide written notice to all other parties of their intent to amend or modify the Business Plan at least 30 days in advance of effectuating the amendment or modification. No consent from the other parties will be requested if an amendment or modification is made pursuant to this provision.
- (3) Periodically the Resource/Cost Sharing Agreement (RSA – Section VIII of this plan) may require adjustments based upon reconciliation of projected costs to actual expenses and/or minor adjustments to resource/cost sharing items. In addition, other non-substantive modifications to the Business Plan, such as grammatical corrections,

clarifications, etc., may be needed from time to time. Minor adjustments/modifications of this type will not require a formal amendment signed by all partners to the Business Plan but it is agreed partners will be notified by the Lake County Department of Job and Family Services of any such written amendments/modifications.

- C. SUPPLEMENTAL AGREEMENTS: To ensure utmost flexibility for all partners, it is understood that the Lake County WIB, and/or their designee, may enter into separate legally enforceable agreements with each partner, or a combination of partners, which will specify the rights and obligations of that particular partner and the Lake County WIB. The One-Stop operator will provide copies of any such agreements to all other partners upon request.
- D. IMPASSE RESOLUTION: In the event that an impasse should arise between the partner(s) and/or the Lake County WIB regarding terms and conditions, the performance, or administration of this Business Plan, the following procedure will be initiated:
- (1) A written document detailing the impasse will be submitted to the Lake County Department of Job and Family Services (“JFS”). The Lake County JFS will attempt to resolve the issue. The Lake County WIB and the partner(s) should document the negotiations and efforts that have taken place to resolve this issue.
  - (2) If the impasse is not resolved, the Executive Committee of the Lake County WIB will appoint a special committee to review and attempt resolution of the impasse.
  - (3) In the event an agreement cannot be reached, the Lake County WIB Chairperson will meet with the local elected official(s) and/or the partner(s) and/or the Lake County JFS based on the nature of the impasse to resolve the issue and will make a recommendation within thirty (30) working days of receiving the dispute. The whole process should be completed within ninety (90) days. Impasses involving state level partners will have the participation of their respective executive director/administrator, or their designees, in all resolution activities.
  - (4) Litigation.
- E. WITHDRAWAL: Partners having legally enforceable agreements relating to their participation in the One-Stop may be bound by the terms contained therein, but since this is an informational document, any partner to this Business Plan may withdraw as a signatory from this Business Plan. It is requested that written notice be provided to all other parties setting forth their intent to withdraw at least thirty (30) days prior to their last anticipated day as a signatory. Withdrawal by one or more partners to the Business Plan will only result in withdrawal of the Business Plan for the remaining partners if the service or funds provided by the withdrawing partner(s) is/are essential to the continuing viability of the Lake County one-stop center, and the withdrawing partner(s) cannot be easily replaced.
- F. NON-DISCRIMINATION: All partners to this Business Plan are equal opportunity employers. All understand they must comply with 29 C.F.R. 37.30 which states it is against the law for a partner to discriminate on the following basis: against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the

basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA Title I-financially assisted program or activity, including Section 188 of the WIA. The recipient must not discriminate in any of the following areas: deciding who will be admitted, or have access, to any WIA Title I-financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or making employment decisions in the administration of, or in connection with, such a program or activity.

G. MISCELLANEOUS:

1) NO INDEMNIFICATION AND LIABILITY: By executing this Business Plan each partner agrees to work together to deliver Lake County one-stop services for employers, employees and those seeking employment. However, the partners are not legally ~~Aparters@~~ to the extent that term encompasses joint and several liability. Each partner under this Business Plan is responsible for its own employees, representatives, agents and subcontractors.

2) MUTUAL RESPECT OF ORGANIZATIONAL PRACTICES: All partners identified in this Business Plan or in supplemental agreements to this Business Plan will respect each others= organizational practices and management structures in the provision of services under the Business Plan.

3) RECORDS MAINTENANCE: The Lake County JFS is responsible for all records pertaining to the administration and operation of the Lake County one-stop system centers. This includes all fiscal and accounting records, budgets, performance measures, referral tracking records, customer service surveys and any other pertinent records. In addition, the Lake County JFS will provide all partners with an annual report that outlines budget expenditures/reconciliations, services provided and populations served and performance information. These records will be made available to all partners upon request. When a partner=s record retention policies are not equal the most stringent of these policies should be applied to all partners in regard to any Lake County one-stop costs. (Reference 29 CFR 97.42)

4) VETERANS PREFERENCE: All U.S. Dept. of Labor funded programs administered by any One Stop partner will ensure veteran preference and priority of service to provide maximum opportunities to veterans and/or covered person(s) within each targeted group as established by Title 38 U.S.C., Ch...42, §4215 and the Jobs for Veterans Act, P.L. 107-288.

5) RE-EMPLOYMENT SERVICES: The Ohio Department of Job and Family Services will be responsible for selecting, scheduling, delivering and reporting orientation sessions for profiled claimants. Profiling services will be coordinated with partners of the One-Stop when possible.

## ASSURANCES AND CERTIFICATIONS

1. Local Workforce Investment Board must or will assure it will establish fiscal control and fund account procedures to ensure the proper disbursement of and accounting for all funds received through the Workforce Investment Act (WIA).
2. Local Workforce Investment Board must or will assure that it shall keep records that are sufficient to permit the preparation of reports required by the WIA and shall maintain such records, including standardized records for all individual participants and submit such reports as the State may require.
3. Local Workforce Investment Board must or will assure that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of the WIA.
4. Local Workforce Investment Board must or will assure that funds will be spent in accordance with the WIA regulations, written Department of Labor guidance, written Ohio Department of Job and Family Services guidance, and all other applicable Federal and State laws.
5. Local Workforce Investment Board must or will assure that veterans will be afforded employment and training activities authorized in the WIA, to the extent practicable.
6. Local Workforce Investment Board must or will assure 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 WIA) 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 WIA)

OMB Circular A-122 and A-22 as applicable

### Assurances and Certifications

SF 424 B – Assurances for Non-Construction 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)

## **POLICIES AND PROCEDURES**

The Lake County One-Stop partners have agreed to maintain operational control and responsibility for staff assigned to the Lake County One-Stop, while assuring staff adhere to policies and procedures of the Lake County One-Stop. Any partner specific variances with the Lake County one-stop policies and procedures are documented in a supplemental agreement separate to this Business Plan. The Lake County One-Stop Policies and Procedures are outlined below.

Currently there are no written procedures for overall policy. This is still a work in progress. Copies of policies and procedures will be made available when completed.

All partners will follow the Lake County One-Stop Policies and Procedures. Where there is a conflict between those policies and procedures and those of a partner agency, the partner agency's policies and procedures shall take precedence. The partner agencies and the Lake County One-Stop shall work together to minimize such conflicts.

## **Workforce Investment Area #5**

### **Section III (e) – Continuous Improvement**

CONTINUOUS IMPROVEMENT: All partners will participate in a process of program review and continuous improvement to offer the best possible services and seize opportunities for further integration. To assure that services are responsive to the needs of the community, partners will survey customers to obtain feedback on customer satisfaction. All partners will participate in the ongoing development and improvement of the Lake1Stop one-stop center procedures, policies and operational management. All partners will be part of a joint planning process that will continuously review the needs of the Lake County workforce and business community and refine the services of the one-stop system based upon those needs.

In addition, the partners will encourage, accommodate staff, and/or provide training and cross training, as deemed appropriate, to ensure that all partner staff are familiar with all programs represented within the Lake County One Stop System in order to integrate services, reduce duplication, and improve overall service delivery.

Continuous improvement will also be addressed through the use of the One Stop Certification Continuous Improvement Tracking Tool. Through this tool, and in collaboration with ODJFS One Stop System Section staff, areas of continuous improvement will be noted and goals and timelines set for activities. This will be an ongoing effort through all phases of One Stop System certification. This Plan will be modified to incorporate specific areas of improvement, goals, and timelines, once the One Stop Certification Report for Workforce Investment Area #5 has been issued.

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.

CROSS-TRAINING: The partners will encourage, accommodate staff and/or provide training and cross-training, as deemed appropriate, to ensure that all partner staff are familiar with all programs represented within the Lake1Stop one-stop system in order to integrate services, reduce duplication and improve overall service delivery.

## **Workforce Investment Area #5**

### **Section III (f) – Unmet Needs**

Lake County has identified the following goals for its One-Stop System:

- Improvement of the continuous improvement system
- Enhanced services to targeted populations, such as migrant/seasonal farm workers, individuals with limited English proficiency, individuals with disabilities, the homeless, youth, older workers, and veterans
- Completion and implementation of a marketing plan, with emphasis on employer outreach
- Increased use of labor market information by jobseekers, businesses, and One-Stop partners

These goals are discussed in more detail in Section VI below.

As described above, all partners will be part of a joint planning process that will continuously review the needs of the Lake County workforce and business community and refine the services of the one-stop system based upon those needs. As the One-Stop develops, it is anticipated that additional partnerships will be created to address workforce development needs. Leverage of additional resources may also enable a wider variety of workforce development programming, as well as more intensive programming for specific populations.

## **Workforce Investment Area #5**

### **Section IV (a)(i) -- Employers' Needs**

The identified workforce investment needs of employers 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.

Skill Needs: About 35% of Northeast Ohio jobs are entry, or at the lowest of three skill levels (requiring short-term on-the-job training). About 45% of jobs are skilled, and about 20% require a minimum of a bachelor's degree. In other words, four-fifths of the area's workers hold jobs which do not require a bachelor's degree; slightly fewer than three-quarters do not require formal education and credentialing above the high school graduate level. Over one-third work at entry-level jobs having the lowest skill level requirements.

Projected employment needs favor workers with formal educational credentials, while reducing opportunities for those with skills acquired on the job. Employment in jobs requiring associate and bachelor's degrees is expected to increase as a share of the total workforce. The greatest percentage growth is anticipated for jobs requiring post-baccalaureate degrees and associate degrees. On the other hand, employment in jobs requiring moderate term on-the-job training is anticipated to decrease as a share of total employment. Growth in all categories of skilled jobs not typically requiring a formal educational credential will be below average.

Lake County residents' level of educational attainment is closely aligned to the demands of the labor market. Trends show increasing proportions of residents with at least some postsecondary education, at all credentialing levels. The county is probably exporting talent, in that:

- 22% of residents have bachelor's or higher degrees, and the current job openings projected for this skill level in the Cleveland metropolitan area are 20%.
- 7% of residents have associate degrees, and the current job openings projected for this skill level in the Cleveland metropolitan area are 4%.

Needs for training will arise for the following reasons:

- Non-degreed jobs are becoming more complex and require greater worker skills.

- Structural changes in the local economy are requiring different (though not necessarily more advanced) occupational skill sets than those possessed by current workers.
- As the “baby boom” generation ages, younger workers are requiring training to replace retirees.

**Workforce Investment Area #5**  
**Section IV (a)(ii) – Worker Population Needs**

The identified workforce investment needs of jobseekers in general 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 and effectively use job search skills and resources;
- To maintain income and necessities of life while seeking employment.

Dislocated workers, in addition, may need:

- To obtain and retain employment at a wage at or near the dislocation wage;
- To obtain credentials, recognized by business and industry, of portable skills; and
- To upgrade existing skills to meet 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).

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).

Workforce investment needs of older workers are identified as:

- Specialized job search programs combining peer to peer assistance and job search strategies for older workers;
- Work experience (i.e., Senior Community Service Employment Program (SCSEP)) for the harder-to-service population age 55 and older to help transition older workers into the labor force.

## **Workforce Investment Area #5**

### **Section IV (b) -- Changes in the Regional Economy and Workforce**

The Lake County business community has identified several trends affecting the local labor market. Most are related to the need for local businesses to reduce operating costs in order to compete against overseas producers in the global economy. These cost-cutting trends have had particular impact on manufacturing. The negative impact on employment in Lake County and the northeast Ohio area is serious, due to the historic importance of manufacturing in the local economy.

Employers are increasingly turning to offshore outsourcing to reduce labor and overhead costs. Job loss due to international trade has been responsible for a large number of lost manufacturing jobs in this area. While production and manufacturing employment has been most heavily affected, outsourcing is increasingly seen in service jobs.

Another competitive tactic is to implement use of advanced technology, with the effect of eliminating jobs. Employers are choosing to invest in technology, rather than labor.

The loss of local businesses and jobs to competitors can be challenged only by high and growing productivity and product innovation. Approaches to improving productivity, such as “lean manufacturing” and Six Sigma, are used by major local employers such as Avery-Fasson, Fluid Regulators, Lake Hospital System, Lincoln Electric, PCC Airfoils, and Parker Hannifin. The effect of productivity improvement initiatives has been to decrease employment.

Product innovation is crucial to local businesses, particularly in manufacturing, in order to remain globally competitive. Research and development efforts are increasing, particularly in the health technology and advanced manufacturing fields, within local companies such as Avery-Fasson and the Steris Corporation. Educational institutions within the northeast Ohio area have demonstrated leadership in areas of science, medical, engineering, bioengineering, business entrepreneurship, nonprofit management, and urban affairs. Dozens of small companies and organizations, as well as the local universities, are involved in nanotechnology research, due to the strong presence of polymer and chemical producers in the area. Research and development is not expected to immediately result in mass job creation, but will add to the number of high-paying jobs for educated workers.

Major corporate mergers and acquisitions are not perceived as having major effects on the local economy, since most employers are small businesses. The area is home to frequent small business startups. In Lake County alone during 2003, an estimated 350 new businesses were formed, for a net creation of 50 new businesses. However, initial public offerings (IPOs) have had little influence on the local economy. The area is noted as a conservative marketplace, with few IPOs and little available venture capital.

Industry cluster activities have also had no major impact. Team NEO, a new regional organization for economic development in northeast Ohio, plans to leverage the region's strengths in targeted industries to support and stimulate higher levels of business attraction, expansion and retention. However, as this organization is in its infancy, no significant initiatives have been undertaken.

To summarize, these trends in business activities are reducing the number of available jobs, while increasing skill requirements for remaining job opportunities.

The most significant trend affecting the local workforce is the aging of the population. While a large cohort of older workers (45 and older) is approaching traditional retirement age, the number of younger workers (25-44) is declining. Further, the number of children (age 0-14) is expected to decline. As the population growth of Lake County is slowing and stabilizing, these circumstances indicate significant replacement needs with insufficient supply in coming years. The need for new workers will be offset to some degree by extended labor force participation past the traditional retirement age, as well as by the trend towards downsizing discussed above.

A growing number of these new retirees will choose to stay in the labor force due to the need for additional income during retirement. The aging boomer population will be part of a solution for employers experiencing labor shortages

The older workers' experience and work ethic are welcomed by employers if the aging workforce can keep up with skills needed for today's jobs. Programs and services such as Mature Services' Senior Employment Center provide an integrated approach to serving the aging workforce by combining the Senior Community Service Employment Program (SCSEP) with core and intensive services.

Individuals age 75 and over will increase in number. Although these persons are not expected to be part of the labor supply, they will increase employment needs by their requirements for additional health, social, and personal services.

The reduction in the number of children (0-14) may result in reduced employment need for workers in fields such as child care and education.

Youth and senior workers can be distinguished from workers in the prime labor force. Members of both groups may be more likely to enter into employment arrangements other than "traditional" (full-time, health insurance benefits, relative stability) for differing reasons.

Workers in the youth labor force (age 15-24) may be full-time students seeking part-time, temporary, or seasonal work or may be new entrants into the full-time labor force. In either case, youth may lack academic and/or experience credentials for other than entry-level employment. The size of the potential youth labor force is expected to increase slightly.

Workers in the senior labor force (age 65-74) are those employed past the traditional retirement age. Due to recent economic conditions and changes in Social Security retirement ages, many persons in or approaching this age group are continuing full-time work in order to maintain economic self-sufficiency and health benefits. Others in this age group choose to work for additional income and/or personal satisfaction. The size of the potential senior labor force is expected to increase at a rising rate.

The Lake County workforce is also seen to be increasing in diversity, both in terms of racial/ethnic groups and of gender. Females and minority group members are experiencing the most employment equity in professional and technical fields, and are expected to enter these fields at increasing rates. Conversely, manufacturing employment, which has been dominated by white males, is expected to decline, indicating a need to transition workers into fields less traditional to their gender and ethnicity.

**Workforce Investment Area #5**  
**Section IV (c) -- Growing and Declining Industries**

The three largest industrial divisions in the Cleveland metropolitan area are services, trade, and manufacturing. These three are expected to remain the largest divisions in the immediate future.

The largest employer groups within the Services division are private health services, business services (including employment agencies and staffing services), and engineering and management services.

More specifically, regional strengths are in the areas of health services, medical research, financial and insurance services, communications, and manufacturing of plastics/polymers, chemicals, instruments, controls, and electronics, and motor vehicles.

In the goods-producing sector, the local economy is expected to experience selective growth and decline. Only construction is expected to add a significant number of jobs in the goods-producing sector.

While the manufacturing industry is still important to the local economy, the number employed in manufacturing is declining, and manufacturing accounts for an increasing smaller share of employment. This situation mirrors state and national trends. Employment is shifting to the service-providing industries, such as health care, education, and financial services.

The services sector itself, led by business services and health, will account for over half of all job growth. The growth in business services is attributable to increased use of staffing firms. Many production jobs have shifted from the manufacturing to the business services sector as the employer of record. Increased demand for health services, fueled by the aging of the “baby boomer” generation, is responsible for the predicted growth of the health industry. In addition, the region is a national leader in the health industry.

Large numbers of jobs are also projected in retail trade, especially eating and drinking places, and local government, primarily in education.

**Workforce Investment Area #5**  
**Section IV (d) -- Transitioning Workers from Declining to Growing Industries**

Most workers affected by an industry decline will be those from manufacturing.

Northeast Ohio's manufacturing workforce is made up predominantly of men, and has above-average proportions of white and Hispanic workers.

Statewide, the manufacturing workforce is generally somewhat older than the state's overall workforce, reflecting the lack of new hiring because of employment declines and the fact that younger workers are generally the first to lose their jobs when layoffs occur. The older age profile of the manufacturing workforce indicates that the industry is facing large numbers of retirements, generating job openings despite the expected continued declines in employment.

Compared to Ohio's total labor force, workers in manufacturing are more likely to be high school graduates with no post-secondary education and with lower levels of education, reflecting the education requirements of the predominant types of jobs. Production occupations dominate the manufacturing industry, comprising over half of manufacturing jobs. Manufacturing also has slightly higher job concentrations of workers in the architectural and engineering occupations and installation and maintenance occupations.

A significant issue in transitioning manufacturing workers into other industries will be amount of pay. Precision production, craft, and installation/maintenance jobs are skilled and provide the highest pay for work that does not typically require a bachelor's degree as an entry credential.

In the transition of dislocated workers into growth industries, the following concerns must be addressed:

- Workers' ability to, and interests in, pursuing long-term training/education for professional or technical (degreed) jobs.
- Needs for short-term training to develop different occupational skill sets to enter other skilled, non-degreed occupations.
- Personal and cultural attitudes concerning appropriate and desirable occupational fields.

Lake County will continue to coordinate local workforce investment activities with statewide rapid response activities. The Program Administrator of Lake County DJFS will be the Local Workforce Investment Boards official liaison with statewide rapid response staff. The Program Administrator and the ODJFS liaison 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 Program Administrator will report plant closings to the ODJFS liaison responsible for implementing the Rapid Response Unit at the state level. The One-Stop System will coordinate all activities and provision of services with ODJFS, as required by the individual situation. The One-Stop System will seek an actively involved role with the State Rapid Response Unit for closings which cause layoffs of 50 or more persons.

**Workforce Investment Area #5**  
**Section IV (e) – Employer Outreach**

As discussed in Section V below, the One-Stop has not reached a level of universal awareness with the employer audience. The strategies and tactics outlined in Section V(a) are intended to raise the levels of penetration within this audience. Increased awareness of the One-Stop and its services is a key objective of the Lake County marketing plan.

Lake County has not chosen to target specific groups within the employer audience at this time. Marketing and communications will be directed to the general category of economic entities seeking employees within the Northeast Ohio area.

Section VI discusses specific goals and objectives relating to marketing to employers in high-demand areas.

**Workforce Investment Area #5**  
**Section IV (f) – Demographic Changes**

As discussed in Section IV (b) above, the most significant trend affecting the local workforce is the aging of the population. Significant worker replacement needs are foreseen in coming years, with insufficient supply. The need for new workers will be offset to some degree by extended labor force participation past the traditional retirement age; and also by the trend of local businesses to reduce numbers of jobs.

The size of the potential youth labor force is expected to increase slightly.

The Lake County workforce is also seen to be increasing in diversity, both in terms of racial/ethnic groups and of gender. Females and minority group members are experiencing the most employment equity in professional and technical fields, and are expected to enter these fields at increasing rates. Conversely, manufacturing employment, which has been dominated by white males, is expected to decline, indicating a need to transition workers into fields less traditional to their gender and ethnicity.

**Workforce Investment Area #5**  
**Section V(a) – Current Marketing Strategy and Planned Improvements**

Primary target audiences will be employers and jobseekers. Secondary audiences will be partners, news media, public officials, and the general public.

Achieving credibility with employers will be *Lake1Stop's* primary goal. Customers want to see a strong connection with the business community, and need to know that it is not just another public agency. Perceptions of the One-Stop will drive its use.

Presently, employers and job seekers can access the one-stop career center in the following ways:

- Web site
- The career center itself
- Partner agencies
- Links to appropriate web sites

The Lake1Stop career center offers the following services to job seekers:

- Lists of available job openings
- Information on all local education
- Job placement assistance
- Job interviewing skills
- Resume preparation
- Free access to computers
- On-site interviewing
- Job fairs
- Skill and aptitude testing
- Referral to supportive services (child care, transportation, clothing banks, grants for training and education)
- Career counseling

The following services will be emphasized in marketing to job seekers:

- Lists of available job openings
- Job placement assistance
- Free access to computers, telephone and fax machines
- Access to the Internet with e-mail capabilities
- On-site specialists available to help

The Lake1Stop career center offers the following services to employers:

- Free job posting and matching
- Access to personal employment training and retraining programs
- Hold on-site interviews
- Pre-screening and referral
- Assessment and testing
- Rapid response for layoffs and telephones and fax machines worker dislocation services
- Access to wage subsidy programs
- Labor market information
- Job Fairs
- Assistance with retention
- Outplacement activities (exit interviewing)

The following services will be emphasized in marketing to employers:

- Free job posting and matching
- Pre-screened applicants
- Well-qualified referrals
- Access to personal employment consultant(s)
- Job and industry specialists
- Centralized databank of candidates

The names ***Lake1Stop*** and ***LakeJOBSITE*** have been created to present the one-stop as a business organization to minimize a government agency appearance. A logo and consistent brand has been developed to unify all marketing tools and create brand awareness for ***Lake1Stop***. When published, ***Lake1Stop*** will be followed by one of the key messages developed for each targeted audience.

The web site will be registered with as many Internet search engines as practical. Key search terms registered will include:

- jobs in Ohio
- jobs in Cleveland
- jobs in Lake County
- find a job
- jobs in Painesville
- source for jobs
- jobsite
- employment

The general theme is as follows:

***Lake1Stop Helping you help yourself***

The following activities/media will be utilized in marketing, as resources permit:

- Logo & image
- Functional Signage
- Presentation Folder
- Toll-Free Hotline
- Yellow pages ad
- Coupon book
- Brochures
- Co-marketing
- Posters
- Network TV
- Cable ads
- Local radio
- Newspaper ads
- Outdoor ads
- Earned media
- Speakers bureau
- Special events
- On-going evaluation & customer research
- Employer of the Month award programs
- Media kit
- Web site
- Staff orientation & customer service training
- Media sneak preview
- Annual report
- Outreach team
- Employee recognition
- ***Lake1Stop*** gear
- Intranet
- Ads in chamber communications
- Rolodex card
- Center CD
- Employer advisory committee

**Workforce Investment Area #5**  
**Section V(b) – Targeted Audiences Awareness**

While formal studies have not been conducted, anecdotal evidence indicates that the One-Stop has not reached a level of universal awareness with the primary targeted audiences of employers and jobseekers. The strategies and tactics outlined in Section V(a) are intended to raise the levels of penetration within these audiences. Increased awareness of the One-Stop and its services is a key objective of the Lake County marketing plan.

Lake County has not chosen to target specific groups within the jobseeker or employer audiences at this time. Marketing and communications will be directed to the general categories of Lake County residents seeking employment and employment-related services, and economic entities seeking employees within the Northeast Ohio area.

**Section V(c) – Relation to Statewide Marketing Initiative**

As resources permit, Lake County will coordinate its marketing efforts with statewide marketing initiatives promulgated by the Governor’s Workforce Policy Board.

## **Workforce Investment Area #5**

### **Section VI (a) – Goals to be Set**

A key focus of the Lake County One-Stop System's agenda will be the coordination of services offered by workforce development and economic development groups, and means by which these groups can work in partnership in the future. The formation and implementation of the local One-Stop system is merely the starting point for an ongoing process of evaluating local needs and designing more effective organizational structures and alignments for service delivery. Efforts will be directed towards increasing service partnerships, improving the efficiency and effectiveness of service delivery, and increasing coordination among entities providing economic development services and workforce development services.

Increased use of data will assist Lake County's workforce system in aligning its service model with the needs of the regional economy, identifying new service demands and needs, and designing more effective services in response.

Major operational goals to be achieved by the local area are:

- 1) Improvement of the continuous improvement system
- 2) Enhanced service to targeted populations
- 3) Completion and implementation of a marketing plan, with emphasis on employer outreach
- 4) Increased use of labor market data by jobseekers, employers, and One-Stop partners

**Workforce Investment Area #5  
Section VI(b) – Performance Measures**

The most recent performance goals negotiated with the U.S. Department of Labor are displayed below.

ADULT	Entered Employment Rate	71%
	Six-Month Retention Rate	82%
	Six-Month Earnings Change	\$2,825
	Credential/Employment Rate	63%
DISLOCATED WORKER	Entered Employment Rate	78%
	Six-Month Retention Rate	88%
	Six-Month Earnings Change	88%
	Credential/Employment Rate	66.3%
OLDER YOUTH	Entered Employment Rate	63%
	Six-Month Retention Rate	78%
	Six-Month Earnings Change	\$2,761
	Credential/Employment Rate	45%
YOUNGER YOUTH	Skill Attainment Rate	70%
	Retention Rate	55%
	Diploma/GED Attainment Rate	52%
CUSTOMER SATISFACTION	Participant Rate	76.5%
	Employer Rate	71.4%

**ONE-STOP PERFORMANCE GOALS:** All partners have agreed to work together to meet and exceed the WIA Performance Measures (displayed above) for the Lake1Stop one-stop system. The Lake1Stop will report quarterly on the progress of these measures to reach shared outcomes. A partner that is an Eligible Training Provider will post the Eligible Training Provider performance information at their service delivery location.

**ONE-STOP PERFORMANCE REPORTING:** All partners have agreed to participate in a common intake, referral and individual tracking system operating through the Lake1Stop one-stop center. Whenever WIA funds are expended in part or whole for services on an individual, Lake County Department of Job and Family Service and partner staff agrees to enter/maintain that individual information into the State mandated automated system. In addition, all partners agree to refer all job openings to the one-stop center.

Measures for achieving improvement to the continuous improvement system will be:

- Development of a system to share customer satisfaction data among One-Stop partners and WIB members on a standard reporting form
- Development of a system to differentiate employer satisfaction data by employer industry

Measures for achieving improved service to targeted groups will be:

- Creation of a data baseline for current service levels to various target groups
- Identification of the three target groups to whom services will be prioritized

Measures for achieving completion and implementation of a marketing plan will be:

- Identification of secondary target audiences within the primary audiences of jobseekers and businesses
- Prioritization of marketing strategies to be employed to reach primary and secondary audiences
- Adoption by WIB of a marketing plan

Measures for achieving increased use of labor market data by jobseekers, employers, and One-Stop partners will be:

- Identification and prioritization of industries and occupations providing the best employment opportunities
- Determination of best methods to incorporate local LMI into career decisionmaking by jobseekers
- Identification of various One-Stop partner's needs and uses for LMI
- Allocation of local LMI production and distribution functions among One-Stop partners so as to increase efficiency and cost-effectiveness

**Workforce Investment Area #5**  
**Section VI (c) – Relationship to Ohio Workforce Policy Board Goals**

The Lake County WIB shares the Ohio Workforce Policy Board’s goal of development of an improved workforce development system with greater accountability, increased responsiveness to customer demand, and closer ties to economic development.

The goal of improving the continuous improvement system relates to Goals 1 and 7 of the Ohio Workforce Policy Board’s seven goals articulated in the AdvanceOhio plan. The goal of enhancing services to targeted population relates to Goals 1, 3, and 6 of the AdvanceOhio plan. The goal of completing and implementing a marketing plan is related to AdvanceOhio Goals 1, 3, and 6. Finally, the goal of increasing use of labor market data contributes to the achievement of AdvanceOhio Goals 1, 2, and 3.

The Lake County WIB and One-Stop partners will review the Ohio Performance Report Card and determine if these or similar performance measures would be feasible to implement in this local area. The Lake One-Stop System will make all possible efforts to achieve and exceed any performance goals established by the Ohio Workforce Policy Board.

**Workforce Investment Area #5**  
**Section VII(a) – Milestones**

The time frame for achievement of the WIA Performance Measures and the measures articulated above for four local goals is, in all cases, one year, i.e., by July 1, 2006.

**Workforce Investment Area #5**  
**Section VII(b) – Engagement of Other Workforce Service Providers**

The goals which are in place will fully engage other local workforce service providers as follows:

- Continuous improvement of One-Stop services will require participation of most, if not all, One-Stop partners, as each partner carries out its mission of service delivery.
- Enhancing services to targeted populations will require more intense coordination between One-Stop partners serving particular target groups and other partners to ensure seamless service.
- Implementation of a marketing plan will require participation of all One-Stop partners in promotional efforts and distribution of marketing materials.
- Increased use of labor market data will require partners to identify their specific uses and audiences for LMI, thus shaping the focus of the final LMI products.

**Workforce Investment Area #5**  
**Section VIII(a) – Historical Financial Data**

Lake County's One-Stop budgets from the initial Memorandum of Understanding (MOU) through June 30, 2005, are displayed on the following pages.

**Initial MOU Effective March 30, 2004 – April 30, 2004**  
**Page 1 of 2**

FULL TIME EQUIVALENT POSITIONS  
 SHARED COSTS ANNUAL BUDGET

Year: SFY 2004

Total Shared Costs      \$2,500,000      x 35.12%      IM/One Stop Allocated Shared Budget:      \$877,976      - Partners Contributions:      \$53,232      = JFS Contributions      \$824,744

		1st Payroll	2nd Payroll	3rd Payroll	Total	% Distribution
1	Income Maintenance (IM)/One Stop	59	59		118	35.12%
2	Social Services	51	51		102	30.36%
3	Child Support	38	38		76	22.62%
4	Caley	20	20		40	11.90%
	<b>GRAND TOTAL</b>				<b>336</b>	<b>100.00%</b>

LCDJFS PROGRAMS		1st Payroll	2nd Payroll	3rd Payroll	Total	% Distribution	# of Days per Week	% Utilization
1	IM/One Stop	59	59		118	83.10%	5	100.00%
<b>ONE STOP PARTNERS/VENDORS*</b>								
2a	ODJFS	0	0		0	0.00%	0	0%
2b	ODJFS	0	0		0	0.00%	0	0%
3	Auburn	1	1		2	1.41%	0.5	10%
4	Goodwill	1	1		2	1.41%	3	60%
5	Mature Services	1	1		2	1.41%	0.5	10%
6	Ohio Rehabilitation Services Commission	1	1		2	1.41%	5	100%
7	Rural Opportunity	1	1		2	1.41%	0.5	10%
8	Economic Development Center	0	0		0	0.00%	0	0%
9	Lake Metro Housing	1	1		2	1.41%	0.5	10%
10	Painesville Adult Basic & Literacy Education	1	1		2	1.41%	0.5	10%
11	Neighboring	1	1		2	1.41%	0.5	10%
12	Lakeland	1	1		2	1.41%	1	20%
13a	JPC Computer Learning Center*	1	1		2	1.41%	2.5	50%
13b	JPC Computer Learning Center*	1	1		2	1.41%	2	40%
13c	JPC Computer Learning Center*	1	1		2	1.41%	5	100%
	<b>GRAND TOTAL</b>				<b>142</b>	<b>100.00%</b>		

Formula:	IM/One Stop Allocated Shared Budget	x % Distribution	x % Utilization =	Annual Contribution
ODJFS	\$877,976	0.00%	0%	\$0
ODJFS	\$877,976	0.00%	0%	\$0
Auburn	\$877,976	1.41%	10%	\$1,238
Goodwill	\$877,976	1.41%	60%	\$7,428
Mature Services	\$877,976	1.41%	10%	\$1,238
Ohio Rehabilitation Services Commission	\$877,976	1.41%	100%	\$12,379
Rural Opportunity	\$877,976	1.41%	10%	\$1,238
Economic Development Center	\$877,976	0.00%	0%	\$0
Lake Metro Housing	\$877,976	1.41%	10%	\$1,238
Painesville Adult Basic & Literacy Education	\$877,976	1.41%	10%	\$1,238
Neighboring	\$877,976	1.41%	10%	\$1,238
Lakeland	\$877,976	1.41%	20%	\$2,476
JPC Computer Learning Center*	\$877,976	1.41%	50%	\$6,190
JPC Computer Learning Center*	\$877,976	1.41%	40%	\$4,952
JPC Computer Learning Center*	\$877,976	1.41%	100%	\$12,379
<b>GRAND TOTAL</b>				<b>\$53,232</b>

**Initial MOU Effective March 30, 2004 – April 30, 2004**

**Page 2 of 2**

**IM/One Stop Allocated Shared Budget  
SFY 2004**

Description	IM/One Stop Shared Costs	Partner 1	Partner 2	Partner 3	Partner 4	Partner 5	Partner 6	Partner 7	Partner 8	Partner 9	Partner 10	Partner 11	Partner 12	Partner 13
		LJFS	ODJFS	Auburn	Goodwill	Mature Services	Ohio Rehabilitation Services Commission	Rural Opportunity		Lake Metro Housing	Painesville Adult Basic & Literacy Education	Neighboring	Lakeland	JPC Computer Learning Center
<b>PERSONEL SERVICES</b>														
Salaries	\$438,505	\$411,918	\$0	\$618	\$3,710	\$618	\$6,183	\$618		\$618	\$618	\$618	\$1,237	\$11,748
Benefits	\$148,913	\$139,885	\$0	\$210	\$1,260	\$210	\$2,100	\$210		\$210	\$210	\$210	\$420	\$3,989
Subtotal Personnel Services	\$587,418	\$551,803	\$0	\$828	\$4,970	\$828	\$8,263	\$828		\$828	\$828	\$828	\$1,657	\$15,737
<b>FACILITIES</b>														
Lease Agreement	\$112,396	\$105,582	\$0	\$158	\$951	\$158	\$1,585	\$158		\$158	\$158	\$158	\$317	\$3,011
Telecommunications	\$47,294	\$44,427	\$0	\$67	\$400	\$67	\$667	\$67		\$67	\$67	\$67	\$133	\$1,267
Subtotal Facilities	\$159,691	\$150,009	\$0	\$225	\$1,351	\$225	\$2,252	\$225		\$225	\$225	\$225	\$450	\$4,278
<b>OPERATIONS</b>														
Equipment	\$8,453	\$7,941	\$0	\$12	\$72	\$12	\$119	\$12		\$12	\$12	\$12	\$24	\$226
Maintenance Agreements	\$14,519	\$13,639	\$0	\$20	\$123	\$20	\$205	\$20		\$20	\$20	\$20	\$41	\$389
Office supplies	\$27,831	\$26,143	\$0	\$39	\$235	\$39	\$392	\$39		\$39	\$39	\$39	\$78	\$746
Postage	\$34,184	\$32,111	\$0	\$48	\$289	\$48	\$482	\$48		\$48	\$48	\$48	\$96	\$916
Printing	\$5,801	\$5,450	\$0	\$8	\$49	\$8	\$82	\$8		\$8	\$8	\$8	\$16	\$155
Central Support Services	\$31,512	\$29,602	\$0	\$44	\$267	\$44	\$444	\$44		\$44	\$44	\$44	\$89	\$844
Other	\$8,568	\$8,048	\$0	\$12	\$72	\$12	\$121	\$12		\$12	\$12	\$12	\$24	\$230
Subtotal Operations	\$130,868	\$122,933	\$0	\$185	\$1,107	\$185	\$1,845	\$185		\$185	\$185	\$185	\$369	\$3,506
Annual Total	\$877,976	\$824,744	\$0	\$1,238	\$7,428	\$1,238	\$12,379	\$1,238		\$1,238	\$1,238	\$1,238	\$2,476	\$23,521
Monthly Estimate	\$73,165	\$68,729	\$0	\$103	\$619	\$103	\$1,032	\$103		\$103	\$103	\$103	\$206	\$1,960
Partner Percentage of Total Cost		93.94%	0.00%	0.14%	0.85%	0.14%	1.41%	0.14%		0.14%	0.14%	0.14%	0.28%	2.68%

Benefits Derived

**PERSONNEL SERVICES**

Staff that support the general administration of the agency: this includes data staff that support a data help desk; business office staff that order and deliver supplies, place repair calls, and maintain inventory; fiscal staff responsible for IM/One Stop allocated shared budget recordkeeping, reconciliation, and invoicing; and clerical support who staff the reception area, provide mail service, and file room support.

**FACILITIES**

Lease agreement includes office space, care and maintenance of premises, janitorial and parking attendant services, utilities  
Telecommunications includes phones, voice mail, local and long distance service, T1 lines, Internet access

**OPERATIONS**

Equipment: fully furnished offices or cubicles with computer hardware and software, access to fax machines, copiers, printers  
General office supplies; postage

**MOU Effective May 1, 2004 – June 30, 2004**  
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FULL TIME EQUIVALENT POSITIONS SHARED COSTS ANNUAL BUDGET										
Year: SFY 2004										
Total Shared Costs	\$2,500,000	x 35.12%	IM/One Stop Allocated Shared Budget:	\$877,976	- Vendor Contributions:	\$17,312	- Partners Contributions:	\$30,949	= LCJFS Contributions	\$829,715
		1st Payroll	2nd Payroll	3rd Payroll	Total	% Distribution				
1	Income Maintenance (IM)/One Stop	59	59		118	35.12%				
2	Social Services	51	51		102	30.36%				
3	Child Support	38	38		76	22.62%				
4	Caley	20	20		40	11.90%				
	<b>GRAND TOTAL</b>				<b>336</b>	<b>100.00%</b>				
<b>LCDJFS PROGRAMS</b>										
		1st Payroll	2nd Payroll	3rd Payroll	Total	% Distribution	# of Days per Week	% Utilization		
1	IM/One Stop	59	59		118	83.10%	5	100.00%		
2	Vendor	1	1		2	1.41%	5	100.00%		
3	Vendor	1	1		2	1.41%	2	40%		
<b>ONE STOP PARTNERS</b>										
1	ODJFS	0	0		0	0.00%	0	0%		
2	Auburn	1	1		2	1.41%	0.5	10%		
3	Goodwill	1	1		2	1.41%	3	60%		
4	Mature Services	1	1		2	1.41%	0.5	10%		
5	Ohio Rehabilitation Services Commission	1	1		2	1.41%	5	100%		
6	Rural Opportunity	1	1		2	1.41%	0.5	10%		
7	Economic Development Center	0	0		0	0.00%	0	0%		
8	Lake Metro Housing	1	1		2	1.41%	0.5	10%		
9	Painesville Adult Basic & Literacy Education	1	1		2	1.41%	0.5	10%		
10	Neighboring	1	1		2	1.41%	0.5	10%		
11	Lakeland	1	1		2	1.41%	1	20%		
12	JPC Computer Learning Center	1	1		2	1.41%	0.5	10%		
	<b>GRAND TOTAL</b>				<b>142</b>	<b>100.00%</b>				
Formula:	IM/One Stop Allocated Shared Budget	x % Distribution	x % Utilization	=	Annual Contribution					
ODJFS	\$877,976	0.00%	0%	=	\$0					
Auburn	\$877,976	1.41%	10%	=	\$1,238					
Goodwill	\$877,976	1.41%	60%	=	\$7,428					
Mature Services	\$877,976	1.41%	10%	=	\$1,238					
Ohio Rehabilitation Services Commission	\$877,976	1.41%	100%	=	\$12,379					
Rural Opportunity	\$877,976	1.41%	10%	=	\$1,238					
Economic Development Center	\$877,976	0.00%	0%	=	\$0					
Lake Metro Housing	\$877,976	1.41%	10%	=	\$1,238					
Painesville Adult Basic & Literacy Education	\$877,976	1.41%	10%	=	\$1,238					
Neighboring	\$877,976	1.41%	10%	=	\$1,238					
Lakeland	\$877,976	1.41%	20%	=	\$2,476					
JPC Computer Learning Center	\$877,976	1.41%	10%	=	\$1,238					
	<b>GRAND TOTAL</b>				<b>\$30,949</b>					

## MOU Effective May 1, 2004 – June 30, 2004

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IM/One Stop Allocated Shared Budget																
SFY 2004																
Description	IM/One Stop Shared Costs			Partner 1	Partner 2	Partner 3	Partner 4	Partner 5	Partner 6	Partner 7	Partner 8	Partner 9	Partner 10	Partner 11	Partner 12	Total
		LCJFS	Vendor(s)	ODJFS	Auburn	Goodwill	Mature Services	Ohio Rehabilitation Services Commission	Rural Opportunity	Economic Development Center	Lake Metro Housing	Painesville Adult Basic & Literacy Education	Neighboring	Lakeland	JPC Computer Learning Center	
<b>PERSONEL SERVICES</b>																
Salaries	\$438,505	\$405,754	\$8,647	\$0	\$618	\$3,710	\$618	\$6,183	\$618	\$0	\$618	\$618	\$618	\$1,237	\$618	\$438,505
Benefits	\$148,913	\$137,792	\$2,936	\$0	\$210	\$1,260	\$210	\$2,100	\$210	\$0	\$210	\$210	\$210	\$420	\$210	\$148,913
Subtotal Personnel Services	\$587,418	\$543,546	\$11,583	\$0	\$828	\$4,970	\$828	\$8,283	\$828	\$0	\$828	\$828	\$828	\$1,657	\$828	\$587,418
<b>FACILITIES</b>																
Lease Agreement	\$112,396	\$104,002	\$2,216	\$0	\$158	\$951	\$158	\$1,585	\$158	\$0	\$158	\$158	\$158	\$317	\$158	\$112,396
Telecommunications	\$47,294	\$43,762	\$933	\$0	\$67	\$400	\$67	\$667	\$67	\$0	\$67	\$67	\$67	\$133	\$67	\$47,294
Subtotal Facilities	\$159,691	\$147,764	\$3,149	\$0	\$225	\$1,351	\$225	\$2,252	\$225	\$0	\$225	\$225	\$225	\$450	\$225	\$159,691
<b>OPERATIONS</b>																
Equipment	\$8,453	\$7,822	\$167	\$0	\$12	\$72	\$12	\$119	\$12	\$0	\$12	\$12	\$12	\$24	\$12	\$8,453
Maintenance Agreements	\$14,519	\$13,434	\$286	\$0	\$20	\$123	\$20	\$205	\$20	\$0	\$20	\$20	\$20	\$41	\$20	\$14,519
Office supplies	\$27,831	\$25,752	\$549	\$0	\$39	\$235	\$39	\$392	\$39	\$0	\$39	\$39	\$39	\$78	\$39	\$27,831
Postage	\$34,184	\$31,631	\$674	\$0	\$48	\$289	\$48	\$482	\$48	\$0	\$48	\$48	\$48	\$96	\$48	\$34,184
Printing	\$5,801	\$5,368	\$114	\$0	\$8	\$49	\$8	\$82	\$8	\$0	\$8	\$8	\$8	\$16	\$8	\$5,801
Central Support Services	\$31,512	\$29,159	\$621	\$0	\$44	\$267	\$44	\$444	\$44	\$0	\$44	\$44	\$44	\$89	\$44	\$31,512
Other	\$8,568	\$7,928	\$169	\$0	\$12	\$72	\$12	\$121	\$12	\$0	\$12	\$12	\$12	\$24	\$12	\$8,568
Subtotal Operations	\$130,868	\$121,094	\$2,580	\$0	\$185	\$1,107	\$185	\$1,845	\$185	\$0	\$185	\$185	\$185	\$369	\$185	\$130,868
Annual Total	\$877,976	\$812,403	\$17,312	\$0	\$1,238	\$7,428	\$1,238	\$12,379	\$1,238	\$0	\$1,238	\$1,238	\$1,238	\$2,476	\$1,238	\$877,976
Monthly Estimate	\$73,165	\$67,700	\$1,443	\$0	\$103	\$619	\$103	\$1,032	\$103	\$0	\$103	\$103	\$103	\$206	\$103	\$73,165
Partner Percentage of Total Cost		92.53%	1.97%	0.00%	0.14%	0.85%	0.14%	1.41%	0.14%	0.00%	0.14%	0.14%	0.14%	0.28%	0.14%	100.00%
<b>Benefits Derived</b>																
<b>PERSONNEL SERVICES</b>																
Staff that support the general administration of the agency: this includes data staff that support a data help desk; business office staff that order and deliver supplies, place repair calls, and maintain inventory; fiscal staff responsible for IM/One Stop allocated shared budget recordkeeping, reconciliation, and invoicing; and clerical support who staff the reception area, provide mail service, and file room support.																
<b>FACILITIES</b>																
Lease agreement includes office space, care and maintenance of premises, janitorial and parking attendant services, utilities																
Telecommunications includes phones, voice mail, local and long distance service, T1 lines, Internet access																
<b>OPERATIONS</b>																
Equipment: fully furnished offices or cubicles with computer hardware and software, access to fax machines, copiers, printers																
General office supplies; postage																

**MOU Effective July 1, 2004 – October 31, 2004**  
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FULL TIME EQUIVALENT POSITIONS SHARED COSTS ANNUAL BUDGET										
Year: SFY 2005										
Total Shared Costs	\$2,874,725	x 35.71%	IM/One Stop Allocated Shared Budget:	\$1,026,688	- Vendor Contributions	\$19,963	- Partners Contributions:	\$35,677	= JFS Contributions	\$971,047
		1st Payroll	2nd Payroll	3rd Payroll	Total	% Distribution				
1	Income Maintenance (IM)/One Stop	60	60		120	35.71%				
2	Social Services	49	49		98	29.17%				
3	Child Support	40	40		80	23.81%				
4	Caley	19	19		38	11.31%				
	<b>GRAND TOTAL</b>				<b>336</b>	<b>100.00%</b>				
<b>LCDJFS PROGRAMS</b>		1st Payroll	2nd Payroll	3rd Payroll	Total	% Distribution	# of Days per Week	% Utilization		
1	IM/One Stop	60	60		120	83.33%	5	100.00%		
2	Vendor	1	1		2	1.39%	5	100.00%		
3	Vendor	1	1		2	1.39%	2	40%		
<b>ONE STOP PARTNERS</b>										
1	ODJFS	0	0		0	0.00%	0	0%		
2	Auburn	1	1		2	1.39%	0.5	10%		
3	Goodwill	1	1		2	1.39%	3	60%		
4	Mature Services	1	1		2	1.39%	0.5	10%		
5	Ohio Rehabilitation Services Commission	1	1		2	1.39%	5	100%		
6	Rural Opportunity	1	1		2	1.39%	0.5	10%		
7	Economic Development Center	0	0		0	0.00%	0	0%		
8	Lake Metro Housing	1	1		2	1.39%	0.5	10%		
9	Painesville Adult Basic & Literacy Education	1	1		2	1.39%	0.5	10%		
10	Neighboring	1	1		2	1.39%	0.5	10%		
11	Lakeland	1	1		2	1.39%	1	20%		
12	JPC Computer Learning Center	1	1		2	1.39%	0.5	10%		
	<b>GRAND TOTAL</b>				<b>144</b>	<b>100.00%</b>				
<b>Formula:</b>	<b>IM/One Stop Allocated Shared Budget</b>	<b>x % Distribution</b>	<b>x % Utilization</b>	<b>=</b>	<b>Annual Contribution</b>					
	ODJFS	\$1,026,688	0.00%	0%	\$0					
	Auburn	\$1,026,688	1.39%	10%	\$1,427					
	Goodwill	\$1,026,688	1.39%	60%	\$8,563					
	Mature Services	\$1,026,688	1.39%	10%	\$1,427					
	Ohio Rehabilitation Services Commission	\$1,026,688	1.39%	100%	\$14,271					
	Rural Opportunity	\$1,026,688	1.39%	10%	\$1,427					
	Economic Development Center	\$1,026,688	0.00%	0%	\$0					
	Lake Metro Housing	\$1,026,688	1.39%	10%	\$1,427					
	Painesville Adult Basic & Literacy Education	\$1,026,688	1.39%	10%	\$1,427					
	Neighboring	\$1,026,688	1.39%	10%	\$1,427					
	Lakeland	\$1,026,688	1.39%	20%	\$2,854					
	JPC Computer Learning Center	\$1,026,688	1.39%	10%	\$1,427					
	<b>GRAND TOTAL</b>				<b>\$35,677</b>					

**MOU Effective July 1, 2004 – October 31, 2004**

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IM/One Stop Allocated Shared Budget																	
SFY 2005																	
Description	Total Shared Cost Budget	IM/One Stop Shared Costs			Partner 1	Partner 2	Partner 3	Partner 4	Partner 5	Partner 6	Partner 7	Partner 8	Partner 9	Partner 10	Partner 11	Partner 12	Total
		35.71%	LCJFS	Vendor(s)	ODJFS	Auburn	Goodwill	Mature Services	Ohio Rehabilitation Services Commission	Rural Opportunity	Economic Development Center	Lake Metro Housing	Painesville Adult Basic & Literacy Education	Neighboring	Lakeland	JPC Computer Learning Center	
<b>PERSONEL SERVICES</b>																	
Salaries	\$1,636,142	\$584,266	\$552,599	\$11,362	\$0	\$812	\$4,873	\$812	\$8,122	\$812	\$0	\$812	\$812	\$812	\$1,624	\$812	\$584,266
Benefits	\$462,059	\$165,001	\$156,058	\$3,209	\$0	\$229	\$1,376	\$229	\$2,294	\$229	\$0	\$229	\$229	\$229	\$459	\$229	\$165,001
Subtotal Personnel Services	\$2,098,201	\$749,268	\$708,657	\$14,571	\$0	\$1,042	\$6,250	\$1,042	\$10,416	\$1,042	\$0	\$1,042	\$1,042	\$1,042	\$2,083	\$1,042	\$749,268
<b>FACILITIES</b>																	
Lease Agreement	\$274,375	\$97,979	\$92,669	\$1,905	\$0	\$136	\$817	\$136	\$1,362	\$136	\$0	\$136	\$136	\$136	\$272	\$136	\$97,979
Telecommunications	\$121,500	\$43,388	\$41,036	\$844	\$0	\$60	\$362	\$60	\$603	\$60	\$0	\$60	\$60	\$60	\$121	\$60	\$43,388
Subtotal Facilities	\$395,875	\$141,367	\$133,705	\$2,749	\$0	\$197	\$1,179	\$197	\$1,965	\$197	\$0	\$197	\$197	\$197	\$393	\$197	\$141,367
<b>OPERATIONS</b>																	
Equipment	\$10,000	\$3,671	\$3,377	\$69	\$0	\$5	\$30	\$5	\$50	\$5	\$0	\$5	\$5	\$5	\$10	\$5	\$3,671
Maintenance Agreements	\$37,149	\$13,266	\$12,547	\$258	\$0	\$18	\$111	\$18	\$184	\$18	\$0	\$18	\$18	\$18	\$37	\$18	\$13,266
Office supplies	\$83,000	\$29,639	\$28,033	\$576	\$0	\$41	\$247	\$41	\$412	\$41	\$0	\$41	\$41	\$41	\$82	\$41	\$29,639
Postage	\$54,000	\$19,283	\$18,238	\$375	\$0	\$27	\$161	\$27	\$268	\$27	\$0	\$27	\$27	\$27	\$54	\$27	\$19,283
Printing	\$15,000	\$5,357	\$5,066	\$104	\$0	\$7	\$45	\$7	\$74	\$7	\$0	\$7	\$7	\$7	\$15	\$7	\$5,357
Central Support Services	\$126,000	\$44,995	\$42,556	\$875	\$0	\$63	\$375	\$63	\$626	\$63	\$0	\$63	\$63	\$63	\$125	\$63	\$44,995
Other	\$55,500	\$19,819	\$18,745	\$385	\$0	\$28	\$165	\$28	\$276	\$28	\$0	\$28	\$28	\$28	\$55	\$28	\$19,819
Subtotal Operations	\$380,649	\$135,930	\$128,562	\$2,643	\$0	\$189	\$1,134	\$189	\$1,890	\$189	\$0	\$189	\$189	\$189	\$378	\$189	\$135,930
Annual Total	\$2,874,725	\$1,026,564	\$971,047	\$19,963	\$0	\$1,427	\$8,563	\$1,427	\$14,271	\$1,427	\$0	\$1,427	\$1,427	\$1,427	\$2,854	\$1,427	\$1,026,687
Monthly Estimate		\$85,547	\$80,921	\$1,664	\$0	\$119	\$714	\$119	\$1,189	\$119	\$0	\$119	\$119	\$119	\$238	\$119	\$85,557
Partner Percentage of Total Cost			94.59%	1.94%	0.00%	0.14%	0.83%	0.14%	1.39%	0.14%	0.00%	0.14%	0.14%	0.14%	0.28%	0.14%	100.00%
Benefits Derived																	
<b>PERSONNEL SERVICES</b>																	
Staff that support the general administration of the agency: this includes data staff that support a data help desk; business office staff that order and deliver supplies, place repair calls, and maintain inventory; fiscal staff responsible for IM/One Stop allocated shared budget recordkeeping, reconciliation, and invoicing; and clerical support who staff the reception area, provide mail service, and file room support.																	
<b>FACILITIES</b>																	
Lease agreement includes office space, care and maintenance of premises, janitorial and parking attendant services, utilities																	
Telecommunications includes phones, voice mail, local and long distance service, T1 lines, Internet access																	
<b>OPERATIONS</b>																	
Equipment: fully furnished offices or cubicles with computer hardware and software, access to fax machines, copiers, printers																	
General office supplies; postage																	

**MOU Effective November 1, 2004 – Current**  
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FULL TIME EQUIVALENT POSITIONS							
SHARED COSTS ANNUAL BUDGET							
Year: SFY 2005							
Total Shared Costs	\$2,874,725	x 35.71%	IM/One Stop Allocated Shared Budget:	\$1,026,688			
		1st Payroll	2nd Payroll	3rd Payroll	Total	% Distribution	
1	Income Maintenance (IM)/One Stop	60	60		120	35.71%	
2	Social Services	49	49		98	29.17%	
3	Child Support	40	40		80	23.81%	
4	Caley	19	19		38	11.31%	
	<b>GRAND TOTAL</b>				<b>336</b>	<b>100.00%</b>	
<b>LCDJFS PROGRAMS</b>							
		1st Payroll	2nd Payroll	3rd Payroll	Total	% Distribution	Annual Contribution
1	IM/One Stop	60	60		120.0	87.72%	\$900,603
2	Vendor	1.4	1.4		2.8	2.05%	\$21,014
<b>ONE STOP PARTNERS</b>							
1	ODJFS	4.5	4.5		9.0	6.58%	\$67,545
2	Auburn	0.1	0.1		0.2	0.15%	\$1,501
3	Goodwill	0.6	0.6		1.2	0.88%	\$9,006
4	Mature Services	0.1	0.1		0.2	0.15%	\$1,501
5	Ohio Rehabilitation Services Commission	1	1		2.0	1.46%	\$15,010
6	Rural Opportunity	0.1	0.1		0.2	0.15%	\$1,501
7	Economic Development Center	0	0		0.0	0.00%	\$0
8	Lake Metro Housing	0.1	0.1		0.2	0.15%	\$1,501
9	Painesville Adult Basic & Literacy Education	0.1	0.1		0.2	0.15%	\$1,501
10	Neighboring	0.1	0.1		0.2	0.15%	\$1,501
11	Lakeland	0.2	0.2		0.4	0.29%	\$3,002
12	JPC Computer Learning Center	0.1	0.1		0.2	0.15%	\$1,501
	<b>GRAND TOTAL</b>				<b>136.8</b>	<b>100.00%</b>	<b>\$1,026,688</b>

**MOU Effective November 1, 2004 – Current**  
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IM/One Stop Allocated Shared Budget SFY 2005																
Description	Total Shared Cost Budget	IM/One Stop Shared Costs 35.71%	LCJFS	Vendor(s)	Partner 1	Partner 2	Partner 3	Partner 4	Partner 5	Partner 6	Partner 7	Partner 8	Partner 9	Partner 10	Partner 11	Partner 12
					ODJFS	Auburn	Goodwill	Mature Services	Ohio Rehabilitation Services Commission	Rural Opportunity	Economic Development Center	Lake Metro Housing	Painesville Adult Basic & Literacy Education	Neighboring	Lakeland	JPC Computer Learning Center
<b>PERSONEL SERVICES</b>																
Salaries	\$1,636,142	\$584,336	\$512,576	\$11,960	\$38,443	\$854	\$5,126	\$854	\$8,543	\$854	\$0	\$854	\$854	\$854	\$1,709	\$854
Benefits	\$462,059	\$165,021	\$144,755	\$3,378	\$10,857	\$241	\$1,448	\$241	\$2,413	\$241	\$0	\$241	\$241	\$241	\$483	\$241
Subtotal Personnel Services	\$2,098,201	\$749,358	\$657,331	\$15,338	\$49,300	\$1,096	\$6,573	\$1,096	\$10,956	\$1,096	\$0	\$1,096	\$1,096	\$1,096	\$2,191	\$1,096
<b>FACILITIES</b>																
Lease Agreement	\$274,375	\$97,991	\$85,957	\$2,006	\$6,447	\$143	\$860	\$143	\$1,433	\$143	\$0	\$143	\$143	\$143	\$287	\$143
Telecommunications	\$121,500	\$43,393	\$38,064	\$888	\$2,855	\$63	\$381	\$63	\$634	\$63	\$0	\$63	\$63	\$63	\$127	\$63
Subtotal Facilities	\$395,875	\$141,384	\$124,021	\$2,894	\$9,302	\$207	\$1,240	\$207	\$2,067	\$207	\$0	\$207	\$207	\$207	\$413	\$207
<b>OPERATIONS</b>																
Equipment	\$10,000	\$3,571	\$3,133	\$73	\$235	\$5	\$31	\$5	\$52	\$5	\$0	\$5	\$5	\$5	\$10	\$5
Maintenance Agreements	\$37,149	\$13,268	\$11,638	\$272	\$873	\$19	\$116	\$19	\$194	\$19	\$0	\$19	\$19	\$19	\$39	\$19
Office supplies	\$83,000	\$29,643	\$26,003	\$607	\$1,950	\$43	\$260	\$43	\$433	\$43	\$0	\$43	\$43	\$43	\$87	\$43
Postage	\$54,000	\$19,286	\$16,917	\$395	\$1,269	\$28	\$169	\$28	\$282	\$28	\$0	\$28	\$28	\$28	\$56	\$28
Printing	\$15,000	\$5,357	\$4,699	\$110	\$352	\$8	\$47	\$8	\$78	\$8	\$0	\$8	\$8	\$8	\$16	\$8
Central Support Services	\$126,000	\$45,000	\$39,474	\$921	\$2,961	\$66	\$395	\$66	\$658	\$66	\$0	\$66	\$66	\$66	\$132	\$66
Other	\$55,500	\$19,821	\$17,387	\$406	\$1,304	\$29	\$174	\$29	\$290	\$29	\$0	\$29	\$29	\$29	\$58	\$29
Subtotal Operations	\$380,649	\$135,946	\$119,251	\$2,783	\$8,944	\$199	\$1,193	\$199	\$1,988	\$199	\$0	\$199	\$199	\$199	\$398	\$199
Annual Total	\$2,874,725	\$1,026,688	\$900,603	\$21,014	\$67,545	\$1,501	\$9,006	\$1,501	\$15,010	\$1,501	\$0	\$1,501	\$1,501	\$1,501	\$3,002	\$1,501
Plus UI Phone Installation/Svc					\$1,200											
Monthly Estimate		\$85,557	\$75,050	\$1,751	\$5,629	\$125	\$751	\$125	\$1,251	\$125	\$0	\$125	\$125	\$125	\$250	\$125
Partner Percentage of Total Cost			87.72%	2.05%	6.58%	0.15%	0.88%	0.15%	1.46%	0.15%	0.00%	0.15%	0.15%	0.15%	0.29%	0.15%
Benefits Derived																
<b>PERSONNEL SERVICES</b>																
Staff that support the general administration of the agency: this includes data staff that support a data help desk; business office staff that order and deliver supplies, place repair calls, and maintain inventory; fiscal staff responsible for IM/One Stop allocated shared budget recordkeeping, reconciliation, and invoicing; and clerical support who staff the reception area, provide mail service, and file room support.																
<b>FACILITIES</b>																
Lease agreement includes office space, care and maintenance of premises, janitorial and parking attendant services, utilities																
Telecommunications includes phones, voice mail, local and long distance service, T1 lines, Internet access																
<b>OPERATIONS</b>																
Equipment: fully furnished offices or cubicles with computer hardware and software, access to fax machines, copiers, printers																
General office supplies; postage																

**Workforce Investment Area #5**  
**Section VIII(b) – Projected Financial Data for July 1, 2005 – June 30, 2006**  
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**COST SHARING/RESOURCE SHARING:**

Partners located in the One Stop facility derive benefit from participation in the Shared Cost Pool [OAC 5101-1-05]. These partners agree to pay in proportion to established fair share cost of the One-Stop. A minimum level of participation of ½ day one day per week is required.

The projected SFY 2006 shared budget for Lake County Department of Job and Family Services is \$3.3 million. Methodology used to calculate fair share is as follows:

Shared costs are allocated to cost categories in a two-phase process.

In the first phase, shared costs are allocated to Income Maintenance/One-Stop, Social Services, Child Support and Caley based on the average number of full-time equivalent (FTE) positions.

In the second phase of the allocation process, the IM/One-Stop portion of shared costs is distributed to the various One-Stop partners based on FTE positions for each partner and each partner's level of participation (number of days per week). See Page 2 of Projected Financial Data for July 1, 2005 – June 30, 2006.

The IM/One-Stop allocated shared budget, its distribution to all partners, and the benefits derived from these costs are detailed in Page 3 of Projected Financial Data for July 1, 2005 – June 30, 2006.

The Lake County Department of Job and Family Services is responsible for record keeping, accounting and maintenance of this budget. An annual reconciliation of budget and actual costs shall be conducted and cost sharing budgets will be adjusted based on this reconciliation.

Lake County Department of Job and Family Services will prepare monthly invoices based on actual costs incurred against the shared cost budget, allocate these costs using agreed upon methodologies, and bill each partner for its fair share. The partners may issue warrants or checks to pay the invoices. Lake County Department of Job and Family Services will reconcile the payments and provide each partner with updated budget and cost information.

**Workforce Investment Area #5**  
**Section VIII(b) – Projected Financial Data for July 1, 2005 – June 30, 2006**  
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Year SFY 2006

Total Shared Costs: \$3,309,601      x IM Portion 33.84%      IM/One Stop Allocated Shared Budget: \$1,119,969

		1st Payroll	2nd Payroll	3rd Payroll	Total	% Distribution
1	Income Maintenance (IM)/ One Stop	58.0	58.0		116.0	33.84%
2	Social Services	52.8	52.8		105.6	30.81%
3	Child Support	41.0	41.0		82.0	23.92%
4	Caley	19.6	19.6		39.2	11.44%
	<b>GRAND TOTAL</b>				<b>342.8</b>	<b>100.00%</b>

LCDJFS PROGRAMS		1st Payroll	2nd Payroll	3rd Payroll	Total	% Distribution	Annual Contribution
1	IM/One Stop	58	58		116	93.55%	\$1,047,843
2	Vendor	1.4	1.4		2.8	2.26%	\$25,311

ONE STOP PARTNERS							
		1st Payroll	2nd Payroll	3rd Payroll	Total	% Distribution	Annual Contribution
1	ODJFS	0.5	0.5		1	0.81%	\$9,072
2	Auburn	0.1	0.1		0.2	0.16%	\$1,792
3	Goodwill	0.2	0.2		0.4	0.30%	\$3,584
4	Mature Services	0.1	0.1		0.2	0.16%	\$1,792
5	Ohio Rehabilitation Service Commission	1	1		2	1.61%	\$18,032
6	Rural Opportunity	0.1	0.1		0.2	0.16%	\$1,792
7	Economic Development Center	0	0		0	0.00%	\$0
8	Lake Metro Housing	0.1	0.1		0.2	0.16%	\$1,792
9	Painesville Adult Basic and Literacy Education	0.1	0.1		0.2	0.16%	\$1,792
10	Neighboring	0.1	0.1		0.2	0.16%	\$1,792
11	Lakeland	0.2	0.2		0.4	0.32%	\$3,584
12	JPC Computer Learning Center	0.1	0.1		0.2	0.16%	\$1,792
	<b>GRAND TOTAL</b>				<b>132</b>	<b>100.00%</b>	<b>\$1,119,969</b>

**Workforce Investment Area #5**  
**Section VIII(b) – Projected Financial Data for July 1, 2005 – June 30, 2006**

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Description	Total Shared Cost Budget	IM/One Stop Shared Costs			Partner 1	Partner 2	Partner 3	Partner 4	Partner 5	Partner 6	Partner 7	Partner 8	Partner 9	Partner 10	Partner 11	Partner 12
								Mature Services	Ohio Rehabilitation Service Commission	Rural Opportunity	Economic Development Center	Lake Metro Housing	Painesville Adult Basic & Literacy Education	Neighboring	Lakeland	IPC Compute Learning Center
<b>PERSONNEL SERVICES</b>		33.84%	LCJFS	Vendor(s)	ODJFS	Auburn	Goodwill									
Salaries	\$2,023,007	\$684,586	\$640,498	\$15,472	\$5,545	\$1,095	\$2,191	\$1,095	\$11,022	\$1,095	\$0	\$1,095	\$1,095	\$1,095	\$2,191	\$1,095
Benefits	\$510,070	\$172,608	\$161,492	\$3,901	\$1,398	\$276	\$552	\$276	\$2,779	\$276	\$0	\$276	\$276	\$276	\$552	\$276
<b>Subtotal Personnel Services</b>	<b>\$2,533,077</b>	<b>\$857,193</b>	<b>\$801,990</b>	<b>\$19,373</b>	<b>\$6,943</b>	<b>\$1,372</b>	<b>\$2,743</b>	<b>\$1,372</b>	<b>\$13,801</b>	<b>\$1,372</b>	<b>\$0</b>	<b>\$1,372</b>	<b>\$1,372</b>	<b>\$1,372</b>	<b>\$2,743</b>	<b>\$1,372</b>
<b>FACILITIES</b>																
Lease Agreement	\$274,375	\$92,849	\$86,869	\$2,098	\$752	\$149	\$297	\$149	\$1,495	\$149	\$0	\$149	\$149	\$149	\$297	\$149
Telecommunications	\$121,500	\$41,116	\$38,468	\$929	\$333	\$66	\$132	\$66	\$662	\$66	\$0	\$66	\$66	\$66	\$132	\$66
<b>Subtotal Facilities</b>	<b>\$395,875</b>	<b>\$133,964</b>	<b>\$125,337</b>	<b>\$3,028</b>	<b>\$1,085</b>	<b>\$214</b>	<b>\$429</b>	<b>\$214</b>	<b>\$2,157</b>	<b>\$214</b>	<b>\$0</b>	<b>\$214</b>	<b>\$214</b>	<b>\$214</b>	<b>\$429</b>	<b>\$214</b>
<b>OPERATIONS</b>																
Equipment	\$10,000	\$3,384	\$3,166	\$76	\$27	\$5	\$11	\$5	\$54	\$5	\$0	\$5	\$5	\$5	\$11	\$5
Maintenance Agreements	\$37,149	\$12,571	\$11,762	\$284	\$102	\$20	\$40	\$20	\$202	\$20	\$0	\$20	\$20	\$20	\$40	\$20
Office Supplies	\$83,000	\$28,087	\$26,278	\$635	\$228	\$45	\$90	\$45	\$452	\$45	\$0	\$45	\$45	\$45	\$90	\$45
Postage	\$54,000	\$18,274	\$17,097	\$413	\$148	\$29	\$58	\$29	\$294	\$29	\$0	\$29	\$29	\$29	\$58	\$29
Printing	\$15,000	\$5,076	\$4,749	\$115	\$41	\$8	\$16	\$8	\$82	\$8	\$0	\$8	\$8	\$8	\$16	\$8
Central Support Services	\$126,000	\$42,638	\$39,892	\$964	\$345	\$68	\$136	\$68	\$686	\$68	\$0	\$68	\$68	\$68	\$136	\$68
Other	\$55,500	\$18,781	\$17,572	\$424	\$152	\$30	\$60	\$30	\$302	\$30	\$0	\$30	\$30	\$30	\$60	\$30
<b>Subtotal Operations</b>	<b>\$380,649</b>	<b>\$128,812</b>	<b>\$120,516</b>	<b>\$2,911</b>	<b>\$1,043</b>	<b>\$206</b>	<b>\$412</b>	<b>\$206</b>	<b>\$2,074</b>	<b>\$206</b>	<b>\$0</b>	<b>\$206</b>	<b>\$206</b>	<b>\$206</b>	<b>\$412</b>	<b>\$206</b>
<b>Annual Total</b>	<b>\$3,309,601</b>	<b>\$1,119,969</b>	<b>\$1,047,843</b>	<b>\$25,311</b>	<b>\$9,072</b>	<b>\$1,792</b>	<b>\$3,584</b>	<b>\$1,792</b>	<b>\$18,032</b>	<b>\$1,792</b>	<b>\$0</b>	<b>\$1,792</b>	<b>\$1,792</b>	<b>\$1,792</b>	<b>\$3,584</b>	<b>\$1,792</b>
Plus UI Phone Installation/Service					\$0											
<b>Monthly Estimate</b>		\$93,331	\$87,320	\$2,109	\$756	\$149	\$299	\$149	\$1,503	\$149	\$0	\$149	\$149	\$149	\$299	\$149
<b>Partner Percentage of Total Cost Benefits Derived</b>			93.55%	2.26%	0.81%	0.16%	0.32%	0.16%	1.61%	0.16%	0.00%	0.16%	0.16%	0.16%	0.32%	0.16%

**PERSONNEL SERVICES**

Staff that support the general administration of the agency: this includes data staff that support a data help desk; business office staff that order and deliver supplies, place repair calls, and maintain inventory; fiscal staff responsible for IM/One Stop allocated shared budget recordkeeping, reconciliation, and invoicing; and clerical support who staff the reception area, provide mail service, and file room support.

**FACILITIES**

Lease agreement includes office space, care & maintenance of premises, janitorial & parking attendant services, utilities. Telecommunications includes phones, voice mail, local & long distance service, T1 lines, Internet access.

**OPERATIONS**

Equipment: fully furnished offices or cubicles with computer hardware & software, access to fax machines, copiers, printers; general office supplies; postage