



State of Ohio Workforce Investment Act

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LETTER FROM THE GOVERNOR



Ohio's workforce is among the best in the world, and our ability to successfully compete for jobs in a fast-moving global economy hinges on our efforts to continually improve economic conditions – in short, to improve the quality of life for all Ohioans.

The State of Ohio is committed to helping workers and employers meet the tough skill demands of the changing workplace. This commitment has been reflected in our efforts to build a world-class workforce system – a system where all parts are working together to provide employers with an ample supply of trained workers and to provide workers with job opportunities. A key partner in this effort is the Workforce Policy Board, created to assist with providing governance, policy, and oversight for Ohio's employment and training systems under the Workforce Investment Act (WIA) of 1998.

Implementation of WIA in Ohio did not begin until July 1, 2000; however, Policy Board members were already working on a variety of activities. They were vigorously involved in helping plan and designate local Workforce Investment Board (WIB) boundaries, develop the five-year strategic plan, develop the allocation formulas for the distribution of funds to local areas, and encourage coordination and communication at all levels within the structure of WIA.

In July 2000, to further improve services for Ohioans, my administration merged the Department of Human Services and the Bureau of Employment Services into the Department of Job and Family Services. The creation of the Department of Job and Family Services was a natural evolution of our old job-training and employment-services efforts. The new agency, which oversees WIA, Temporary Assistance for Needy Families (TANF), and Wagner-Peyser, creates a system better suited to meet the competitive challenges that today's businesses and workers face.

Another key to Ohio's ability to meet today's competitive challenges is our extensive education and training infrastructure, both public and private, which I believe is one of our greatest potential economic development assets. In practice, we must make resources readily available within this infrastructure to ensure our education and training delivery system is aligned with the specific needs of employers and leads to successful employment for employees.

As governor, I am committed to building even stronger relationships with our federal, state and local partners. Working together, I know we can improve the quality of life for thousands and make Ohio's vision of a world-class workforce system a reality.

Sincerely,

A handwritten signature of Bob Taft in black ink.

Bob Taft
Governor

IMPLEMENTATION OF THE WORKFORCE INVESTMENT ACT

Introduction

On August 7, 1998, President Bill Clinton signed the Workforce Investment Act (WIA) of 1998, the new job training and employment legislation, into law. This legislation set the stage for the State of Ohio to create a comprehensive, coordinated workforce investment system by providing a unique opportunity to design and tailor a system that meets the needs of businesses and job seekers.

In preparation for this major federal legislative reform in Ohio, Governor Taft took numerous steps to design a far-reaching workforce investment system – one that would provide greater flexibility at the local level and increased coordination among the WIA partners. These steps included the following:

- Established a business driven Governor’s Workforce Policy Board;
- Signed into law, House Bills 470 and 471 which merged the former Ohio Bureau of Employment Services with the former Ohio Department of Human Services to form the Ohio Department of Job and Family Services;
- Ensured local flexibility through partnerships with local government, state government, and businesses;
- Implemented the Ohio Workforce Strategic Option; and
- Established policy to expedite WIA implementation and the creation of a comprehensive workforce investment system for all Ohioans.

WIA repealed the Job Training Partnership Act (JTPA) effective June 30, 2000 and rewrote current federal statutes governing programs of job training, adult education and literacy, and vocational rehabilitation. On July 1, 2000, Ohio implemented the

Ohio in Transition

For Ohio’s workforce development system, July 1, 2000 through June 30, 2001, was a year of transition and challenges. With the passage of WIA and other federal legislation, the State of Ohio substantially restructured its workforce governance and service delivery system.

Under the old workforce development system, Ohio had 51 federal and state

programs that competed for resources to serve similar populations. In 1999, the Ohio Legislature enacted House Bills 470 and 471, which merged the Ohio Bureau of Employment Services (OBES) with the Ohio Department of Human Services (ODHS) on July 1, 2000 to form the Ohio Department of Job and Family Services (ODJFS). The merger consolidated duplicate workforce development

systems and streamlined services for job seekers, employers seeking workers and human-service recipients. ODJFS became the designated State Agency to oversee Temporary Assistance to Needy Families (TANF), unemployment compensation, food-stamp programs, WIA and other job-training programs.

Ohio in Transition (cont.)

Ohio's transition from JTPA into WIA, from OBES/ODHS into ODJFS, from Service Delivery Areas (SDAs) into Workforce Investment Boards (WIBs), and from an employment and training system into a workforce investment system has not been without challenges. For most states and local areas, the transition to WIA has required adaptations rather than major makeovers to the structure of the workforce system. This was not the case in Ohio. For example, Ohio's JTPA system was divided into 30 local Service Delivery Areas (SDAs). Under WIA, the local area boundaries for the SDAs were significantly changed into six conventional Workforce Investment Areas (Areas 1-6) and one Ohio Workforce Strategic Option Area (Area 7), each with a Workforce Policy Board to assist with oversight.

The Ohio Option Area, made up of 82 counties and two cities that chose to implement WIA as a single designated workforce area, or as sub-areas composed of multi-county, regional partnerships, was developed as an alternative mechanism for implementation of WIA. Its purpose is to provide greater flexibility and local control over workforce development dollars; a single point of accountability at the local level; a significant opportunity to more

effectively leverage workforce development dollars; and to have smaller more manageable and employer-driven local workforce policy boards. In Program Year 2000, Ohio had 45 sub-areas within Area 7.

Additionally, Ohio chose not to grandfather its Governor's Human Resources Investment Council (GHRIC) into the Governor's Workforce Policy Board (GWPB). Governor Taft chose, instead, to appoint 50 members to the newly created GWPB to provide policy guidance for Ohio's comprehensive workforce strategy.

Perhaps the most noticeable challenge to Ohio's transition to and implementation of WIA, concerns the development and implementation of a comprehensive management and financial information system to meet the reporting requirements under WIA. On-going problems with OhioWorks, the newly created online job-matching system and its client-tracking subsystem, referred to as ServiceLink, have impacted Ohio's ability to meet federal reporting requirements. In addition, WIA financial tracking systems were not originally designed to capture accrued costs and obligations or program expenditures from other sources which were

used to augment the workforce development funds during the transition period. A prime example of the latter concerns the Ohio Works First (OWF) Prevention, Retention, and Contingency (PRC) funds which were utilized by the local areas to provide WIA-type services to welfare and other program participants in lieu of WIA funds. As a result, Ohio is now in the process of redesigning both client-tracking and financial tracking systems with the intent that future systems will effectively collect required information in a manner that is client focused, user friendly, comprehensive, customer driven, and cost effective.

Despite transitional challenges, the good news is that WIA provides a golden opportunity for the state to build on prior workforce investments and to propel Ohio into a world-class workforce development system. In recent years, Ohio's workforce investment system has been greatly enhanced with initiatives such as Ohio's One-Stop Employment and Training Systems, School-to-Work, and Ohio Works First. As a result, Ohio is poised to take advantage of the increased flexibility and innovative service delivery strategies that are available through WIA.

Governance of WIA

Governor Taft, as chief executive of the State, and through the Ohio Department of Job and Family Services (ODJFS) is responsible for implementing the Workforce Investment Act (WIA). He carries out his responsibilities with assistance from the Governor's Workforce Policy Board (GWPB), Local Workforce Investment Boards (WIBs), Chief Local Elected Officials, ODJFS, the Ohio Department of Education, the Rehabilitation Services Commission, One-Stop partners, One-Stop operators, and training providers.

Letter from the State Board Chair

Increasingly, Ohio employers are listing skilled-labor shortages as the number one constraint to growth. Workforce scarcity is becoming a new phenomenon for our economy. Trend analysis indicates this situation will only worsen over the coming decades.

For the most part, Ohio's public policy and infrastructure is designed to serve a disenfranchised or unemployed worker. Although it is important to address the needs of these individuals, this segment of Ohio's workforce represents only about five percent of the total workforce.

The board's compelling need and opportunity is to shift our efforts and infrastructure towards improving the skills and productivity of Ohioans who are currently on the job. Our charge is to assist Governor Taft with the building of Ohio's workforce system – a system that serves two customers: the workers and the employers. The board's strategic plan lays out a roadmap for us to accomplish our task and includes core values that are customer-driven, linked to real economic opportunities, led by the private sector and instrumental to our success.

I am particularly pleased with the public-private partnerships that have emerged within the Local Workforce Policy Boards. The strong leadership role assumed by the private sector representatives on these boards has had a major impact on the implementation of the Workforce Investment Act Program. I am also grateful to the members of our Governor's Workforce Policy Board, all of whom have generously shared their time, wisdom, and experience to guide us.

This past year, the State Board focused its energy on funding issues; skill standards research; best practices for evaluating performance measures; One-Stop implementation; aligning and leveraging resources; and developing the Advance Ohio Strategic Planning Template.

Looking ahead, the State Board plans to expand its ability to report our findings effectively to policy makers, opinion leaders, employers, and others whose actions and decisions affect the daily lives and futures of Ohio's workforce. New and unexpected challenges surely await us in 2001. We pledge to meet them with hard work, vigor, and creativity.

Michael P. Summers

Chair, Governor's Workforce Policy Board

OHIO'S WORKFORCE MISSION & VISION STATEMENTS:

Mission

The Ohio Workforce Policy Board shall assist the Governor in building the nation's premier workforce development system, ensuring Ohio employers' and workers' economic competitiveness.



Vision

Ohio's workforce development system will provide Ohioans with the ability to plan their career and find employment and will provide them with the skills to be successful at family sustaining jobs.

Ohio's workforce development system will provide Ohio employers with the ability to meet their current and future workforce needs and to remain competitive in the world economy.

Ohio's workforce development system will provide Ohio communities with the ability to support, retain and attract employers and residents through aligned and accessible workforce programs and services.

State Board's Progress Report

The State Board for WIA was established in September of 1999 when Governor Taft created his Governor's Workforce Policy Board (GWPB). The board's creation reflects the Governor's goal to build a world-class workforce system to ensure that Ohio remains competitive in a global marketplace.

During Program Year 2000, the GWPB's membership varied from 50 to 55 individuals. Reflecting the diversity of Ohio's citizens, the Board's membership included a majority of representatives from the business community, as well as, government, education, labor, community-based organizations and youth serving organizations.

The GWPB is composed of the Executive Committee and seven standing committees: Board Affairs and Operations; Career Opportunities; Workforce Resources and Development; Incumbent Workers; OhioWorks.com; Performance Measures; and the Youth Council. Each Board member serves on one or more of these working groups.

Highlights of the State Board's activities during Program Year 2000 include the following:

- Development of a five-year strategic plan for the workforce investment system;
- Designation of the local workforce investment areas for Program Year 2000;
- Redesignation of WIA areas and sub-areas for Program Year 2001;
- Approval of \$850,000 for the Ohio Higher Skills Partnership Grant; and
- Approval of \$5 million for continued development of One-Stop Systems.

The State Board has the following goals for Program Year 2001:

- Revise the WIA statewide five-year strategic plan to include the integration of new workforce initiatives within the State;
- Make recommendations/revise the current career information and planning workforce initiatives;
- Identify and make recommendations to the Governor on best practices within the education and training infrastructure for skill alignment with Ohio's business community; and
- Recommend state performance criteria to evaluate Ohio's workforce system.

Governor's Workforce Policy Board Members

Donna Maria Alvarado
President, Aquila International

The Honorable John E. Barnes, Jr.
State Representative
Ohio House of Representatives

Richard H. Brown
President & CEO
Jones Metal Products Company

Dr. Deborah Bingham Catri
Senior Associate Director
The Ohio State University's CETE

Joseph J. Christen
Vice President, Human Resource Division
The Anderson's

Roderick G. W. Chu
Chancellor, Ohio Board of Regents

John M. Connelly
Administrator
Rehabilitation Service Commission

The Honorable Martha H. Dorsey
County Commissioner
Clermont County Board of Commissioners

Dr. Jeffrey P. Dunlap
Ohio Health

The Honorable Linda J. Furney
State Senator, Ohio Senate

The Honorable Robert A. Gardner
State Senator, Ohio Senate

Linda L. Gentile
District President, Key Bank

Patricia A. Grischow
Sr. Government Affairs Specialist
The Timken Company

The Honorable Bill Harris
State Representative
Ohio House of Representatives

Thomas J. Hayes
Director
Ohio Department of Job and Family Services

Ann B. Higdon
Founder & President
ISUS Trade & Technology
Prep Charter School

Robert A. Hill, Jr.
President & CEO
Industrial Machining & Design Services, Inc.

The Honorable Nancy P. Hollister
State Representative
Ohio House of Representatives

Edward Ronald Jackson
President & CEO
Fierro Technologies, Inc.

Bruce E. Johnson
Director, Ohio Department of Development

David W. Johnson
President, CEO & Chairman
Summitville Tiles, Inc.

Joan W. Lawrence
Director
Ohio Department of Aging

Douglas Lay
Chairman
Ohio Veterans Employment & Training
Council, Disabled American Veterans

L. J. Matici
CEO, SOLUTIONS Staffing

Alan A. Mayne
Plant Manager
Kenworth Truck Company

J. Luke McCormick
Senior Vice President
The Frank Gates Companies

James B. McGregor, Sr.
Executive Vice President
Rose City Manufacturing, Inc.

The Honorable George M. McKelvey
Mayor, City of Youngstown

Kyle McKnight
Owner & Operator, Champion Cleaners

The Honorable Darrell W. Miller
County Commissioner
Defiance County Board of Commissioners

Keith Franklin Molihan
Executive Director
Ironton-Lawrence County
Community Action Organization

Curtis E. Moll
Chairman of the Board, President and CEO
MTD Products, Inc.

Patricia A. Moss
First Vice President
AFSCME Ohio Council 8, AFL-CIO

Patricia R. Nowak
Director of Public Relations & Consumer Affairs
Seaway Food Town, Inc.

Bradley R. Ohlemacher
Executive Vice President
Elyria Manufacturing Corp.

John W. Partridge, Jr.
Senior Vice President
Columbia Gas of Ohio

The Honorable Vicki D. Pegg
County Commissioner
Montgomery County Board of Commissioners

David C. Phillips
CEO, Downtown Cincinnati, Inc.

Robert F. Reichert
President & CEO
Reichert Stamping Company

Myron F. Robinson
President & Chief Executive Officer
Urban League of Greater Cleveland

Gary L. Schaeffer
Secretary-Treasurer, Ohio State Building &
Construction Trades Council

Jodie L. Stearns
Attorney, High Stakes Farms, Inc.

Peter S. Strange
President
Frank Messer & Sons Construction Company

Ernest L. Sullivan
National Staffing Manager
BANK ONE Corporation

Michael P. Summers
President & Owner
Summers Rubber, Inc.

Dr. Jerry Sue Thornton
President, Cuyahoga Community College

Rebecca S. Tracey
Vice President, Human Resources
Mutual Tool & Die, Inc.

Stuart J. Vosler
Director, Corporate Affairs
Lucent Technologies, Inc.

Lee Arlin Wilkins
Director, Human Resources
Gorman-Rupp Company

Robert C. Winzeler, Jr.
Chairman, Winzeler Stamping Company

Jacqueline F. Woods
President, Ameritech Ohio

William Paul Worstell
President, Pro-Tec Coating Company

Dr. Ron D. Wright
President, Cincinnati State Technical &
Community College

Bruce A. Wyngaard
Operations Director,
OCSEA/AFSCME, Local 11

The Honorable Ron Young
State Representative
Ohio House of Representatives

Dr. Susan Tave Zelman
Superintendent of Public Instruction

PROGRAM YEAR 2000 FORMER GWPB MEMBERS

Carol L. Ball
President & CEO
Ball Publishing Company

C. Lee Johnson
Former Director
Ohio Department of Development

Robert L. Rabe
Former Administrator
Rehabilitation Services Commission

Peter S. Redding
President & CEO
Standard Register

Jacqueline Romer-Sensky
Former Director
Ohio Department of Job and Family Services

W. Paul Worstell
President
PRO-TEC Coating Co.

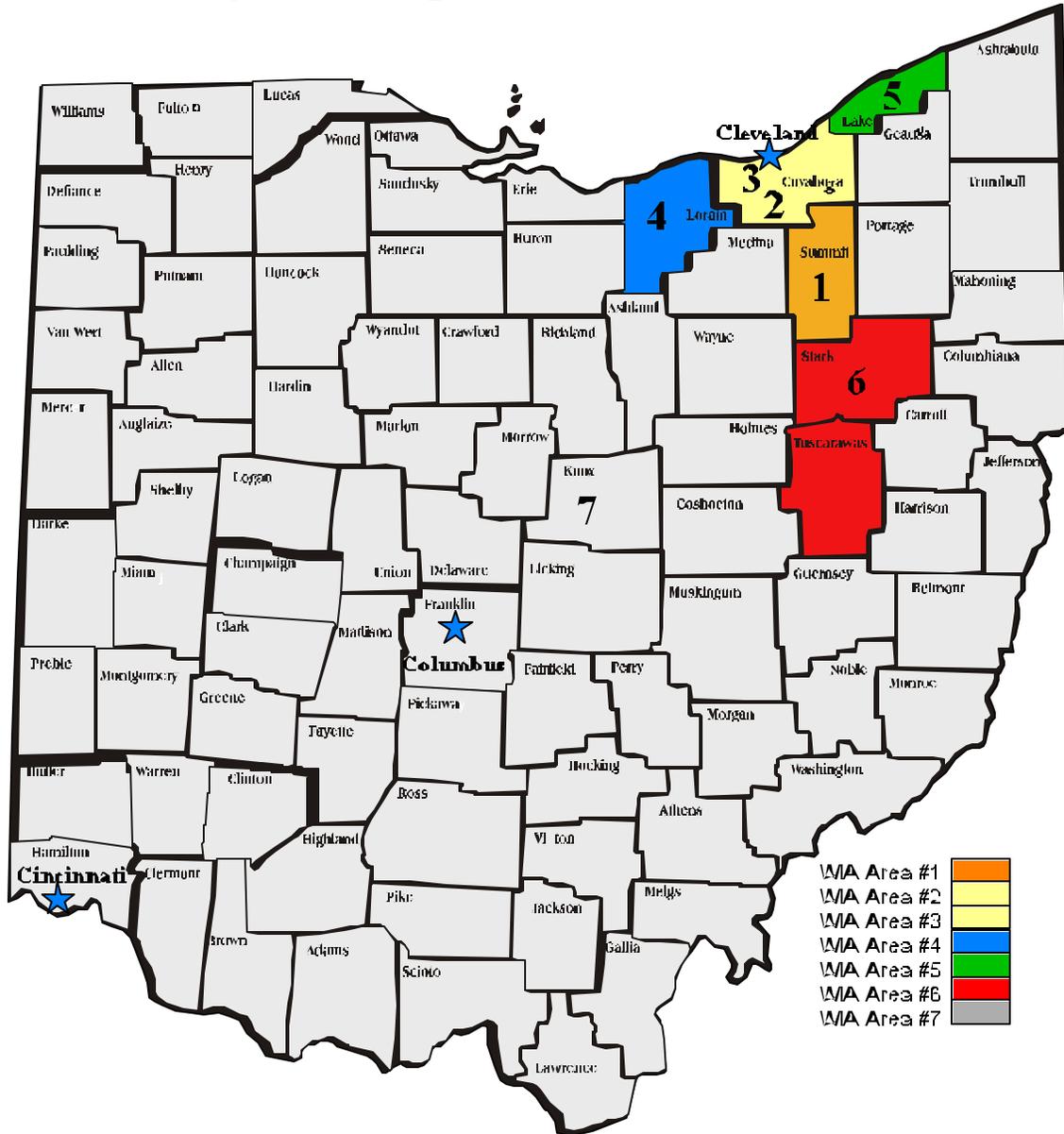
Local Workforce Policy Boards

The Local Workforce Policy Boards (WPBs) are planning entities defined in House Bill 470. Each board is responsible for developing a plan for the distribution of funds and resources for each workforce development activity in a county or multi-jurisdictional area. The chief elected officials of a county or multi-jurisdictional area may assign other powers or responsibilities to the extent allowed by state law. In general, the WPB may not directly operate programs. The local workforce policy board has the same authority as the Workforce Investment Board described in WIA.

The seven workforce investment areas designated for PY'2000 are listed below:

- Workforce Investment Area 1 (Summit County)
- Workforce Investment Area 2 (Cuyahoga County)
- Workforce Investment Area 3 (City of Cleveland)
- Workforce Investment Area 4 (Lorain County)
- Workforce Investment Area 5 (Lake County)
- Workforce Investment Area 5 (Stark and Tuscarawas Counties)
- Workforce Investment Area 7 (Ohio Option - 82 counties and two cities)

Ohio's Workforce Investment Areas for Program Year 2000



One-Stop Service Delivery System

The Workforce Investment Act (WIA - Section 121) of 1998 mandates a One-Stop service delivery system designed to link services across programs to provide easier access and better services to customers. One-stop service centers provide information to the public

about jobs, labor market dynamics, available training and education opportunities, and links to other services.

Each local area is required to have at least one physical “full service” center at which customers can access services from each of the One-Stop partners. This center may be augmented by additional “full service” centers, by a network of affiliated sites, or by a network of One-Stop partners consisting of a combination of physical sites or electronic access points.

WIA gave local workforce boards far-reaching responsibility to ensure that employment and training programs in their communities operate at a high level of quality and satisfy the expectations and needs of their customers. In actuality, this means that workforce boards in Ohio oversee the provision of one-stop services by many independent organizations, most of which have no direct reporting relationship to the board. WIA boards are required to “designate and certify” the eligibility of agencies that wish to operate one-stop career centers, receive board-funded training vouchers or provide specific training programs or other services under the aegis of the board.

Section 121(b), WIA requires mandatory One-Stop Partners. Agencies that administer the following programs in Ohio are mandatory partners:

- # Adult, Dislocated Worker, Youth, Native American activities under Title I of WIA;
- # Labor Exchange and Migrant and Seasonal Farm Worker Programs (Wagner-Peyser Act);
- # Adult Education and Literacy;
- # Postsecondary Vocational Education;
- # Vocational Rehabilitation;
- # Ohio Works First Programs;
- # Title V of the Older Americans Act Programs;
- # Trade Adjustment Assistance;
- # Veterans Employment and Training Programs;
- # Community Services Block Grant Programs;
- # Employment and training activities carried out by the U.S. Department of Housing and Urban Development;
- # Unemployment Insurance Program;
- # Job Corps and/or Civilian Conservation Corps; and
- # Welfare-to-Work.

Each Ohio One-Stop partner is required to enter into a Memorandum of Understanding (MOU) with the local board that is responsible, in collaboration with the local elected officials, for overseeing the One-Stop system in its local area. Each MOU describes: (a) the services to be provided through the One-Stop system; (b) how the costs of the services and the operating costs of the system will be funded; (c) methods of referral of individuals between the One-Stop operator and the One-Stop partners; (d) the duration of the MOU and the procedures for

amending the MOU during its duration; and (e) any other provisions consistent with WIA that the parties determine are appropriate.

Implementation of Ohio's One-Stops

Ohio began its One-Stop implementation as early as 1991, when the former OBES began developing Customer Service Centers, later renamed to One-Stop Employment and Training Centers. OBES integrated service delivery for the Unemployment Compensation Program and the Employment Service and started to co-locate with other employment and training partners in facilities that were redesigned for optimum customer service.

In 1995, with the assistance of a three-year federal grant, Ohio broadened its One-Stop service delivery vision. Ohio's One-Stop System integrated the services from many of the mandatory partners under WIA.

To date, as part of WIA, a statewide structure of 97 local One-Stop Service Delivery Systems have been built in Ohio. The next step in the process is to ensure that the systems are fully implemented. With that objective in mind, ODJFS has established a goal of having all One-Stop Systems achieve full functional readiness by year end. In order to reach that goal the following steps are, or have been taken:

- # Technical Assistance – A team of 11 specially trained WIA/One-Stop Technical Assistance staff have been assigned to provide assistance to local WIA boards and One-Stop operators. The "problem solvers" address funding, administrative and service issues as well as provide guidance in the full implementation of a One-Stop System.
- # Formation of "One-Stop Central" Unit – A specialized unit has been created within the Office of Workforce Development at the state level to provide one point of contact for answers and assistance regarding One-Stop issues. This unit coordinates the activities of the technical assistance staff relating to One-Stops assistance.
- # Best Practices Guide – Information on best practices relating to WIA and One-Stop operations is being placed on the ODJFS WIA/One-Stop web site, <http://www.ohioworkforce.org/>. The guide contains information and examples from One-Stop Systems (within Ohio or nationally) which have exemplary programs or expertise in specific areas. The guide contains links to other helpful and important One-Stop resource sites.
- # Development Program – Governor Taft has allocated \$5 million to be made available to One-Stop areas for continued development of their systems. These funds are being

allocated to individual areas based on their level of operational readiness and can be used to meet One-Stop needs as identified locally.

- # Marketing Package - As local WIA Area One-Stop Systems achieve full functional readiness, the Governor's Workforce Policy Board has committed to delivering a comprehensive localized marketing package to promote the use of the One-Stops.
- # One-Stop Workshops – ODJFS, in partnership with DOL, will host One-Stop technical assistance workshops. Exemplary One-Stop Systems from Ohio as well as other states will be brought in to share their experiences and expertise through workshops and roundtables. These workshops are planned for Fall, 2001.

Following are examples of how some of Ohio's One-Stops are achieving success:

Athens County One-Stop – The Work Station

The Athens County Department of Job and Family Services, which runs the One-Stop facility called the Work Station, visualized the need to provide timely workforce investment services to its customers and quickly entered into an MOU with all its local partners. Two of these partners, Hocking College and the Tri-County Adult Career Center, annually provide Intensive Services and Individual Training Accounts (ITAs) for more than 100 WIA customers.

The Work Station coordinates an extensive array of services for its customers including free resume assistance and computer usage for dislocated workers; unemployment services; adult literacy services and GED classes; a variety of employer activities; and Green Thumb services for the 55 and older job seekers. The One-Stop has established excellent relationships with its partners which enables it to provide customers with referral services for many other programs.

Madison County One-Stop

The Madison County One-Stop played a significant role last year in assisting Staples fill their many positions at their new location in London, Ohio. Staff worked closely with the directors of corporate and human resources to connect Staples with employees. Prior to the construction of the new Staples warehouse, the One-Stop was used as a central location for potential employees to fill out applications. Staff at the Madison County One-Stop were instrumental in organizing a job fair last fall, and Staples was among the various employers and organizations that were invited to participate. A job fair for this fall is already being planned, once again demonstrating the Madison County One-Stop's commitment to bringing employers and employees together.

Montgomery County Job Center



The Montgomery County Job Center opened in June 1997 and is a great example of an innovative and quality One-Stop. It is the largest employment and training center in the United States, and is considered a model by state officials for other local One-Stops.

The Department of Labor selected the Montgomery County Job Center as one of the 13 sites that are being considered as model WIA One-Stop Systems. The John J. Heldrich Center for Workforce Development at Rutgers University was asked to solicit key profiles of One-Stop practices on behalf of DOL. Montgomery County is the only site in Ohio identified as a One-Stop Innovator. It was chosen by the Heldrich Center as a One-Stop that promotes quality services and high performance and disseminates innovative and promising practices in support of systems under WIA.

The facility, in which the Job Center is housed, occupies eight and a half acres and has 47 participating partners, including all of the required WIA partners, co-located on site. It employs more than 1,100 people and provides a single place where employers can access a pool of qualified, job-ready workers. Job seekers, in turn, can find jobs on their own, be matched to jobs, be placed into subsidized employment, or be placed in a work experience position that can lead to paid employment.

Trumbull County One-Stop

In response to the closing of CSC, Ltd., a large steel manufacturer, the Trumbull One-Stop Partners organized a Job and Career Fair for those employees adversely affected. The job fair was held on March 23, 2001 at the Trumbull Campus of Kent State University. Twenty-three employees, 11 service providers, and 24 education and training providers including Penn State University, Youngstown State University, and Big Rig Truck Driving School gathered to provide information and assistance to 1,375 steelworkers and their families. The local event was well received by the Tribune Chronicle newspaper, who wrote an article on

CSC employees' options; the community; and those that it was designed to assist – the dislocated workers.

Commitment to Collaboration

Governor Taft, ODJFS, and the GWPB share a commitment to collaboration that will result in a comprehensive workforce development system for Ohio. In part, this commitment is reflected in the Governor's merger of the former ODHS and OBES into ODJFS. In addition, he has sought to achieve greater inter-agency collaboration through the GWPB that includes the Directors of the Ohio

Departments of Development, Aging, Superintendent of the Ohio Department of Education, and the Chancellor of the Ohio Board of Regents.

The following examples illustrate additional collaborative efforts that are taking place in Ohio:

Clermont County -- The Business & Workforce Resource Center

The Business and Workforce Resource Center (BWRC), a subcontractor of WIA services, is working to make a difference in Clermont County and the Southwest Ohio region. Many of the projects and opportunities for economic growth and workforce development services in the community were spawned through collaboration with other area businesses and service providers. Through ongoing collaboration with the local Chamber of Commerce, BWRC became involved with Corning Precision Lens (CPL), which is the largest employer in Clermont County. Due to increased demand for their products, CPL planned a major staff expansion. BWRC was brought in to provide intensive business services to CPL during this expansion. During December 2000, BWRC began receiving current and future employment applications, administering and scoring basic Reading and Math examinations, and referring candidates that had a satisfactory interview and passed the Math and Reading exam. By the second week of January, 2001, the Business Service Team of BWRC was interviewing, testing, and referring candidates for employment to CPL. By the end of April, BWRC had reviewed a total of 2025 applications, interviewed and tested 825 applicants, and scheduled 551 second interviews with CPL. This led to the selection of over 230 new employees and an estimated savings of \$100,000 for CPL.

In response to many of the employers' frustrations with the trend of employee turnover, BWRC began offering the Supervisor Training Series to increase job retention by training the supervisors who have the most direct contact with the front-line staff. This "no cost" training to employers was promoted via mailings, personal contacts at local job fairs, and through

existing business contact. The training topics included Communication, Conflict Management and Motivation.

The Supervisor Training Series reached a diverse grouping of businesses, in both size and industry. Segments were delivered to 11 local companies, and to the Chillicothe-Ross Chamber of Commerce Workforce Development Academy, which is comprised of over 50 companies. Of the 11 local companies assisted, 2 of these were small companies with less than 25 employees, 5 consisted of 25-100 employees, and 4 numbered over 1000. Segments were delivered to a total of 600 attendees.

Average turnover rates for all businesses served were 32 percent prior to the training, as compared to 20 percent after the training. Mike Walsh, an employer with Clovernook Center for the Blind, said about the Supervisor Training Series training, "I truly think the training you and your team provided helped influence the positive change in our turnover rates."

Henry County – Collaboration between Workforce Development and Job & Family Services

Workforce development systems and welfare agencies have had varied and at times complex history of working together. The JTPA provided, to varying degrees, employment-related services to welfare recipients, while the Job Opportunities and Basic Skills program (JOBS) provided similar services to participants in Federal and State income-based programs. However, the core functions of these two systems were seen as distinct. Each system had sufficient resources to build its own service delivery system and administrative bureaucracy with different funding streams, legislative requirements, and performance expectations.

Recent policy developments have created new opportunity for local service areas and agencies to revisit how they administer and deliver employment and training-related services. When WIA was implemented in July 2000, Henry County chose to respond to the change by integrating Workforce Development services within Job & Family Services (JFS). Henry County recognized that with welfare reform, the core functions of these two systems have become less distinct.

To date, integration of Henry County's One Stop is characterized by such features as common intake (between Public Assistance, Children's Protective Services, Workforce Development and other One-Stop partner agencies) and seamless service delivery, where the customer receives a wide range of services from different programs without repeated registration, waiting periods, or other administrative barriers. For the client, this results in fewer separate trips and a choice of locations for some services. For agency staff, integration improves access to information about the programs and services offered by other agencies and facilitates referrals of individual clients.

Through coordinated services, staff enjoys greater access to resources and expertise in

workforce development and family support services. Also, coordination enables the two programs to more efficiently address the needs of employers for qualified workers. Where previously, employers found the duplication of job development efforts frustrating; the county's interagency approach is now generating a better working relationship with employers resulting in increased customer satisfaction.

At a service delivery level in Henry County, integration focuses on providing comprehensive, customer-centered services that move beyond the traditional turf-protection issues found in some partnerships. Common administration on the local level has helped to foster collaboration and play a key role in service coordination. This common thread has assisted Job & Family Services caseworkers and workforce development providers to coordinate funding services such as childcare, medical coverage, groceries, uniforms and transportation, and services that facilitate an individual's success while enrolled in an employment and training program.

Service coordination of these programs has also provided the opportunity to work together to address common reporting and performance measures, strengthening accountability and performance outcomes for both programs. This shared responsibility for services has also resulted in improved case management and a better understanding of each other's programs.

The Henry County Workforce Development Agency has been working closely with local partner agencies, especially Rural Opportunities/Migrant Center and with the Toledo Area Private Industry Collaborative to fund individual training accounts and coordinate job placement efforts. This has resulted in an expansion of services and programs for customers.

Highlights of customer outcomes:

- g** A twenty-year-old man was referred to our agency by a local service provider for assistance in finding employment and obtaining medical coverage. During the initial screening, the man was identified as having several barriers, including lack of work history. He had just recently been released after three years from a juvenile correction facility. He was on parole and court-ordered to have a job, but was having trouble finding any employer who would hire him. The caseworker identified several programs to assist him, including the summer youth employment program. In-house referrals were made and assessments conducted. The young man was not comfortable in social work environments due to past events in his life. Employment was arranged for him at the local animal humane shelter. The man was extremely successful at his place of employment and found he had a knack for working with the animals. At the conclusion of the summer youth program, the animal shelter continued to employ him as a part-time unsubsidized employee. Through networking and new friendships, this experience allowed him to move into a full-time position with a local company and has also received a college scholarship.
- g** A single-adult father, who had been out of work for over a month, came into the workforce development office. He had health problems that preventing him from working his regular job as a welder. He was assessed as eligible for several

programs including Prevention Retention and Contingency, Ohio Works First, WIA, and Housing and Urban Development and received services and funding from each. Case management services were shared between JFS and WIA. On-going collaboration identified that the customer needed additional job skills to enable him to work in a more independent setting. Through WIA, the man entered into training, obtained his Commercial Drivers License and is now gainfully employed as a local truck/delivery driver, making \$40,000.00/year, and self-sufficiently supporting his family.

Creating a One-Stop System is an on-going improvement process and Henry County continues to take a proactive role in creating a more coordinated service delivery system by fostering current interagency and partner agency relationships.

Muskingum County Collaboration

The programming flexibility afforded by WIA has brought new and innovative opportunities to Muskingum County and is “bridging the gap” between educational systems and workforce development. One such example is the development of Technology Centers within the County. In cooperation with the Muskingum County Workforce Policy Board, the Area Labor Management Council, the Juvenile Court System, the Mid East Ohio Vocational School, Zanesville City Schools and the Metropolitan Housing Authority, customers in the centers are able to explore 27 different careers and in some cases, improve their proficiency outcomes. Curricula, instruction and administrative services are enhanced through technology, project learning activities and after school programs. Access to technology also links the community to career information, online assessment, job search, resume writing tools and job opportunities.

Ohio Department of Aging

To further Ohio’s quest in providing training and employment through the WIA system, the Ohio Department of Aging, a mandatory partner in Ohio’s Workforce

Policy Board, applied for and received a \$250,000 demonstration grant from the U.S. Department of Labor in State Fiscal Year 2000.

The purpose of the grant was to provide Long Distance Computer Literacy training (in computer labs via the internet) and employment to eligible Ohioans age 55 and older who have poor employment prospects and incomes at 125 percent or less of the federal poverty level.

The need and rationale for the grant were based on:

- # Ohio needs to help older workers bridge the technological gap to compete successfully for jobs increasingly dependent on computers and technology;
- # Ohio needs to expand its workforce by training older workers to meet the employer needs in expected high growth areas such as the business service sector and the allied health field to alleviate labor shortages and dovetail with the current workforce systems under WIA; and
- # Ohio needs to expand successful job placement and training strategies statewide and develop close working relationships with employers.

As a result of the grant, more than 400 older workers participated in the overall program. This number surpassed the planned number of 220 customers to be served. One hundred and fifteen participants from both the computer literacy and reverse job fairs were placed into unsubsidized jobs earning an average hourly wage of \$8.10.

State and Local Youth Councils

State and local youth councils are required per the Workforce Investment Act, Section 117(h). The purpose of the State Youth Council is to provide leadership and direction for local youth councils. In addition, the State Youth Council serves as the required School-to-Work (STW) State Advisory Council. Both federal laws, STW and WIA, have similar, major themes. In Ohio, the GWPB voted at their December 2000 board meeting to utilize the State Youth Council as the policy board for both legislation requirements. The major themes of the STW legislation are to improve the school experience, expand and improve work-based learning opportunities, and to build and sustain public/private partnerships. The major themes of the WIA youth legislation are to improve educational achievement levels, provide leadership and citizenship development, prepare youth to succeed in

the labor market, and to provide a sustained support system.

There are 64 local Workforce Investment Area youth councils; however, many are not yet active. The State Youth Council has developed an action plan to provide professional development and technical assistance to the 64 youth councils and workforce development area staff. This action plan is based on a needs assessment survey conducted by an interagency youth task force.

The intended outcomes and goals of the State Youth Council are to :

- Focus on youth workforce investment issues and develop policy;
- Develop approaches for local area youth incentives;

- Link with other organizations serving youth;
- Continue school-to-work best practices;
- Coordinate youth workforce development resources;
- Negotiate youth performance expectations;

To date, the following progress has been made:

1. The State Youth Council adopted the following action items at its March 28, 2001 meeting:

- To establish a youth council structure including staffing, technology, and communication plan;
- To identify and disseminate best practices and provide benchmarks;
- To provide training for all local youth councils to conduct resource mapping around available resources, connectivity, performance and demographic data, and legislative policies;

2. A youth task force was appointed to identify key strategies and resources to support the State Youth Council action plan. The interagency task force has conducted a needs assessment survey of Ohio's 64 local youth councils, studied DOL's survey of local needs and conducted a review of the five years of STW. This initial data collection indicates both technical assistance and professional development needs.

The USDOL survey of local youth councils in Ohio identifies the following top needs as:

- Developing performance standards

- and measurements;
- Providing effective long-term follow-up services;
- Recruiting and serving out-of-school youth;
- Connecting with employers;
- Designing and programming systems;
- Transitioning to year round programs;
- Accessing different kinds of funding;
- Linking academics to occupational learning.

The Ohio Department of Education telephone survey of Ohio's youth councils (LYCs) found:

- LYCs have been slow to form. Many counties have a temporarily appointed WIA youth contact at local ODJFS office.
- LYCs have formed and disbanded due to lack of clarification of role.
- LYCs require training in structuring RFPs, strategic planning beyond WIA, and technical assistance.
- LYCs require information on year-round programming, integrated services, best practices.

Evaluation of five years of STW programs found:

- Ohio is rich in youth programs, but system poor.
- Narrow-focused programs have not resulted in long-term gains.
- Effective programs focus on a wide range of youth developmental needs and tie into larger youth system.
- Youth system building requires leveraged resources.

A summary of this data indicates:

- LYCs need support in building youth systems.
 - Best practices can be shared more effectively across the state.
 - Professional development needs to focus on individual community needs.
 - Technical assistance can be more accessible to LYCs.
3. Based on the challenges faced by the local youth councils, information and training needs, the taskforce submitted two competitive federal grant applications. Both federal grants were awarded to Ohio to assist in providing professional development and technical assistance services to local youth councils.
 4. A Youth Development System Training Plan has been developed using federal School-to-work and Workforce Investment Act funds. This

plan includes two pre-institute training's: October 23-24, *WIA Youth System Technical Assistance Conference* and December 3, 2001 – *Tools for System Change Conference*.

In the Spring of 2002, a State Institute will be held for all local youth councils to attend as teams and nationally recognized best practices will be introduced. Technical assistance for the development of local action plans and resource mapping will be provided.

During the summer of 2002, regional institutes will be conducted to further assist with implementation of their local action plans. In addition, training will be provided to local councils on web-based resource mapping tools developed by the McKenzie Institute through one of the secured competitive grants.

STATE AND LOCAL PERFORMANCE

Reporting and Data Collection

For PY'2000, Ohio utilized the OhioWorks/ServiceLink System as their primary data collection system. With the creation of the Ohio Department of Job and Family Services (ODJFS), it was clear that Ohio needed to consolidate the former Ohio Department of Human Service's (ODHS) and Ohio Bureau of Employment Services's (OBES) existing systems to improve efficiency and to eliminate duplication. In doing so, ODJFS had to determine how to best integrate two systems – OhioWorks and Ohio JobNet.

Ohio JobNet was developed in-house by OBES. It was a state-wide skills matching system designed to help individuals and businesses link the unemployed with available jobs. Ohio JobNet allowed employers and employees to create matches based on skill and experience through an electronic job match system and was accessible through the Internet. OhioWorks was originally developed as an Internet-based system that matched welfare recipients to employers using skill or job search criteria. In February 2000, ODJFS took an innovative

move forward in deciding to modify the ODHS OhioWorks system to meet the federal data collection and reporting requirements of WIA and labor exchange and to serve as a tool to match job seekers with employers.

The OhioWorks application was designed to consist of two distinct segments. There is the public segment referred to as OhioWorks.com. This segment of the application provides job seekers with the ability to post resumes and job experiences, as well as search for job openings. It also supports Ohio employers by allowing them to post job opportunities and to search for qualified candidates to fill job openings. The internal segment of OhioWorks consists of an application named ServiceLink. ServiceLink provides case management support for counties, as well as data collection and reporting systems required under WIA.

In retrospect, the OhioWorks.com internet site has been plagued with performance problems and integrity issues that have reduced the effectiveness of both the internal and external portions of the OhioWorks application suite. These difficulties have been shared with DOL as Ohio continued to struggle with implementing a job-matching/reporting system and attempted to ensure that the resulting database and reports are certifiably accurate. With assistance from staff and the new MIS contractor, ODJFS is taking a critical look at the system's ability to meet Ohio's current and future needs and is fast working to improve OhioWorks to meet federal labor exchange and reporting requirements.

Ohio Mandatory WIA Measures

The DOL has established minimal negotiated performance levels for all mandatory WIA measures for PY'00 for Ohio. These levels appear in the table below:

Ohio Mandatory WIA Measures				
Measure	Adult, Dislocated Workers, and Youth			
Participant Satisfaction Index	70.0			
Employer Satisfaction Index	66.0			
	Adult	Dislocated	Youth 19-21	Youth 14-18
Entered Employment Rate	65.0	76.0	63.0	
Employment Retention Rate	77.0	84.0	72.0	
Earnings Gain (6 months)	\$3,450		\$2,850	
Wage Replacement Rate		88.0		
Employment and Credential Rate	60.0	60.0		
Credential Rate			50.0	
Skill Attainment Rate				72.0
Diploma Attainment Rate				55.0
Retention Rate				50.0

Customer Satisfaction Measurements

Under WIA, the Department of Labor Federal Regulations requires each State to collect and report selected customer satisfaction data at the Workforce Investment Board and state level for participants who exit Title I-funded services and for employers who received substantial services under WIA. Section 136 of WIA specifies two measures of customer satisfaction that apply to the State as well as local areas. The Secretary of Labor has established levels of performance for these two customer satisfaction standards. States must administer a minimum of five hundred (500) completed telephone surveys for each participant and employer exiter group and must achieve a 50% or better response rate.

For Program Year 2000, Ohio contracted with the Strategic Research Group (SRG) to implement Ohio's expanded survey system and to conduct the DOL mandated customer satisfaction surveys of participants in the WIA programs and employers who received substantial services. The findings of their survey results show that Ohio's customer satisfaction ratings of 82.3 points for participant satisfaction and 74.6 points for employer satisfaction exceeded Ohio negotiated WIA performance measures of 70.0 and 66.0 points, respectively, on the three American Customer Satisfaction Index (ACSI) questions. The overall response rate for the participant survey during Program Year 2000 was 72 percent. All WIBs exceeded the participant customer satisfaction measure. Employer results could not be aggregated to the WIB level.

Under Ohio's expanded system, participants were surveyed on the following items:

- The three American Customer Satisfaction Index (ACSI) questions mandated by the U.S. Department of Labor (DOL):
- Participants' overall satisfaction with the services provided to them;
- Extent to which the services met their expectations;
- Extent to which the services met their ideal set of services;
- Overall evaluation of the WIA organization;
- Evaluation of case managers;
- Satisfaction with specific training types, such as occupational skills training, basic skills and literacy, alternative secondary school offerings, and on-the-job training;
- Satisfaction with specific services, such as assessment of job skills, staff-assisted job search and placement, transportation, needs-related payments, counseling/career planning, housing and childcare; and
- Outcome variables, including measures of participants' economic well-being since they exited from the WIA program.

For the employer survey, Ohio's results were less than anticipated for a number of reasons but, most significantly, the State's MIS database, ServiceLink, provided no functionality for staff-assisted employer and labor exchange requirements. Labor exchange information was

to be a part of the OhioWorks Suite, but the application was never operational. Additionally, with the phasing out of the Ohio JobNet system, ODJFS lost its ability to collect system information on employers who received substantial services from WIA. Resultantly, Ohio was able to survey fewer employers than required by the DOL prescribed methodology.

Ohio is making every effort to correct the system's shortcomings. These efforts include a quick fix application called "QuickLink" to assist case managers with inputting Program Year 2000 records into ServiceLink as well as a redesign to OhioWorks. As a result, higher numbers are expected for the PY '01 survey.

Employers were surveyed on the three ACSI questions and the following:

- Types of services employers received; and
- Evaluation of specific types of services.

Regardless of the service employers received, they were asked to rate the service on standard dimensions commonly used for service evaluations. The standard dimensions are listed below:

- Extent to which the services met employer's needs;
- Extent to which the services were clearly explained to employer;
- Whether employer have enough information to make choices about services;
- Satisfaction with professionalism of the staff;
- Satisfaction with cooperation received from staff;
- Satisfaction with staff's knowledge of available resources; and
- Satisfaction with length of time between request and service.

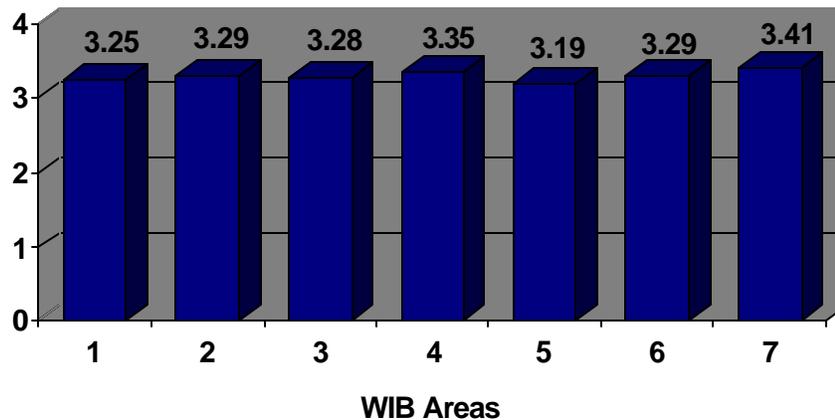
Ohio's expanded survey system is a continuation of the expansive follow-up process initiated under the JTPA program and was designed to allow continued comparisons and in-depth evaluations of WIA services and activities for purposes of assisting local areas to continuously improve. Although survey results are available at the state, Workforce Investment Board (WIB) and Workforce Policy Board (WPB) levels, only the state and WIB results will be included in this report. Following are outcomes as reported through the state's expanded survey system.

Comparing the Seven Workforce Investment Boards

Overall Evaluation of Organization

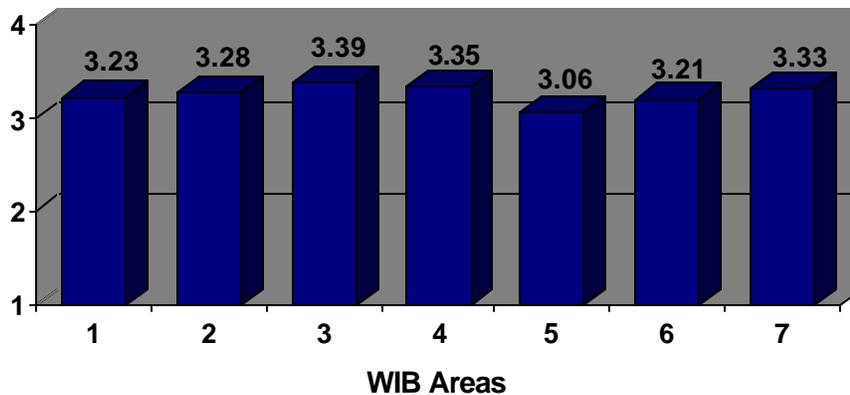
When participants were asked to grade their service organization on its ability to provide the type of assistance they needed, most participants gave A's and B's. In the following average scores where A=4, B=3, C=2, D=1, and F=0, there is no significant difference among the seven WIB Areas.

FIGURE 1: EVALUATION OF ORGANIZATION'S ABILITY TO PROVIDE SPECIFIC ASSISTANCE



Most participants who received information about available jobs in their area rated the information as helpful. In the following average scores where 4=very helpful and 1=not at all helpful, there is no significant difference among the seven WIB Areas.

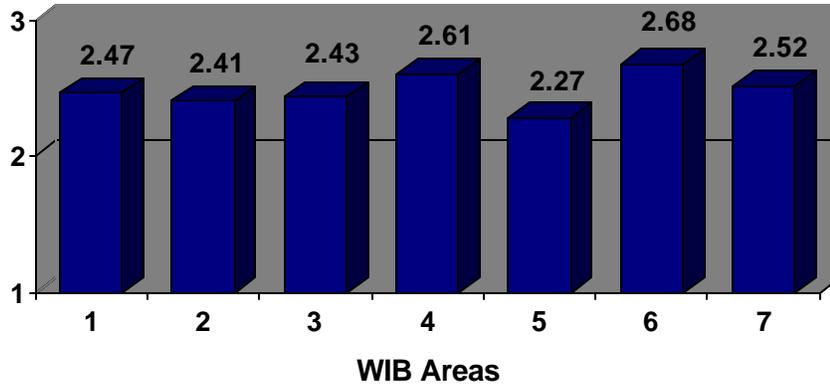
FIGURE 2: EVALUATION OF JOB INFORMATION PROVIDED BY ORGANIZATION



Outcome Variables

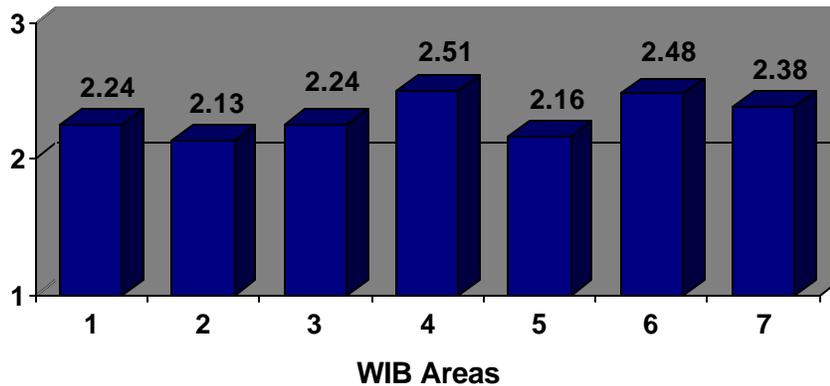
Participants were asked if they were better or worse off in terms of their job situation before and after they participated in the WIA program. In the following average scores where 3=better off, 2=same, and 1=worse off, WIB Area 5 had statistically significantly lower ratings than WIB Area 6.

FIGURE 3: RELATIVE IMPROVEMENT IN EMPLOYMENT OR JOB SITUATION



Participants were asked if they were better or worse off in terms of their household income before and after they participated in the WIA program. In the following average scores where 3=better off, 2=same, and 1=worse off, WIB Area 2 had statistically significantly lower ratings than WIB Areas 4, 6, and 7.

FIGURE 4: RELATIVE IMPROVEMENT IN HOUSEHOLD INCOME



WIA Adult Program

Statewide Performance Goals and Outcomes

During Program Year 2000, 7,639 participants were served in Ohio's Title I-B WIA adult programs, with a total of 2,326 adults exiting the program between July 1, 2000 and June 30, 2001.

In terms of adult program performance results, Ohio placed 2,259 adults in unsubsidized employment during the reporting period, meeting its Entered Employment Rate performance goal with an actual performance level of 63.62%. The State exceeded the Employment Retention Rate performance goal established by the Department of Labor with over 78% of all employed exiters still employed six months or more after entering employment. The State also exceeded the Adult Earnings Change in Six Months performance goal, which provides a pre- and post-program look at the earnings changes of participants. Based on Ohio's results, it appears that individuals served through employment and training programs were substantially better off following participation in these programs. Ohio's results show that the state fell far short of meeting the established goal for the Employment and Credential Rate measure. The State's failure to meet the Employment Credential Rate standard can best be attributed to Ohio's inability to convert relevant SPIR reporting items from the JTPA program into WIASRD reporting items as they relate to credential attainment. Under the JTPA program, DOL did not require states to collect credentials. With the advent of WIA, although DOL required credential rates in the adult, dislocated worker, and youth programs, Ohio had no baseline data to measure credentials for JTPA participants. Likewise, DOL did not provide a crosswalk for states to convert relevant SPIR items into WIASRD credentials. Therefore, Ohio, like many other states, chose to maintain the integrity of the JTPA year-end database by not changing individual records to reflect WIA credentials. It is anticipated that program outcomes for this measure will improve dramatically in subsequent program years.

In looking at the Special Populations identified by DOL, Adult Public Assistance Recipients Who Received Intensive or Training Services were found to have results very similar to those of the entire adult population and in two instances even exceeded the outcomes for the adult program. Veterans were another of the Special Populations which had outcomes similar to the adult population, in general. Individuals with Disabilities and Older Individuals were found to have outcomes that were slightly lower than the average for adults. A breakout of the Adult Special Populations is included in the Table Section as Table C.

When looking at other outcome information for the Adult Program, there is little difference between the outcomes for the two groups measured -- Individuals Who Received Training and Individuals Who Received Only Core and Intensive Services -- except in terms of the

Earnings Change in Six Months measure where there is a dramatic increase in earnings for

those who received training compared to those who received only intensive services.

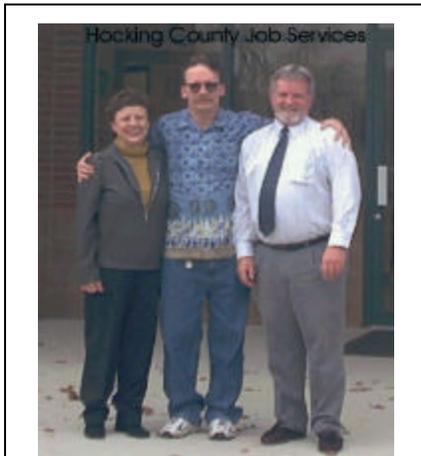
WIB Performance Goals and Outcomes

Generally, the results for the Adult Program were good across all WIBs, with the exception of the credential rate measure where performance levels dropped somewhat.

- 3 of 7 WIBs exceeded and 4 WIBs met the entered employment rate.
- 5 of 7 WIBs exceeded and 2 WIBs met the retention rate.
- 3 of 7 WIBs exceeded, 3 WIBs met, and 1 failed to meet the earnings change.
- WIB 4 met the employment credential rate, but the remainder of WIBs did not meet the standard.

Success Stories: Giving Adults A Chance

Wesley Bowling - (Hocking County)



Pictured from left to right are Beth Hoke, Employment Services Counselor, Wesley Bowling, and Bill Fickel, Employment Services Counselor

In any social service program there is always one participant who renews your faith in your job and your program; one who finally surfaces after being caught in the current of addiction and crime, ready to breathe the air of change, if given the chance. For Bill Fickel, Employment Services Counselor, that program participant was Wesley Bowling.

When Wesley Bowling walked into Bill Fickel's Hocking County Job Services office in November of 1998, he was grasping for a chance. At the time, he was unemployed with a seventeen year history of being in and out of prison, both Federal and State, and a recovering addict. He had an ex-wife and three boys in California that he didn't get to see. Going back to a life of crime seemed like his only option, the only way to pay the bills. This was someone who shared prison space with the likes of Charles Manson, so selling drugs to get by held no fright for him.

"When you're sitting in a holding cell, you get to do a lot of thinking. I just thought, if I could just have a chance," Wesley said.

Through WIA, he was offered that chance, a second option apart from prison life. He could go to school. Bill felt Wesley had paid his dues and deserved a chance to prove that with a little help and a lot of hard work he could turn his life around. This became evident during Wesley's first quarter at Hocking College where he earned a 3.97 GPA in Industrial Maintenance.

Wesley continued his classes until he was certified. Along the way, he gained custody of all three sons and, ironically enough, married a law enforcement officer.

Upon certification from Hocking College, he still had trouble gaining employment in the industrial maintenance area, but he had gained a new interest. Using his life experience as a textbook, he was now helping local youth in recovery from drug and alcohol addiction. With a new focus, he enrolled at Hocking College and is currently a registered candidate with the State of Ohio to become a Certified Chemical Dependency Counselor.

Wesley received the honor of being placed on the President's List at Hocking College, an award given to less than one percent of all students. He currently carries a 3.7 GPA while working twenty-five hours a week at Basset House, a residential rehabilitation center for adolescents in Athens County.

The impact of Wesley's efforts are already being felt in the community as he has organized the first Narcotics Anonymous group for teenagers in Hocking County. Wesley has received numerous letters of recommendation from specialists in the field of addiction and recovery, encouraging his progress.

When asked what he tells the troubled teenagers that he works with, Wesley replied, "I tell them that we are not bad people trying to get good. We are sick people trying to get well." Beth Hoke, a counselor who also assisted Wesley,

said, "He is positive proof that WIA can make a difference. The Workforce Investment Act was able to throw a lifeline to a man grown weary, treading the waters of hopelessness."

With the opportunity given to him by the Adult WIA Program, Wesley Bowling is swimming all on his own.

Sherry Tolley - (Trumbull County)

Sherry Tolley requested WIA assistance from the adult program in order to upgrade her job skills. Sherry was enrolled at Kent State/Trumbull's Workforce Development Center in a Continuing Education computer cluster (7 classes) program. Through the skills acquired via this training, Sherry has obtained employment as a Prescription Assistance Program Assistant, which aids senior citizens in computer processing applications to pharmaceutical manufacturers for free maintenance prescriptions. The position has enabled Sherry to resume her education, independent of WIA, at Youngstown State University.

On-the-Job Training (OJT) is a "Win - Win" for All Jason Clatworthy - (Union County)

The concept of making a transition from unskilled, general laborer to skilled-trades technician could be viewed as an almost impossible task by most people. This was especially true for Jason Clatworthy, who knew that formal training in a school setting would not be possible for him due to time and work requirements. However, Jason Clatworthy of Union County, Ohio was not to be swayed from his goal of becoming an electrician.

In September 2000, Jason approached the Union County Job and Family Services office with a request for WIA training assistance. He had been having a lot of hard times and needed a break. Jason dreamed of becoming an electrician, but had only the very basic electrical skills. He had previously served as an electrician's helper, but his work history was sporadic.

Jason and WIA Coordinator, Larry Parrish, agreed that an on-the-job training (OJT) scenario in the Adult Program might work well. After numerous phone calls and contacts with several different employers, Builder's Electric, Inc. of Columbus, Ohio stepped forward and decided to give Jason a chance. Employer and president, Joe Culp, understood the value of an OJT for Jason and his company. A six-month training plan was established in order to provide Jason with the training necessary for him to become a highly productive member of the Builder's Electric team.

This employer was willing to take a chance on Jason. Today, Jason has completed his OJT and is satisfactorily employed with Builder's Electric. The employer was so pleased with Jason's work that he said, "Can you clone him and send us more like him?" Union County JFS and Builder's Electric saw the potential in Jason, which makes this a "win-win" for all.

Jennifer Peters - (Ross County)

Jennifer Peter's success story is a true example of what a collaborative partnership can do for a WIA participant. It involves an employer and the WIA One-Stop Partners, Ross County Job and Family Services, Bureau of Vocational Rehabilitation (BVR), Goodwill Industries, and Pickaway Ross Career & Technology Center. Together, these partners worked cohesively to make a difference in Jennifer Peter's life.

Jennifer Peters was 32 years old, a single mom with four children at home, when she first sought help from the local JTPA employment and training program. Her only income was Social Security Insurance, which she received for herself, and food stamps. Jennifer had been looking for work on and off for the past ten years. Job opportunities were difficult for Jennifer to obtain. She was convinced that she was being discriminated against because of her disability; she was born deaf and mute. Although she had a GED, her only job history was working as a cook in her father's small restaurant, which closed after three years. She had knocked on so many doors, only to be turned down again and again. Jennifer became very discouraged. She only wanted the chance to prove that she could become a productive worker in spite of her disability.

Jennifer turned to her local JTPA office. She completed an application for the Adult Program and was assigned to work with a rehabilitation counselor at Goodwill Industries. After extensively searching for a job, the counselor and Jennifer mutually decided that it would be in her best interest to acquire some marketable skills to enhance her employability. She was able to secure funding and support for school through grants, JTPA, and BVR. Jennifer enrolled into an associate degree program majoring in accounting. BVR provided an interpreter for the two years she was in training. Although she struggled with child care, transportation and finances, Jennifer persevered and proudly graduated.

Once again a great deal of effort was put into Jennifer's job search. Even though Jennifer had a degree in accounting, she applied for everything from fast food to janitorial positions. It didn't take long for Jennifer to get discouraged and start to give up. She stopped returning calls to the JTPA office and stopped making contact with her counselor at Goodwill Industries.

When JTPA ended, Jennifer's records were transferred to the WIA Adult Program offered through the Ross County Job and Family Services / Workforce Investment Network. Connie Bost, who had been her JTPA case manager and was now working for Ross County JFS, was happy to receive Jennifer's case file.

"When I first received her file under WIA, I figured I just needed to call her to get her employment information to exit the case. I knew Jennifer had gone to college and she had such determination to find a job as soon as she graduated," Connie said. She attempted to contact Jennifer several times by mail and left messages on her answering machine. She called the vocational counselor at Goodwill and the BVR to see if they had any updates on her, but to no avail.

Shortly after, Connie attended a local job fair. As she was walking around, she saw a table set up to promote the hiring of people with disabilities. The first thing that popped into Connie's head was Jennifer. "I had thought maybe they would have some information that would help me help Jennifer find a job," said Connie. As Connie looked behind the table, there sat Jennifer on the floor eating her lunch. She had volunteered to help at the job fair with her interpreter, Meg Tucker. They scheduled to meet a few days later. She told me how she had been trying to find a job as she felt it was important for her children to see her work.

Jennifer agreed to start beating the path again to find a job. Together, Connie and Jennifer, started scanning the papers and the Internet for work. There really wasn't much out there. They gave her resume to Marie Bridenbaugh, a job developer at Pickaway Ross Career and Technology Center. It was really frustrating that nobody would give her the chance to work.

Then the call came from Marie. She had landed Jennifer an interview with Bowden, Powell and Company, an accountant firm, in Circleville. Marie had talked with the employer about Jennifer's disability and determination. When Connie contacted Jennifer about a time when she and Meg could do the interview, her first question "wasn't how much do they pay or where is the job at?" She wanted to know if they knew about her disability. The answer was YES! Bowden, Powell and Company still wanted to give her a chance to interview for the job.

Non-traditional Training & Employment Sue Bates - (Lucas County)

Sue Bates, was working two, part-time jobs when she came into the Lucas County WIA office. She was underemployed and in danger of losing her home. The WIA office enrolled her in core



services and then intensive services in the adult program. Sue was tired of struggling and needed more training to find a good paying job. Sue's case manager, Deborah Tucker, told her about opportunities for women in nontraditional training and employment. With funding help from WIA, Sue decided to enroll in truck driving training. She

successfully completed her truck driving training and received a Class A license. Sue has since found nontraditional employment driving for a local company. "I love my job. I have met new friends and feel much better about myself," she said.

Sue is a perfect example of how a person can achieve success through hard work and a willing spirit.

(continued from page 31)

Jennifer's interview went great. After what seemed like an eternity, Jennifer was offered the job. With help from WIA funds for dress clothes and some needed car repair and BVR funds to purchase a telecommunication device for the deaf (TDDY) machine for Jennifer's employer, she was finally working. Jennifer was finally given the chance that she had waited for all of her adult life.

WIA Dislocated Worker Program

Statewide Performance Goals and Outcomes

In Program Year 2000, 6,477 participants were served in Ohio's Title I-B WIA dislocated worker programs, with a total of 2,046 dislocated workers exiting the program between July 1, 2000 and June 30, 2001.

Results for dislocated worker program performance indicate that Ohio placed 3,636 dislocated workers in unsubsidized employment during the reporting period, meeting its Entered Employment Rate performance goal with an actual performance level of 65.22%. The State far exceeded the Dislocated Worker Earnings Replacement in Six Months performance goal of 88% established by the Department of Labor with an actual performance level of 102.71%. It appears that Dislocated Workers who were served by workforce development programs averaged six month replacement wages that were substantially higher than their dislocation wages. Again, as with the adult program and for parallel reasons, results show that Ohio failed

to meet the Employment and Credential Rate performance goal for dislocated workers. Ohio also failed to meet its Employment Retention Rate for dislocated workers employed six months or more after entering employment.

Looking at Special Populations identified for dislocated workers, displaced homemakers were found to have a much higher Earnings Replacement percentage than other dislocated workers. This result is not unexpected since many displaced homemakers served by the WIA program had no prior dislocation wages. Older Individuals were found to have outcomes that were lower than the average for dislocated workers. A breakout of the Dislocated Worker Special Populations is included in the Table Section as Table F.

Other outcome information for the Dislocated Worker Program results show that for the two groups measured -- Individuals Who Received Training and Individuals Who Received Only Core and Intensive Services -- there is an increase in retention earnings for those who received training compared to those who received only core and intensive services.

WIB Performance Goals and Outcomes

Overall, dislocated workers' performance outcomes ranged from fair to poor as is the case for the retention rate measure where every WIB failed to meet the performance goal.

- 6 of the WIB areas met and 1 WIB exceeded the entered employment rate.
- All WIBs failed to meet the retention rate. WIBs performed in a range of lowest -- 35% to highest -- 48%, which was considerably below the negotiated level of 84%.
- Results for the earnings replacement measure covered the spectrum of possible outcomes with 2 WIBs exceeding the measure, 2 WIBs meeting the measure, and 3 WIBs not meeting the measure.
- Outcomes for the credential rate measure were on par with the general performance under the dislocated worker program, with 2 WIBs meeting the performance goal and 5 WIBs failing to meet the measure.

Success Stories - A Win-Win Situation for All

Brenda Schwab - (Ashland County)

In 1970, Brenda Schwab dropped out of high school when she was in the 10th grade and got married. One day her husband of 23 years up and left her, leaving her with nothing. Brenda became a displaced homemaker. What she lacked in skills, Brenda made up in determination. She found a job and became employed for the next six years, providing a living for herself. Brenda felt things were finally getting back to normal when she had another setback. The plant she was working for announced it was closing. Everything for Brenda became crazy again. Yet, she did not let this deter her. She began looking for a job once again.

Brenda knew that she needed her high school diploma if she was to find suitable employment this time around. She turned to the Workforce Development Resource Center for help. She came in to see Tom Cantrell, who was her caseworker, requesting assistance from WDRC on completing her GED. “She was so scared and frightened, feeling there was no way she could complete this, but she had to do something,” Tom said. Brenda faced her obstacle head-on and completed her GED in a year. She is now attending computer classes at the Ashland Technical College. She is very proud of herself and feels she can do anything now. Brenda is very thankful for the staff and financial support that she received from WDRC. She believes that she would not have been able to go to school if it wasn’t for the funding support of the dislocated worker program under a special national reserve grant that allowed her an income while receiving her computer training.

Richard “Rick” Arthur - (Scioto County)

For Richard “Rick” Arthur, 1997 was a tough year. First, Rick’s brother-in-law died suddenly. Then Rick’s mother died. And if that wasn’t enough, in April, Lucas Varity, a British firm which had bought Dayton Walter Foundry, announced the closure of the Portsmouth, Ohio facility. Rick had worked for this company for 26 years and was just a year and a half from receiving full-pension. The foundry closed and Rick was left with no job, no pension, and no foreseeable way to make a living and pay for the brand, new home that he and his wife, Teresa, had built.

That’s when Scioto County Community Action Organization (CAO) stepped in and presented its dislocated worker program, called Scioto Employment Training Service (SETS). “Luanne Valentine took me under her wing and steered me toward making a career decision that has changed my life,” Rick said. Luanne, the Adult Program Supervisor for CAO, helped Rick to enroll at Shawnee State University. CAO paid for Rick’s training, school books, and mileage allowance with JTPA and WIA dislocated worker funds. At Shawnee, he became “Participant of the Year” for 2000 in the Student Support Services, TRIO program.



Rick Arthur looks through the chain link fence toward all that remains of 26 years at the Dayton Walter Foundry.

In December 2000, Rick graduated with a Bachelor of Arts in Education and Social Science degree with honors, Magna Cum Laude. He was certified to teach elementary school and begin teaching at Bloom Vernon Schools. In February 2001, Rick was offered the opportunity to oversee the educational department for the Scioto County Juvenile Detention Center. The next year, with changes to the Portsmouth School System, Rick was bumped out of his job by a teacher with seniority. He was out of a job again, but not for long. He became the Special Education teacher at Grant Middle School.

Rick has all the key ingredients to make him a success – hard work, determination, perseverance, a winning attitude, and help from CAO. “ I never even considered lying down and quitting after the lay off,” he said.

Rick serves as a mentor to other students at Shawnee State and was recently named the “Participant of the Year” for the CAO-SETS program for 2001.

Angela Patterson - (Holmes County)

Angela Patterson came to our agency in May of 2001. She was employed by VAM Distribution Company, which had issued a public statement that its parent company, ABN Sports Supply, Inc., had filed Chapter 7 bankruptcy. Angela’s last day of employment was scheduled to be May 31, 2001.

Even though Angela was still employed, she chose to be proactive in finding out what services were available to her. Her search brought her to the Holmes County Department of Job and Family Services (HCDJFS).

Angela received job search and counseling services from HCDJFS. On July 6, 2001, she was registered into the WIA dislocated worker program for intensive services. These services included the Holland Interest Inventory, Transferable Skills Inventory, and Job Skills Preference Inventory—all based on Dr. John Holland’s work, which was adopted by the U.S. Department of Labor. A Work Values Inventory was also administered. The assessments, along with Angela’s occupational goals, indicated that she would probably need occupational skills training if she was to come close to her dislocation wage of \$12 per hour.

During this time, a local insurance company, came to HCDJFS to place a job order to fill a position for insurance sales. The job order was taken by a local ODJFS staff member who referred several candidates—including Angela. The employer was very impressed with Angela; however, she still did not possess the necessary skills, experience and state insurance licenses required for this position.

A WIA staff member explained the benefits of OJT to the employer. The employer, decided to take a chance on Angela and entered into an OJT contract with HCDJFS. Angela was hired as a full-time sales agent at the same rate of pay as her dislocation wage and with health benefits. Angela started immediately the training necessary to prepare her for the State of Ohio license for Property and Casualty insurance and the State of Ohio license for Life, Accident and Health insurance.

(Angela Patterson -- continued from page 35)

The insurance company's owner said that the company could not be more satisfied with Angela's work performance. In addition, the insurance company has decided to provide a second WIA OJT opportunity for an incumbent worker who is currently making \$7.25 per hour at a local department store. This participant has limited skills and employment opportunities. This new position will result in the participant working full-time at \$9.00 per hour, plus health benefits.

As for Angela, she is so excited. Not only is she making the same wage as she was making prior to dislocation, but she now has a commute to work of less than two miles—as compared to 40 miles with her previous employer. When asked how she feels she is coming along with

the new job, Angela smiled and stated, "I just recently sold additional insurance to existing accounts."

It's obvious that this employment agreement was a win-win situation for all.

Cheryl Ziemer - Muskingum County

Try to imagine working for a company for twenty years, and then going to work one day and receiving notice that the company you have built your hopes and dreams on is moving their operations to Mexico. That's just what happened to Cheryl Ziemer, a twenty year employee of Lear Corporation in Zanesville, Ohio. Not only did Cheryl lose her job, but all 300 employees that worked for Lear did as well.

Fortunately, for Cheryl and her co-workers, the Muskingum County WIA office stepped in and provided rapid response services for these dislocated workers through the dislocated worker program. Many of the people being dislocated were given opportunities to work on their GED and others received job seeking skills assistance or retraining in other areas.

Cheryl had been a final inspector and auditor at Lear. She made the decision to attend classes offered at the local One-Stop Career Center. Although she was apprehensive about looking for a new job, the job search classes she took gave Cheryl renewed confidence. She was determined to find a new job and took a job at the local library. This job was not her ultimate goal, so she continued her search. Her efforts paid off and she was rewarded when she applied for and received employment from the Muskingum County Department JFS, Support

WIA Older Youth Program

Statewide Performance Goals and Outcomes

In Program Year 2000, Ohio served 1,607 WIA participants in the Older Youth Program. There were 383 individuals who exited from the program between July 1, 2000 and June 30, 2001.

In terms of program performance, Ohio exceeded three of the four older youth standards established by DOL. Statewide, 490 older youths were placed in unsubsidized employment during the reporting period, resulting in an Entered Employment Rate of 93.87%. This was substantially higher than the goal of 63% established for this measure. Ohio also exceeded the Older Youth Employment Retention Rate performance goal with nearly 79% of all employed exiters still employed six months or more after entering employment. The third older youth performance goal that Ohio exceeded is the Earnings Change in Six Months measure, which provides a comparison of pre- and post-program earnings changes for participants. Consistent with the results for the adult program, older youth program participants in Ohio appear to have realized a substantial earnings gain following participation in workforce development programs. Outcomes for the fourth older youth measure -- Employment and

Credential Rate -- fell well below the goals established for this measure. As discussed in previous sections, the State's failure to meet this goal was the result of JTPA records not being updated to reflect WIA credential information. Again, it is anticipated that outcomes for this measure will improve substantially in future program years.

In looking at the Special Populations identified by DOL for Older Youth, Public Assistance Recipients were found to have results very similar to the older youth, in general, and in terms of their Entered Employment Rate and Earnings Change in Six Months, even exceeded the outcomes for the statewide older youth program. Perhaps the most interesting results were for the Veterans population where we see the highest Entered Employment Rate (100%), the lowest Employment Retention Rate (40%), and an Earnings Change in Six Months, which is 2 to 3 times greater than that of the other special populations or older youth as a whole. Of course, these results are based upon extremely low numbers of participants and, therefore, not entirely reliable.

WIB Performance Goals and Outcomes

Performance levels under the Older Youth Program during PY'2000 were generally very good. All seven WIBs exceeded the Entered Employment Rate, while six of the seven WIBs exceeded the Retention Rate performance goal. Additionally, five of the seven WIBs exceeded the Earnings Change measure. The one real area of weakness regarding older youth performance concerned the Credential Rate -- during PY'2000, 6 of 7 WIBs failed to meet this standard. Looking at the overall results for this measure, there is a wide range of outcomes with two WIBs at 0% levels and one WIB with a 40 percent rate.

- All 7 WIBs exceeded the entered employment rate.
- 6 of 7 WIBs exceeded and 1 WIB met the retention rate measure.
- 5 of 7 WIBs exceeded and 2 WIBs met the earnings change measure.
- 6 of 7 WIBs failed and 1 WIB met the employment and credential rate.

WIA Younger Youth Program

Statewide Performance Goals and Outcomes

Six thousand, six hundred and four individuals participated in Ohio's WIA Younger Youth Program during Program Year 2000. Additionally, the program exited a total of 775 participants from younger youth WIA services/activities.

Of the three performance measures established by the Department of Labor for the Younger Youth Program, Ohio met the Retention Rate measure, but failed to meet either the Skill Attainment Rate or Diploma or Equivalent Attainment Rate performance goals.

To a large degree, Ohio's failure to meet the Skill Attainment Rate measure can most likely be attributed to a misalignment between the JTPA and WIA management information systems which resulted in large numbers of JTPA carry-in and summer youth (SYETP) records never being properly converted to WIA. As such, information skill attainment goals from the JTPA records were most likely not captured under the WIA program, and therefore, not included in performance calculations. Spirited attempts by state personnel to identify and correct perceived database

errors were hindered by the late discovery of possible record keeping errors and limited resources necessary for data verification, validation, and correction.

Low performance numbers for the Diploma or Equivalent Attainment Rate are attributed to a significant amount of JTPA terminees included in the calculations whose records were not modified to include diploma or credential achievement. Like many other states, Ohio finalized their PY'99 year-end JTPA database to preserve the integrity of the data and did not update the records for this segment in line with WIA outcomes. As a result, the performance calculations for this measure are significantly lower than they would otherwise be.

In terms of other outcomes for the three Younger Youth Special Populations, similar results, as compared to the general population, are reported for both the Skill Attainment Rate and the Retention Rate, while lower rates were reported under the Diploma or Equivalent measure for each of the three special populations than for the statewide average.

WIB Performance Goals and Outcomes

The performance results of Younger Youth programs did not match those of the Older Youth programs, in general. The highest performance levels for Younger Youth were reported in connection to the Retention Rate goals, with the majority of WIBs exceeding the measure. However, one WIB did not meet the performance goal established for this measure. Performance achievement levels reversed for the credential and diploma rate where only one WIB exceeded the measure and the majority of WIBs failed to meet the established performance goals. The Skill Attainment Rate performance results were slightly lower than those recorded for the Diploma Rate. The most striking aspect of WIB performance in respect to the Skill Attainment Rate is the wide variation in results among the WIBs with four of the seven reporting a 0% rate while one WIB achieved a 81% rate.

Success Stories - Helping Youth Help Themselves

Preble Workforce Development Program- (Preble County)

The Preble Workforce Development Program for Youth had a successful summer. As part of the year-round youth program opportunities available through WIA, Preble County Workforce Development Program served 19 WIA enrolled youth along with 21 other funded youth in three, six week projects. These projects included landscaping, business, and theatre and were designed to teach work-readiness skills, strengthen the youth's basic literacy and math skills, and show the correlation between school and work.

The purpose of the landscaping project was to design, build, and plant new landscaping on the grounds of the St. Clair Springs Children's Home. The youth had to measure the area, draw the area out on graph paper, and create an original landscaping design. The youth then studied plant and soil types and made a determination of the appropriate types of plants to put in various areas. They presented their plan to Children's Home staff and a decision was made on the design to use. These youth used math skills to measure, draw and dig the areas, reading skills to study plant types and landscaping materials, writing skills to describe their plan and public speaking skills to present their plan to the staff. They also worked on filling out employment applications and being interviewed for employment.

The business project's objective was to design and implement a site on the World Wide Web that would describe activities and life styles in Preble County. The youth visited a variety of businesses and historical sites within Preble County, took pictures and learned historical facts about the area. They then transferred the information they received on to a web page that included information about local schools and events in Preble County. The youth used reading skills to gather information about the area, writing and typing skills to load the information into the computer and public speaking skills to contact businesses to gather information directly from them. This group ran into a variety of unforeseen problems with their computer project, yet,

they demonstrated incredible patience and perseverance in completing this project.

The theatre project was set up to allow the youth to use their creativity and experiences to write and produce a play that would address things that were of real concern to them. The youth wrote, either individually or in small groups, about issues such as suicide, teen pregnancy, eating disorders, and depression. The youth writers tackled the subject of fitting in with the crowd and how it feels to not fit in. They discussed the effects of physical abuse both from an abuser's view and from the youth's view. In addition to this, they were invited to put on a children's play at the local public library. There, they used an adaptation of a couple of Dr. Seuss stories to present to children the importance of accepting others that may be different. This group worked extensively on reading, writing and proper use of the English language. They also worked on some memory skill techniques that they can take back to school to use to help with studying. They completed applications and interviewing skills along with an extensive study of life skills such as budgeting, comparison shopping, and banking.

There were four additional WIA-enrolled youth and one other funded youth who were involved in individual projects during the summer that addressed their specific needs. One youth attended GED classes, one youth worked with a group of multiple handicapped individuals in a summer recreation program, one youth worked at a second hand clothing store, one youth worked on a virtual learning program through our local joint vocational school to bring his credits up to the current grade level and one youth worked with a local horse farmer to become a skilled farm hand and has since become employed.

All of the youth involved in Preble County summer projects, whether WIA enrolled or funded in some other fashion, had barriers that prevented them from being successful in school or employment. Most of the youth were involved in some manner with juvenile court. Of the 45 youth, only two broke probation during the summer. Eleven of the youth started in the program because they were residents of the Children's Home and were required to participate. During the summer, eight of the eleven went home. All eight continued participation in the project although they were no longer required to do so.

Along with hands on working skills and work readiness skills, these youth gained self confidence, a sense of pride and accomplishment in a job well done, and the ability to relate to others who come from diverse backgrounds and experiences.

**Belmont County Department of Job and Family Services
(Summer WIA Youth Program)**

Letter from Mayor of Morristown....

“On behalf of the citizens of Morristown, I would like to take this opportunity to thank the summer youth program for the wonderful job the participants did in creating the perennial flower gardens in Morristown. Our village benefitted twice from this program in that we not only got our beautiful flower garden at the Town Hall, but also another wonderful perennial garden at our Morristown Historical Preservation Association lot. The addition of these flower gardens added to the small town charm of Morristown. Our warmest appreciation is extended to the program and the youth.”

Mayor C. Todd Graham

State Evaluations

Section 136 of the Workforce Investment Act mandates that states which receive WIA funds must conduct evaluation studies of their workforce investment systems to promote, establish, implement, and utilize methods for continuously improving

activities and services in order to achieve high-level performance and outcomes. To meet the requirements of this section, Ohio will contract with an evaluator to conduct on-going studies of WIA programs, activities, and services in order to promote the efficiency and effectiveness of the statewide workforce investment system in improving employability for job seekers and competitiveness for employers. Ohio will also coordinate all evaluation activities with DOL/ETA on an on-going basis and will, when possible, build on or replicate evaluation studies implemented by DOL/ETA.

The evaluator for Ohio's project will be responsible for designing and implementing an evaluation study of the Ohio workforce investment system that provides an assessment of activities and services and determines possible methods for continuous improvement. Information on the status of the state's evaluation study, and findings or outcomes from the study, will be included in future WIA Annual Reports. It is anticipated that contracted evaluation activities will begin in February 2002.

Evaluation's Methodology

Ohio's Evaluation Project may include one or more of the following evaluation methodologies:

1. **Process Study** - which, at a minimum, provides an analysis of outcome and

process measures and/or customer feedback. The following outcome

measures are integral to the workforce investment system and are of particular concern:

- entered employment rates
- credential rates
- employment and other retention rates
- wage information
- earnings changes
- skill attainment
- entry into advanced training
- diploma (or equivalency) achievement
- customer feedback

2. **Impact Study** - which provides, at a minimum, an analysis of outcome and process measures and/or customer feedback. Additionally, the impact study may be utilized to conduct a more in-depth analysis of Ohio WIA programs and, as such, could be used to analyze and measure the impact of workforce investment programs upon participants, employers, or other demographic groups served through the program, or to determine the impact of various activities or service strategies on participant outcomes and earnings. The use of control groups chosen by scientific random assignment methodologies may be included as a part of the overall study design. The impact evaluation may explore the following domains:

- program management
- program impact
- program effectiveness
- operational efficiency
- continuous improvement
- return on investment

In addition to an analysis of outcome and process measures and/or customer feedback, the process and/or impact evaluation studies may address the

following:

- the extent to which WIA programs and activities increase the level of total employment over the level that would have existed in the absence of such programs and activities;
- the extent to which WIA programs and activities improve the employment competencies of participants in comparison to comparably-situated individuals who did not participate in such programs and activities;
- the effectiveness of programs in relation to their cost;
- the effectiveness of performance measures relating to WIA programs and activities;
- the effectiveness of the structure of mechanisms for delivery of services through WIA programs and activities;
- the impact of programs and activities on the participants involved;
- the impact of WIA programs on other programs and activities;
- the extent to which WIA programs and activities meet the needs of various demographic groups;
- a determination of effective practices in the workforce development system;
- a longitudinal analysis of customer feedback and satisfaction with programs and activities to identify best practices or program impact and effectiveness;
- an assessment of the differences in services provided to adults, youth and dislocated workers and the resultant outcomes for each;
- other related issues concerning the effectiveness and efficiency of programs and operations.

3. **Multi-Phase Study** - which utilizes a combination of methods.

Evaluation Project Deliverables

On a quarterly basis, Ohio's evaluator will be required to submit written reports on the progress of the evaluation study, problems or situations encountered and, if appropriate, any preliminary findings from the study. At a minimum, the evaluator will be required to prepare one interim and one final research report. The final report, completed at the conclusion of the evaluation, will present the findings and conclusions from the study along with any recommendations developed, and will be published. It is anticipated that research reports will be required on a semi-annual basis for the duration of the evaluation project.

WIA Financial Statement

Operating Results	Available	Expended	Pct.	Balance Remaining
Total All Funds Sources	\$131,396,742	\$52,490,072	39.95%	\$78,906,670
Adult Program Funds	\$30,870,052	\$10,928,941	35.40%	\$19,941,111
<i>Carry in Monies</i>	\$8,982,525	\$5,811,203	64.69%	\$3,171,322
Dislocated Worker Program Funds	\$16,655,772	\$9,601,961	57.65%	\$7,053,811
<i>Carry in Monies</i>	\$1,807,578	\$1,019,237	56.39%	\$788,341
Youth Program Funds	\$31,849,726	\$12,326,779	38.70%	\$19,522,947
<i>Carry in Monies</i>	\$3,996,328	\$1,934,374	48.40%	\$2,061,954
Out-of School Youth	NA	\$7,611,820	NA	NA
In-School Youth	NA	\$6,649,333	NA	NA
Summer Employment	NA	NA	NA	NA
Local Administration Funds	\$8,819,505	\$3,233,178	36.66%	\$5,586,327
<i>Carry in Monies</i>	\$1,642,937	\$896,292	54.55%	\$746,645
Rapid Response Funds	\$7,711,006	\$539,405	7.00%	\$7,171,601
<i>Carry in Monies</i>	\$2,136,713	\$2,136,713	100.00%	\$0
Statewide Activity Funds	\$16,924,600	\$4,061,989	24.00%	\$12,862,611
<i>Carry in Monies</i>	\$0	\$0	0.0%	\$0

Cost-Effectiveness	C-E Ratio
Overall, All Program Strategies	\$1,864.22
Adult Program	\$2,191.41
Dislocated Worker Program	\$1,639.83
Youth Program	\$1,736.84

NOTE: The results presented here reflect only cash expenditures for the report period, but do not include accrued costs (i.e., expenditures for services that have been provided, but where payments have not yet been made) for Program Year 2000. For this reason, expenditures are substantially understated for the report period.

In terms of Youth Program Funds, "NA" or "Not Applicable," designates that the Youth Funding Source for Ohio has only one allocation amount and is broken down by the Out-of-School Youth, In-school Youth, and Summer Employment expenditures with the requirement that the In-School Youth not exceed 70% of the total amount.

Table Section

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level American Customer Satisfaction Index	Number of Customers Surveyed	Number of Customers Eligible for The Survey
Program Participants	70	82.3	500	5280
Employers	66	74.6	60	64

Table B - Adult Program Results At-A-Glance

	Negotiated	Actual	
Entered Employment Rate	65%	63.62%	2,259
			3,551
Employment Retention Rate	77%	78.27%	3,051
			3,898
Earnings Change in Six Months	\$3,450	\$3,523.11	\$13,602,714
			3,861
Employment And Credential Rate	60%	10.38%	493
			4,751

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
	Entered Employment Rate	63.99%	684 1,069	61.00%	208 341	51.20%	213 416	53.99%
Employment Retention Rate	78.27%	803 1,026	75.30%	250 332	71.51%	246 344	72.33%	230 318
Earnings Change in Six Months	\$4,141.53	\$4,220,223 1,019	\$3,153.63	\$1,037,544 329	\$3,144.31	\$1,050,199 334	\$1,458	\$453,438 311
Employment And Credential Rate	8.96%	124 1,384	9.37%	37 395	6.04%	30 497	3.50%	11 314

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	63.48%	1,794 2,826	64.34%
Employment Retention Rate	78.69%	2,504 3,182	76.16%	527 692
Earnings Change in Six Months	\$3,845.95	\$12,114,740 3,150	\$1,945.77	\$1,340,638 689
Employment And Credential Rate	10.38%	493 4,751	N/A	N/A N/A

Table E Dislocated Worker Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	76%	65.22%	3,636
			5,575
Employment Retention Rate	84%	46.09%	1,676
			3,636
Earnings Change in Six Months	88%	102.71%	24,667,588
			24,015,770
Employment And Credential Rate	60%	9.03%	389
			4,308

Table F Outcomes for Dislocated Worker Special Population

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	66.16%	434	63.84%	196	59.15%	346	63.64%	203
		656		307		585		319
Employment Retention Rate	41.01%	178	50.51%	99	37.57%	130	77.83%	158
		434		196		346		203
Earnings Replacement in Six Months	86.27%	3,199,616	115.97%	1,105,205	62.91%	1,911,286	1,151.88%	1,429,197
		3,708,765		953,038		3,037,912		124,075
Employment And Credential Rate	9.58%	48	4.98%	13	10.00%	43	10.04%	28
		501		261		430		279

Table G Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	63.74%	2,746	71.37%	880
		4,308		1,233
Employment Retention Rate	47.78%	1,312	40.23%	354
		2,746		880
Earnings Replacement Rate	111.82%	18,806,437	80.93%	5,739,855
		16,818,430		7,092,174
Employment And Credential Rate	9.03%	389	N/A	N/A
		4,308		N/A

Table H Older Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	63%	93.87%	490
			522
Employment Retention Rate	72%	78.51%	683
			870
Earnings Change in Six Months	\$2850.00	\$3,121.60	\$2,700,185
			865
Employment And Credential Rate	50%	7.63%	96
			1,259

Table I Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
	Entered Employment Rate	94.67%	160	100.00%	3	87.80%	36	94.99%
	169		3		41		419	
Employment Retention Rate	74.89%	176	40.00%	2	64.52%	40	76.84%	355
		235		5		62		462
Earnings Replacement in Six Months	\$3,387.52	\$789,292	\$6,514.40	\$32,572	\$1,938.54	\$114,374	\$2,471.14	\$1,141,666
		233		5		59		462
Employment And Credential Rate	7.05%	26	0.00%	0	5.13%	6	6.41%	44
		369		10		117		686

Table J Younger Youth Results At-A-Glance

	Negotiated Performance	Actual Performance Level	
Skill Attainment Rate	72%	34.95%	1,472
			4,212
Diploma or Equivalent Attainment Rate	55%	8.55%	39
			456
Retention Rate	50%	49.21%	936
			1,902

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
	Skill Attainment Rate	34.24%	401	40.59%	410	33.99%
	1,171		1,010		253	
Diploma or Equivalent Attainment Rate	1.49%	1	2.96%	4	2.44%	3
		67		135		123
Retention Rate	45.02%	208	43.59%	245	49.27%	302
		462		562		613

Table L Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	0.00%	0	\$1,241.30	4,770,313	4.37%	97	\$3,220.27	7,197,299	60.42%	1,482
		1		3,843		2,220		2,235		2,453
Dislocated Workers	N/A	0	33.87%	8,101,614	2.24%	17	\$5,732.25	20,590,228	61.79%	1,436
		0		23,918,054		758		3,592		2,324
Older Youth	N/A	0	\$1,231.71	1,064,201	3.04%	15	\$2,466.45	1,203,628	50.51%	300
		0		864		494		488		594

Table M Participation Levels

	Total Participants Served	Total Exitors
Adults	7639	2326
Dislocated Workers	6477	2046
Older Youth	1607	383
Younger Youth	6604	775

Table N - Cost of Program Activities

Program Activity		Total Federal Spending
Local Adult		\$16,740,144.00
Local Dislocated Workers		\$10,621,198.00
Local Youth		\$14,261,153.00
Rapid Response 134 (a) (2) (A)		\$2,676,118.00
Statewide Required Activities (Up to 15%) 134 (a) (2) (B)		\$4,061,989.00
Statewide Allowable Activities 134 (a) (3)	Administration	\$4,129,470.00
	Technical Assistance	
	Cust. Satisfaction Research	
	Eligible Providers Support	
Total of All Federal Spending Listed Above		\$52,490,072.00

Table O - Local Performance

Local Area Name WIB 1	Total Participants Served	Adults	315
		Dislocated Workers	84
		Older Youth	20
		Younger Youth	50
ETA Assigned # 39160	Total Exiters	Adults	116
		Dislocated Workers	38
		Older Youth	4
		Younger Youth	1
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	81
	Employers	66	N/A
Entered Employment Rate	Adults	65.00%	71.76%
	Dislocated Workers	76.00%	81.63%
	Older Youth	63.00%	100.00%
Retention Rate	Adults	77.00%	84.94%
	Dislocated Workers	84.00%	43.33%
	Older Youth	72.00%	100.00%
	Younger Youth	50.00%	47.22%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,450.00	\$4,583.14
	Dislocated Workers	88.00%	68.90%
	Older Youth	\$2,850.00	\$5,276.56
Credential/Diploma Rate	Adults	60.00%	9.42%
	Dislocated Workers	60.00%	0.00%
	Older Youth	50.00%	7.14%
	Younger Youth	55.00%	N/A
Skill Attainment Rate	Younger Youth	72.00%	0.00%
Description of Other State Indicators of Performance (WIA 136(d)(1))		N/A	N/A
Overall Status of Local Performance		Not Met	Met
		8*	1
			Exceeded
			8

* In terms of performance status, "not met" includes designations of "NA" or "Not Applicable," as well as failure to meet the standard. For the employer customer satisfaction measures, "NA" designates that WIB-level results could not be disaggregated from the statewide results. "NA" reported for any remaining measures denotes that no exiters were reported in this category and performance could not be calculated.

Table O - Local Performance

Local Area Name WIB 2	Total Participants Served	Adults	136	
		Dislocated Workers	586	
		Older Youth	21	
		Younger Youth	261	
ETA Assigned # 39075	Total Exiters	Adults	60	
		Dislocated Workers	295	
		Older Youth	1	
		Younger Youth	0	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70	77	
	Employers	66	N/A	
Entered Employment Rate	Adults	65.00%	55.73%	
	Dislocated Workers	76.00%	70.92%	
	Older Youth	63.00%	100.00%	
Retention Rate	Adults	77.00%	71.43%	
	Dislocated Workers	84.00%	38.85%	
	Older Youth	72.00%	86.67%	
	Younger Youth	50.00%	60.92%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,450.00	\$2,817.97	
	Dislocated Workers	88.00%	59.01%	
	Older Youth	\$2,850.00	\$2,462.27	
Credential/Diploma Rate	Adults	60.00%	0.00%	
	Dislocated Workers	60.00%	0.00%	
	Older Youth	50.00%	0.00%	
	Younger Youth	55.00%	N/A	
Skill Attainment Rate	Younger Youth	72.00%	0.00%	
Description of Other State Indicators of Performance (WIA 136(d)(1))		N/A	N/A	
Overall Status of Local Performance		Not Met	Met	Exceeded
		8*	5	4

* In terms of performance status, "not met" includes designations of "NA" or "Not Applicable," as well as failure to meet the standard. For the employer customer satisfaction measures, "NA" designates that WIB-level results could not be disaggregated from the statewide results. "NA" reported for any remaining measures denotes that no exiters were reported in this category and performance could not be calculated.

Table O - Local Performance

Local Area Name WIB 3	Total Participants Served	Adults	1,098	
		Dislocated Workers	400	
		Older Youth	240	
		Younger Youth	1,914	
ETA Assigned # 39010	Total Exiters	Adults	211	
		Dislocated Workers	151	
		Older Youth	21	
		Younger Youth	19	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70	85	
	Employers	66	N/A	
Entered Employment Rate	Adults	65.00%	59.72%	
	Dislocated Workers	76.00%	72.21%	
	Older Youth	63.00%	100.00%	
Retention Rate	Adults	77.00%	79.68%	
	Dislocated Workers	84.00%	51.88%	
	Older Youth	72.00%	77.36%	
	Younger Youth	50.00%	65.85%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,450.00	\$3,209.84	
	Dislocated Workers	88.00%	82.43%	
	Older Youth	\$2,850.00	\$3,163.06	
Credential/Diploma Rate	Adults	60.00%	2.39%	
	Dislocated Workers	60.00%	0.00%	
	Older Youth	50.00%	2.25%	
	Younger Youth	55.00%	45.45%	
Skill Attainment Rate	Younger Youth	72.00%	0.00%	
Description of Other State Indicators of Performance (WIA 136(d)(1))		N/A		N/A
Overall Status of Local Performance		Not Met	Met	Exceeded
		6*	5	6

* In terms of performance status, "not met" includes designations of "NA" or "Not Applicable," as well as failure to meet the standard. For the employer customer satisfaction measures, "NA" designates that WIB-level results could not be disaggregated from the statewide results. "NA" reported for any remaining measures denotes that no exiters were reported in this category and performance could not be calculated.

Table O - Local Performance

Local Area Name WIB 4	Total Participants Served	Adults	158
		Dislocated Workers	143
		Older Youth	54
		Younger Youth	46
ETA Assigned # 39090	Total Exiters	Adults	49
		Dislocated Workers	33
		Older Youth	7
		Younger Youth	18
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	89
	Employers	66	N/A
Entered Employment Rate	Adults	65.00%	77.01%
	Dislocated Workers	76.00%	75.56%
	Older Youth	63.00%	100.00%
Retention Rate	Adults	77.00%	88.06%
	Dislocated Workers	84.00%	47.06%
	Older Youth	72.00%	84.00%
	Younger Youth	50.00%	53.85%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,450.00	\$4,377.77
	Dislocated Workers	88.00%	798.44%
	Older Youth	\$2,850.00	\$2,760.58
Credential/Diploma Rate	Adults	60.00%	52.48%
	Dislocated Workers	60.00%	53.91%
	Older Youth	50.00%	40.00%
	Younger Youth	55.00%	94.44%
Skill Attainment Rate	Younger Youth	72.00%	81.25%
Description of Other State Indicators of Performance (WIA 136(d)(1))		N/A	N/A
Overall Status of Local Performance		Not Met	Met
		2*	5
			Exceeded
			10

* In terms of performance status, "not met" includes designations of "NA" or "Not Applicable," as well as failure to meet the standard. For the employer customer satisfaction measures, "NA" designates that WIB-level results could not be disaggregated from the statewide results. "NA" reported for any remaining measures denotes that no exiters were reported in this category and performance could not be calculated.

Table O - Local Performance

Local Area Name WIB 5	Total Participants Served	Adults	152
		Dislocated Workers	95
		Older Youth	10
		Younger Youth	87
ETA Assigned # 39085	Total Exiters	Adults	99
		Dislocated Workers	71
		Older Youth	8
		Younger Youth	22
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	80
	Employers	66	N/A
Entered Employment Rate	Adults	65.00%	64.23%
	Dislocated Workers	76.00%	63.72%
	Older Youth	63.00%	100.00%
Retention Rate	Adults	77.00%	76.47%
	Dislocated Workers	84.00%	35.42%
	Older Youth	72.00%	100.00%
	Younger Youth	50.00%	80.00%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,450.00	\$1,293.12
	Dislocated Workers	88.00%	60.74%
	Older Youth	\$2,850.00	\$7,305.33
Credential/Diploma Rate	Adults	60.00%	39.81%
	Dislocated Workers	60.00%	50.68%
	Older Youth	50.00%	0.00%
	Younger Youth	55.00%	0.00%
Skill Attainment Rate	Younger Youth	72.00%	0.00%
Description of Other State Indicators of Performance (WIA 136(d)(1))		N/A	N/A
Overall Status of Local Performance		Not Met	Met
		8*	4
			Exceeded
			5

* In terms of performance status, "not met" includes designations of "NA" or "Not Applicable," as well as failure to meet the standard. For the employer customer satisfaction measures, "NA" designates that WIB-level results could not be disaggregated from the statewide results. "NA" reported for any remaining measures denotes that no exiters were reported in this category and performance could not be calculated.

Table O - Local Performance

Local Area Name WIB 6	Total Participants Served	Adults	353
		Dislocated Workers	313
		Older Youth	59
		Younger Youth	271
ETA Assigned # 39165	Total Exiters	Adults	88
		Dislocated Workers	97
		Older Youth	23
		Younger Youth	70
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	80
	Employers	66	N/A
Entered Employment Rate	Adults	65.00%	69.32%
	Dislocated Workers	76.00%	66.90%
	Older Youth	63.00%	100.00%
Retention Rate	Adults	77.00%	79.79%
	Dislocated Workers	84.00%	48.45%
	Older Youth	72.00%	70.59%
	Younger Youth	50.00%	29.23%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,450.00	\$3,086.40
	Dislocated Workers	88.00%	87.92%
	Older Youth	\$2,850.00	\$5,462.53
Credential/Diploma Rate	Adults	60.00%	41.59%
	Dislocated Workers	60.00%	34.68%
	Older Youth	50.00%	21.88%
	Younger Youth	55.00%	0.00%
Skill Attainment Rate	Younger Youth	72.00%	18.94%
Description of Other State Indicators of Performance (WIA 136(d)(1))		N/A	N/A
Overall Status of Local Performance		Not Met	Met
		8*	4
			Exceeded
			5

* In terms of performance status, "not met" includes designations of "NA" or "Not Applicable," as well as failure to meet the standard. For the employer customer satisfaction measures, "NA" designates that WIB-level results could not be disaggregated from the statewide results. "NA" reported for any remaining measures denotes that no exiters were reported in this category and performance could not be calculated.

Table O - Local Performance

Local Area Name WIB 7	Total Participants Served	Adults	5,427
		Dislocated Workers	4,856
		Older Youth	1,203
		Younger Youth	3,975
ETA Assigned # 39155	Total Exiters	Adults	1,703
		Dislocated Workers	1,361
		Older Youth	319
		Younger Youth	645
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	83
	Employers	66	N/A
Entered Employment Rate	Adults	65.00%	63.71%
	Dislocated Workers	76.00%	63.25%
	Older Youth	63.00%	93.15%
Retention Rate	Adults	77.00%	77.41%
	Dislocated Workers	84.00%	46.91%
	Older Youth	72.00%	77.99%
	Younger Youth	50.00%	48.75%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,450.00	\$3,596.89
	Dislocated Workers	88.00%	122.01%
	Older Youth	\$2,850.00	\$3,029.92
Credential/Diploma Rate	Adults	60.00%	8.59%
	Dislocated Workers	60.00%	6.01%
	Older Youth	50.00%	6.99%
	Younger Youth	55.00%	5.00%
Skill Attainment Rate	Younger Youth	72.00%	40.78%
Description of Other State Indicators of Performance (WIA 136(d)(1))		N/A	N/A
Overall Status of Local Performance		Not Met	Met
		7*	3
			Exceeded
			7

* In terms of performance status, "not met" includes designations of "NA" or "Not Applicable," as well as failure to meet the standard. For the employer customer satisfaction measures, "NA" designates that WIB-level results could not be disaggregated from the statewide results. "NA" reported for any remaining measures denotes that no exiters were reported in this category and performance could not be calculated.

Ohio Performance Summary

Indicators of Performance		WIB #1	WIB #2	WIB #3	WIB #4	WIB #5	WIB #6	WIB #7	State of Ohio
Customer Satisfaction	Participants	E	E	E	E	E	E	E	E
	Employers	N/A	E						
Entered Employment Rate	Adults	E	M	M	E	M	E	M	M
	Dislocated Workers	E	M	M	M	M	M	M	M
	Older Youth	E	E	E	E	E	E	E	E
Retention Rate	Adults	E	M	E	E	M	E	E	E
	Dislocated Workers	NM							
	Older Youth	E	E	E	E	E	M	E	E
	Younger Youth	M	E	E	E	E	NM	M	M
Earnings Change/ Replacement	Adults	E	M	M	E	NM	M	E	E
	Dislocated Workers	NM	NM	M	E	NM	M	E	E
	Older Youth	E	M	E	M	E	E	E	E
Credential/ Diploma Rate	Adults	NM	NM	NM	M	NM	NM	NM	NM
	Dislocated Workers	NM	NM	NM	M	M	NM	NM	NM
	Older Youth	NM	NM	NM	M	NM	NM	NM	NM
	Younger Youth	N/A	N/A	M	E	NM	NM	NM	NM
Skill Attainment Rate	Younger Youth	NM	NM	NM	E	NM	NM	NM	NM

E = Exceeded

M = Met

NM = Not Met

N/A = Not Applicable