



June 26, 2017

MEMORANDUM FOR: Tracey Tonnous
Associate Dean for Workforce Development
Zane State College (ZSC)

FROM: Bernie Gosky
Project Manager Ohio TechNet

SUBJECT: Program – Trade Adjustment Assistance Community College and Career Training (TAACCT) Grant
Number – TC-26435-14-60-A-39
Date of Monitoring Visit: 9/15/2016; ongoing technical assistance and monitoring continued through May 17, 2017

For the Subject grant number and reference period cited above, Ohio TechNet Consortium Project Manager, Bernie Gosky and Ohio TechNet Grant Accountant, Joe Martin, of Lorain County Community College (LCCC) conducted an in-person monitoring of the activities and outcomes supported by your award on 9/15/16. Technical assistance and additional monitoring continued through May, 2017. The review was conducted using ETA's Core Monitoring Guide, to review grantee administrative, financial and program operations and performance indicators.

The purpose of the review was to:

- Evaluate your organization's progress toward the goals specified in your grant agreement with DOLETA;
- Assess the quality of the program and services;
- Observe if grant activities are being conducted in compliance with the grant agreement and applicable Federal regulations;
- Determine the need (if any) for technical assistance; and
- Reinforce our role as a partner committed to assisting your organization in achieving successful grant outcomes.

Please express our appreciation to your staff for their assistance and cooperation during the review. Questions about this report may be directed to your Ohio TechNet Consortium Project Manager:

Bernie Gosky, 440-366-4233 or bgosky@lorainccc.edu

MONITORING REPORT DETAIL

The Monitoring Report which follows is an official assessment resulting from the on-site review and also includes analysis of information submitted to LCCC and updated expenditures to date. As applicable there are areas of concern and noted practices described fully in the detail below. The report identifies the conditions found in the document review, indicates actual or potential conflicts with the statutory and regulatory framework which guides your grant activities and, as necessary, prescribes corrective action to be taken by your organization.

RESPONSE REQUIRED

There are no compliance findings and Section E (Areas of Concern) lists one issue. **Please review and provide a solution/response within 30 days.** Send this information to bgosky@lorainccc.edu.

SCOPE OF REVIEW

Date(s) of Review:	September 15, 2016 (in-person visit); Ongoing technical assistance through May 17, 2017
Site(s) visited:	Zane State College Zanesville Campus and Cambridge Campus Time period of Data
Covered in Review:	October 1, 2014 – May 17, 2017
Attendees @ 9/15/16 visit:	Becky Anderson, Advanced Manufacturing Data Management and Career Services Coordinator Michael Bowman, Grant Accountant Theresa Kolk-Conner, Registrar Jamie Clark, Student Services/Intake Julia Griffin, Student Services/Academic Support Chip Clark, Instructor Shelly Hesson, Participant Information Files Deanna Duche, Director of Welding Education Welding students Bernie Gosky, Ohio TechNet Project Manager Joe Martin, Ohio TechNet Accountant Chris Spence, New Growth Group Evaluator Anna Meyer, New Growth Group Evaluator ZSC President, Dr. Chad Brown, stopped in for a brief conversation.

In order to make program assessments, the reviewers examined the grant agreement, program and fiscal records, and interviewed key staff.

PROGRAM ABSTRACT

Awardee: Lorain County Community College (LCCC)

Project Title: Ohio Technical Skills Innovation Network (Ohio TechNet)

Subrecipients: Cincinnati State Technical and Community College – **CSTCC**; Columbus State Community College – **CSCC**; Cuyahoga Community College – **CCC**; Eastern Gateway Community College – **EGCC**; Lakeland Community College – **LCC**; Owens Community College – **OCC**; James A. Rhodes State College – **RSC**; Sinclair Community College – **SCC**; Stark State College – **SSC**; and Zane State College - **ZSC**

Period of Performance: 48 months

Total Zane State College SubAward: 1,000,000

Lorain County Community College (LCCC) was awarded a Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grant with a period of performance of 10/1/2014 – 9/30/2018 in the amount of \$15,000,000. As a partner in this single-state consortium grant titled Ohio TechNet, Zane State College received \$1,000,000. The purpose of this grant is to lead a statewide initiative to address the skills gap by developing targeted manufacturing training programs for transitioning adults, especially veterans, the under-employed and those impacted by foreign trade. Through this grant, the Department of Labor is helping to strengthen Ohio's institutions of higher education as engines of economic opportunity where adults can succeed in acquiring the skills, degrees, and credentials needed for high-wage, high-skill employment while also meeting the needs of employers in hiring skilled workers. The Department of Labor is implementing the TAACCCT program in partnership with the Department of Education.

Workforce development outcomes targeted under this Ohio TechNet investment include:

- Provide comprehensive education and training to trade-affected workers and veterans in five industries with significant need: welding, machining, industrial maintenance, digital design/industrial automation, and occupational safety.
- Recruitment of 1,801 participants to begin education and training activities
- 1,075 participants completing a TAACCCT-Funded Program of Study
- 942 participants earning credentials
- 851 participants employed after TAACCCT-funded Program of Study
- Build strong relationships with employers and workforce agencies and share best practices to help students transition to work.
- Strategies include contextualized and accelerated remediation, increased use of online/hybrid courses, links to registered apprenticeships and increased collaboration to share best practices and support Ohio's innovation economy.
- A cornerstone of the shared consortium commitment is alignment with nationally recognized certifications in their sectors, aligning with standards of the Manufacturing Skill Standards Council and other recognized industry-specific entities.
- Securing 'M' status by offering National Association of Manufacturers (NAM)-endorsed skill certifications in a NAM sector
- Partnering with employers for adoption of programs to help veterans capitalize on their existing skill sets to better prepare for manufacturing careers.
- Integration and expansion of intrusive advising, prior learning assessment, stacked/latticed credentials, online learning, industry partnerships, and strengthening of certificates to accelerate the training process.

The life cycle of the grant is 48 months with program activity anticipated to be minimal within the first year of the grant and heavy in the final three years.

A. PERFORMANCE ANALYSIS FOR ZANE STATE COLLEGE

September 30, 2016 (Approximately 50% of grant timeline)			
Key Outcomes	Total Grant Goal	Goal to date (50% through the grant)	Actual
Individuals Enrolled	68	36	154*
Participants Completing	60	28	4
Entered Employment (as defined by TAACCCT)	45	20	<10
Expenditures @ 3/31/17	\$1,000,000		\$746,252

This Performance Analysis is based, in part, on a comparison of the percentage-of-time-elapsed in the grant period with the percentage-of-actual-accomplishments against a performance plan issued by the Department of Labor (DOL). We use this methodology to approximate the quality and quantity of program performance, recognizing that both Statement of Work operating plans and current conditions in the Service Delivery Area may change over time. This approach is consistent with Core Monitoring Guide Objectives 5.12, 5.13 and 5.21.

With approximately 50 percent of the grant’s period of performance elapsed, Individuals Enrolled outcome appears to be significantly ahead of schedule for this point in the program’s life cycle. The grantee has recruited and enrolled 226% of its total required participants, putting it well above its target-to-date enrollment level. ZSC has a lower than desired rate of completion and job placement within the targeted industry however we feel that recent changes in strategy will ensure ZSC’s attainment of these metrics by the end of the grant.

*As of 2/28/17, ZSC reported 158 total participants which is 232% of total required participants. This metric remains well above target-to-date enrollment levels.

With a grant spend of \$649,605 as of September 30, 2016, the grant expenditure rate was on target. As of March 31,2017, ZSC appears to remain on target with expenditures of \$746,252 to achieve the goal of spending the full \$1,000,000 subaward amount by 9/30/18.

ELEMENTS OF THE CORE MONITORING GUIDE (CMG)

The following areas of the Core Monitoring Guide were covered in the review. Items of concern are listed within the *Findings or High-Risk Factors* box.

Areas outside the defined scope of the Core Monitoring Guide were not covered. Although no material issues came to the reviewers’ attention - other than those contained in this report - there is no assurance that other issues do not exist.

CORE ACTIVITY 1: DESIGN AND GOVERNANCE

Core Activity 1 addresses design and governance principles that can guide and support the grantee’s strategy for developing a demand-driven workforce system. A demand-driven system is one which meets the needs of employers by developing a qualified and competitive workforce while preparing job seekers for the jobs and careers of the future.

Core Activity 1: Design and Governance	
Promising Practices	<ul style="list-style-type: none">• ZSC has a great strategic plan for the Ohio TechNet project which includes service design created in response to industry demand and integration of accelerated training models into grant affected programs.
Findings or High-Risk Factors	N/A
Other Observations	<ul style="list-style-type: none">• ZSC has a good relationship with their local Workforce Investment Board (WIB) and also works with the Salvation Army in Cambridge to identify potential Ohio TechNet participants.

CORE ACTIVITY 2: PROGRAM AND GRANT MANAGEMENT SYSTEMS

Program and grant management systems support grant functions or activities that are necessary for the operation of a project but are not related to the direct provision of services. These grant functions include personnel, administrative and oversight, management information, and reporting systems. Those functions NOT incorporated in Core Activity 3—Financial Management Systems—are incorporated herein. In addition, activities are included when their purpose is to ensure compliance with applicable statutory, regulatory, and grant requirements common to all ETA grants.

Core Activity 2: Program and Grant Management Systems	
Promising Practices	<ul style="list-style-type: none"> • Objective 2.5, Indicator 2.52: Leverage: Through 3/31/17, ZSC has reported \$110,031 in leveraged resources.
Findings or High-Risk Factors	<ul style="list-style-type: none"> • In order to complete ZSC’s Monitoring Files, please upload the following links or documents to the Submissions document library on the Ohio TechNet SharePoint site: <ul style="list-style-type: none"> ○ Federal Grant Records Retention Policies and Procedures ○ Federal Grant Property Management Policies and Procedures ○ Federal Grant Property Inventory, Control, and Disposal Records ○ Debt Collection Policies and Procedures ○ Management Information Systems Policies and Procedures ○ Cost Allocation Policies and Procedures ○ Data Validation Policies and Procedures
Other Observations	N/A

CORE ACTIVITY 3: FINANCIAL MANAGEMENT SYSTEMS

Financial management systems are part of the overall organizational administrative systems that support grant functions or are those activities necessary for the operation of a project but not related to the direct provision of services. The standards for financial management systems are in 29 CFR 95.21 and 29 CFR 97.20

Core Activity 3: Financial Management Systems	
Promising Practices	N/A
Findings or High-Risk Factors	N/A
Other Observations	<ul style="list-style-type: none"> • To fulfill monitoring responsibilities, LCCC has confirmed the following for ZSC: <ul style="list-style-type: none"> ○ College utilizes accrual based accounting ○ Budget submitted and approved annually ○ College utilizes Time & Effort Reporting ○ Confirmed SAM Compliance Annually ○ Audit filed annually. Reviewed schedule of Findings and Questioned costs: None Noted ○ Tracked deposit from Bank Statement to G/L ○ Tracked two expenses from Requisition to Bank Reconciliation.

CORE ACTIVITY 4: SERVICE DELIVERY

Core Activity 4 addresses the systems, procedures, and program operational elements that are essential to the effective delivery of participant and employer services or the development of a product.

Core Activity 4: Service Delivery	
Promising Practices	<ul style="list-style-type: none"> • ZSC’s participant files are complete and maintained in a secured location. • ZSC launched a new employer outreach strategy that’s paying off! As a result of personal outreach by ZSC’s Ohio TechNet project manager, new industry partners are sending incumbent workers to ZSC for upskilling. ZSC is currently working with these partners to modify tuition reimbursement policies, allowing for inclusion of short-term training programs. • Prior to receiving Ohio TechNet funding, ZSC created a Competency Based Education (CBE) format for the welding curriculum. Ohio TechNet participants benefit from this flexible format which includes use of the open-access welding lab. • Other best practices include: <ul style="list-style-type: none"> ○ Flipped classrooms ○ Corequisite Math integrated within Ohio TechNet curriculum ○ Collaboration with ABLE at the Cambridge location ○ Creation of short-term certifications under Ohio TechNet • ZSC does a nice job of tracking regional wages. Entry-level welders start at \$11-\$12/hour; traveling welders earn \$38 - \$60/hour; industrial maintenance wages range from \$17 - \$25/hour.
Findings or High-Risk Factors	N/A
Other Observations	N/A

CORE ACTIVITY 5: PERFORMANCE ACCOUNTABILITY

Core Activity 5 refers to the grantee’s accountability for performance as reflected by assessment in four areas: meeting service level and expenditure goals, meeting performance outcome goals, managing sub recipient and contractor performance, and using performance data for continuous performance improvement.

Core Activity 5: Performance Accountability	
Promising Practices	<ul style="list-style-type: none">ZSC has exceeded participant enrollment and staff is now working to ensure that participants complete and obtain employment.
Findings or High-Risk Factors	N/A
Other Observations	N/A

B. COMPLIANCE FINDING(S)

There are no compliance findings for Zane State College.

C. AREAS OF CONCERN

1. Core Activity 2: Program and Grant Management Systems

In order to complete ZSC's Monitoring Files, please upload the following links or documents to the Ohio TechNet SharePoint site:

- Federal Grant Records Retention Policies and Procedures
- Federal Grant Property Management Policies and Procedures
- Federal Grant Property Inventory, Control, and Disposal Records
- Debt Collection Policies and Procedures
- Management Information Systems Policies and Procedures
- Cost Allocation Policies and Procedures
- Data Validation Policies and Procedures

ZSC needs to upload the above Polices/Procedures to the Ohio TechNet SharePoint site. If information is not on SharePoint by the due date of the response, please address this issue in your response letter.

This workforce solution was funded by a grant awarded by the U.S Department of Labor's Employment and Training Administration. The solution was created by the grantee and does not necessarily reflect the official position of the U.S Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership.



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