Addendum 2 to the Northeast Regional Plan
Area #3 – Local Workforce Plan
Cleveland/Cuyahoga County
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I. INTRODUCTION

Cleveland: “This gritty ‘underdog’ city is now home to six James Beard award-winning chef-inspired restaurants, a thriving bar, arts, and music scene, and biomedical and ‘smart’ manufacturing startups that are quickly luring America’s youngest and brightest away from Boston, Austin and the Silicon Valley.” Forbes Magazine 10/27/16

There is an exciting new energy in the Cleveland area which is evidenced by the growth in downtown residents; the economic development projects in downtown and neighborhoods like the mid-town corridor; the region’s leadership in jobs in healthcare, advanced manufacturing, information technology, and hospitality – all buoyed by the Cavaliers winning the NBA championship, the Indians making it to the World Series, and the City shining while hosting the Republican National Convention. Cuyahoga County’s Economic Development Plan has established a major objective to: “Re-establish the Greater Cleveland region as a national economic hub, recognized both nationally and globally for the continued strength of its manufacturing sector; as a global center for healthcare, innovation, research and development; and as home to both a well-organized and well-funded start-up ecosystem, and a modernized workforce system that is both demand and supply focused.” This focus is explicitly supported in the Cuyahoga County Charter which establishes, as a fundamental governmental purpose, job creation and the promotion of economic growth, competitiveness, well being and prosperity of the County and all of its residents on a fair and equitable basis.

The challenge for the Workforce Development System is twofold: (1) understand the skills needed by businesses for their job openings in order to both efficiently match jobseekers with jobs and to develop “right skills” job training programs; and, (2) focus on those who want good careers and may be living in poverty, are under-skilled and in need of assistance to move into jobs with career paths and family-sustaining wages. Cleveland Mayor Frank Jackson and Cuyahoga County Executive Armond Budish have clearly stated that the priority for the public workforce system must be on those residents who need our help the most. This focus also matches the priority included in the federal law, the Workforce Innovation and Opportunity Act (WIOA).

LOCAL WORKFORCE DEVELOPMENT PLAN

WIOA requires that each local workforce area creates a 4-year plan as part of a regional workforce development plan which supports a state workforce plan. Therefore, this plan is attached to the regional, Northeast Ohio Workforce (NOW) Plan, and mostly does not repeat information contained in the NOW Plan. The Northeast Ohio Workforce Region consists of eight counties (Cuyahoga, Lorain, Lake, Summit, Medina, Geauga, Ashtabula and Portage) which contain five Workforce Development Boards.

Following this introductory section, this paper includes the following 3 major sections:

- **Section II: Local Workforce Development Board and Structure.** This section describes the Workforce Development Board structure, membership and the Board’s Strategic Plan. It summarizes the performance of the OhioMeansJobs|Cleveland/Cuyahoga County Centers. It also summarizes the process used to develop the plans.
• **Section III: Highlights of Greater Cleveland’s Labor Market.** A good analysis of the local labor market provides the data to both frame the workforce issues and develop action strategies. This section focuses on workforce demand, supply and a description of the population. Two full economic analyses were conducted as part of this planning process.

• **Section IV: Four-Year Workforce Action Strategies.** This section proposes an aspirational goal for the community to increase the labor force participation rate. It then outlines action strategies at two levels: (1) the broad community level contains workforce strategies that will be led and implemented by various entities; and, (2) Workforce Development Board action strategies are those that the Board is responsible to achieve.

There are three over-arching goals for transforming the current workforce system that were established by Cuyahoga County, working with the City of Cleveland, CCWDB and other workforce funders:

1. A workforce with the skills that are needed for business growth.
2. Career Pathways to prepare under-skilled and low-income workers for family-sustaining wage jobs.
3. A well-coordinated local workforce system.

Cuyahoga County is branding programmatic efforts designed to address these three goals as “Propel Cuyahoga”.

**II. LOCAL WORKFORCE DEVELOPMENT BOARD & STRUCTURE**

**WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)**

Congress passed WIOA with broad, bi-partisan support to replace the Workforce Investment Act (WIA). Most of WIOA’s provisions for the nation’s employment and training system became effective on July 1, 2015. WIOA continues a federal-state-local structure for workforce programs that provides flexibility to the Chief Local Elected Officials (CLEOs) and to the required local Workforce Development Boards that they appoint. Local and regional plans must be approved by the state Ohio Department of Job and Family Services (ODJFS) by July 1, 2017.

For Cleveland/Cuyahoga County, the local structure is created through an Intergovernmental Agreement between the Mayor and the County Executive. The Cleveland/Cuyahoga County Workforce Development Board plays a key role in the local workforce system. Because of the importance of workforce development, key efforts have been initiated at the state and local levels recently, including:

- Cuyahoga County’s Workforce Funders System Group, including exploration of employer-driven interventions led by the Greater Cleveland Partnership
- Cuyahoga County’s Propel Cuyahoga programmatic workforce initiatives
• Generation Work Planning Group (young people ages 16 – 29) which is integrated into existing OMJ|CC and Cuyahoga County workforce efforts.

These efforts have broadly engaged the organizations involved in workforce development in a way that has moved the community closer in agreement to actions that are needed to create a workforce that is a competitive advantage for our region and to support job creation and economic growth, inclusion and prosperity.
The key elements required by WIOA for the local workforce development system are:

- **Provide Universal Access** to anyone who seeks employment and training services through a local One-Stop Career Center (here called OhioMeansJobs|Cleveland-Cuyahoga County). WIOA requires that ten other workforce programs be **Integrated and Located** at the Center so that jobseekers can get what they need in “one stop.”
- The ten required partner programs each execute a **Memorandum of Understanding (MOU)** with OhioMeansJobs|Cleveland-Cuyahoga County annually to describe the commitment being made to the one-stop center operations. MOU budget attached.
- **Services must be Demand-Driven** in order to match training investments to the skills needed by employers for current and projected jobs. WIOA emphasizes the development of **sector strategies and career pathways** with employers.
- **Results must be Outcomes Based** across a Common Set of Performance Measures. Specific local performance metrics are negotiated with the state based on employment outcomes, median earnings, employment retention, credential attainment, and measurable skills gain. Performance Measures are attached.
- **Priority of Services** for all programs to veterans; priority of services for the adult program are to low-income, public assistance recipients and those with a basic skills deficiency.

**CLEVELAND/CUYAHOGA COUNTY WORKFORCE DEVELOPMENT BOARD (CCWDB)**

The Cleveland/Cuyahoga County Workforce Development Board (CCWDB) is a 34-member board appointed by Mayor Jackson and County Executive Budish, with the majority representing local businesses and the balance representing higher education, economic development, organized labor and other workforce related programs and partners. The Governor designated the City of Cleveland and Cuyahoga County to continue as local Workforce Area #3 under WIOA.

The Cleveland/Cuyahoga County Workforce Development Board (CCWDB) led the creation of a “demand-facing” service delivery model for the employment and training services provided through the OhioMeansJobs|Cleveland-Cuyahoga County centers (OMJ|CC) which ensures that job matching activities and training investments are aligned with the skills needed by local businesses for their workforce. The success of this model is demonstrated by its measurable WIOA achievements including: job placements of adults and dislocated workers exceeding 33% of all placements made by the 20 workforce areas in the state of Ohio in program year 2015. (Note: total WIOA funding to Cleveland/Cuyahoga County is 8% of the state’s allocation.)

The CCWDB adopted a new **Strategic Direction** in 2015 to prepare for the implementation of WIOA. The complete document is attached. Highlights of this work include:

- The Board’s **vision** is to expand the Greater Cleveland Economy by creating a world class workforce.
- The Board’s **mission** is to provide leadership and services that strengthen the workforce system, drive economic development, and link employers to job seekers throughout Cleveland and Cuyahoga County.
The CCWDB is guided by the following **operating principles**:

- We seek to collaborate and build strategic alliances around all of the goals, strategies, and tasks with which we are engaged.
- We will continuously ensure our strategies meet changing needs and expectations of our customers.
- Strategies and approaches to workforce issues will be embedded in research and best practice information.
- We strive to deliver excellence in our processes and services.
- Performance measures are used to ensure our strategies meet the expectations of our customers.
- We are committed to transparency in all our deliberations and decisions.

The CCWDB has established the following goals which are drivers of the Board’s work and key to the development of this four year local plan:

- **Goal I**: Provide Leadership to the Local Workforce System
- **Goal II** – Become a Visible Workforce Brand
- **Goal III** – Effectively Manage the Public Workforce System
- **Goal IV** – Align Structure and Governance to Serve Our Mission

The CCWDB created a structure to implement its goals which includes the creation of five Standing Committees to create and implement a work plan; they are: Executive Committee; Strategic Functions Committee; Youth Committee; Governance Committee, and, Communication and Marketing Committee. Board members and other representatives from employment and training entities in the community working through these Committees have been engaged in the development of this plan. The list of Board members is attached.

**OHIOMEANSJOBS | CLEVELAND-CUYAHOGA COUNTY (OMJ|CC)**

The CCWDB oversees the operation of two comprehensive OMJ|CC centers located in downtown Cleveland (1020 Bolivar Rd) and Parma (11699 Brookpark Road). We are in the process of changing Satellite centers in coordination with Cuyahoga County Job and Family Services. Recently, a strategic alliance between the Cuyahoga County and Cleveland Public Library systems is enabling OMJ|CC presence on a regular basis in several Library branches to expand neighborhood services. These expanded services will continue to roll out in 2017.

The “One-stop operator” of the OMJ|CC centers is the United Labor Agency which was competitively procured as were the Young Adult Resource Center operators, Towards Employment and Youth Opportunities Unlimited (YOU). Four additional Youth providers were also competitively procured and are listed on the chart above. Additional contractors procured for OMJ|CC operations include: Mature Services; Cengage and Towards Employment (ex-offender services). As required by WIOA, ten mandatory partners also provide services to jobseekers needing extra assistance in areas such as literacy, GED, English as a Second Language, disabilities, etc. through OMJ|CC under MOUs with the CCWDB, see attached MOUs.
In Program Year 2015, OMJ|CC served thousands of jobseekers and businesses. A performance report is attached, and the highlights include:

- 6,212 attended orientation and registered for services;
- 2,629 participated in the 3 – day career workshop;
- 4,215 adults/dislocated workers were placed in jobs, over 45% of them were unemployed at registration;
- 90% retained employment after 6 months;
- Nearly 640 were placed into career technical training;
- 2,008 job orders were posted;
- 255 specific recruitment events were planned and executed for employers with job vacancies;
- Over 1,500 young people (14 – 24) were served through the Youth Resource Center and the youth providers.

In addition to the services delivered under the formula-funded WIOA programs for adults, dislocated workers and youth, several special programs were implemented/operated through OMJ|CC during this same time period:

- OMJ|CC center in the Euclid Jail began operations in April, 2016, in partnership with Cuyahoga County.
- The Cuyahoga County Education Assistance Program enabled 92 individuals to complete their education/degrees.
- Entered year 2 of a sector partnership program to place and train dislocated workers in healthcare, manufacturing and IT occupations with business partners.
- Worked with businesses on 91 Workforce Development Agreements through which 435 individuals were hired in cooperation with the City and County Departments of Development. (CY 2015)
- ODOT-funded Opportunity Corridor Jobs Program operating in its second year, placed a total of 518 residents in jobs and 158 residents into career technical training.
- Partnered with Towards Employment to implement the TalentNEO project funded by philanthropies. OMJ|CC has assessed over 800 jobseekers using WorkKeys.

**LOCAL & REGIONAL WORKFORCE DEVELOPMENT PLANNING PROCESS**

- The five Workforce Development Board Directors representing the eight counties in northeast Ohio (Cuyahoga, Lorain, Lake, Summit, Medina, Geauga, Portage and Ashtabula) began working together in the fall of 2015 regarding an approach to conduct the regional planning process. WIOA planning funds were provided by the Ohio Department of Job and Family Services to CCWDB; an RFP was issued, and a consultant was selected and began work on the plan in March, 2016 to complete both the Regional plan and the Cleveland/Cuyahoga County plan. The five Boards are all represented on a Steering Committee assembled to work with the consultant on the development of the Regional plan and it met bi-weekly.
• Input was sought from: Local Elected Officials; all five WDBs and Committee members; four community colleges; economic development entities; businesses and business intermediaries and associations; workforce employment and training providers; OMJ staff; and, other leaders in education, philanthropy, research institutions, etc.

• The Federal Reserve Bank of Cleveland convened a “civic table” regarding workforce issues in April, 2015. It issued a “call for papers” to identify new information on both meeting the talent needs of businesses and on successful programs to assist low-income, low-skilled workers on a pathway to self-sustaining jobs. On June 1, 2016 an all-day Workforce Summit was hosted at Tri-C Corporate College East to share information and provide input to the regional and local planning process with the 200+ attendees. The five Workforce Boards co-hosted the event with the Federal Reserve Bank. A summary of the input recorded is attached to the NOW plan.

• The consultant conducted an analysis of the regional economy and labor market and the report is included in the Regional Workforce Plan. Locally, a labor market analysis was also done for Cleveland and Cuyahoga County by Judy Simpson, the consultant who supported the Board process to develop the Strategic Direction, described above. This latter work was funded by the Cleveland Foundation and the report is attached to the NOW plan.

• The Annie E. Casey Foundation awarded a $100,000 planning grant to a local coalition led by Towards Employment together with OMJ|CC, Cuyahoga County and the Fund for our Economic Future which has developed a comprehensive plan for disconnected youth and young adults ages 16 – 29 and is included in this document as our workforce plan for young people. This youth planning effort is referred to as Generation Work.

• The WIOA youth program is also part of the Comprehensive Case Management and Employment Program (CCMEP) Plan. CCMEP is led by Cuyahoga County Job and Family Services and the CCWDB is engaged in the CCMEP Implementation Task Force.

• Action strategies were developed for the Regional and Local plans based on the data analyses and all the input received through the planning process and supportive of the State Workforce Plan. The Draft Plans will be published for public comment and once those are received and incorporated, the Final Plans will be submitted to the Ohio Department of Job and Family Services by March 31, 2017. Once approved, they set the workforce agenda for the next four years to 2021.

III. HIGHLIGHTS OF GREATER CLEVELAND’S LABOR MARKET

Included in this report and its appendix is a review of the labor market of northeast Ohio. Workforce development strategies must be responsive to the needs of businesses for jobs and skills in demand as well as an understanding of the supply-side. These notes summarize Workforce Demand and Workforce Supply highlights from the following sources:

• Cleveland/Cuyahoga County Labor Market Analysis Full Report (March 2016) by Judy Simpson under a grant to the Cleveland/Cuyahoga County Workforce Board from the Cleveland Foundation.

• “Economy, Jobs and Workforce Quality in NOW Region” by Dr. James Shanahan funded by a DOL grant through the Ohio Department of Job and Family Services to fund this Regional Plan. Dr. Shanahan is part of the Workforce Institute consulting team procured to develop this
Regional Plan. He and principal, Robert Visdos, also utilized Burning Glass and EMSI which are proprietary tools for labor market analysis in this work.

- Input received from the Workforce Summit sponsored by the Federal Reserve Bank of Cleveland and co-hosted by the 5 Workforce Boards on June 1, 2016, including the 9 papers/presentations given at the Summit.
- Center for Health Affairs NEONI recently released analysis on “Northeast Ohio Nurses.”
- Data analysis conducted by Dr. Robert Gleeson, Albert A. Levin Chair of the Levin College of Urban Studies, Cleveland State University.

WORKFORCE DEMAND

- 53% of jobs in the eight county region are located in Cuyahoga County & 20% are located in Summit County.
- Demand for lower-skill jobs is declining in in-demand industry sectors because employers are up-skilling these jobs. A notable exception is in “Accommodations and Food Preparation” with strong growth in low-skill jobs.
- Middle-skill jobs require education beyond high school but not a four-year degree. Demand is evenly split for middle- and higher-skilled jobs based on job ads, but businesses complain about not finding the skilled workers for the middle-skill jobs.
- Total number of jobs has not recovered to 2008 levels; job growth is sluggish. There are just under 646,000 workers in the labor force.
- Most job vacancies are caused by employee job churn/turnover.
- Employers cite as hiring problems: shortage of "soft" or job readiness skills, specific occupational skills and digital skills; and ability to pass drug test.
- Top jobs posted in Cuyahoga are: RNs, Truck Drivers, Retail Sales, Computer Systems Analyst, Customer Service Rep; General Maintenance & Repair; and, Secretary/ Administrative Assistant.
- Three priority industry sectors: Healthcare; Manufacturing; and IT.
- Cleveland Clinic and University Hospital are the #1 and #2 employers in Cuyahoga County based on number of employees followed by the federal government, Progressive Insurance Corp, Cuyahoga County Government; Cleveland Metropolitan School District; City of Cleveland Government and MetroHealth.
- About 94% of businesses in Cuyahoga County are small businesses with 49 or fewer employees; only 54 employers have more than 1000 employees.
A Middle-Skill Gap

Middle-skill jobs account for 55 percent of Ohio's labor market, but only 47 percent of the state's workers are trained to the middle-skill level.

Healthcare

- Current shortage of 750 RNs; Projected shortage of 3,500 RNs by 2020.
- Demand is high for Medical and Clinical Lab Technicians and Medical Assistants.
- Non-clinical jobs in demand are: Office Administration, Medical Secretary and Sales Reps.
- Digital skills in job postings include: electronic health records, health information exchange standards and portable medical devices. Occupations seeking these skills include: Patient Care Technician; Medical Assistant or Secretary; Patient Service Rep; and Medical Coder (and some RN posts).
- Low-skill, low-paid occupations that are projected to grow: Home Health Aides and Personal Care Aides.

Manufacturing

- This is a key industry due to its contributions to the area's GDP and its large number of jobs (114,500 in Cleveland MSA projected in 2022). Even though jobs are not projected to grow, job vacancies from turnover will continue to provide good-paying jobs for skilled labor.
- Manufacturing sector employs more of the following mid to high-skill jobs (35%) than any other industry: Management; Business & Finance; Computer & Math; and Engineers & Scientists. Manufacturing is a very important part of the economy but productivity and technology gains continue to reduce the number of jobs that currently exist and are expected to shrink a bit further, although there will still be a high number of jobs.
- Manufacturing jobs suffer a misperception due to years of layoffs. Insufficient career counseling and loss of vocational training programs do not expose students to the advantages of these jobs.
- The lack of awareness among individuals about the nature and stability of jobs, the working environment, wages and career opportunity is the biggest obstacle to individuals pursuing manufacturing jobs or job training according to recent focus groups conducted by MAGNET.
Digital Skills

Increased Demand for Digital Skills Results in Lower-skill Occupations Becoming Middle-skill Opportunities as "Pathways out of Poverty" and Career Employment

- Many traditional occupations already have been up-skilled. The increased importance of working with digital data, processes, and equipment explains why former lower-skill jobs are now middle-skill, and why they now pay a better than average wage. Many even offer a living wage for workers without a college degree. Nationally, these jobs pay an average of $15 per hour.
- 90% of all job postings in the region required digital skills. The most frequent skill listed was for Excel, with 17% of all jobs ads seeking this skill.
- Productivity software skills refer to spreadsheet and word processing tools like Microsoft Excel and Microsoft Word, as well as enterprise management software like Oracle or SAP. These are foundational skills workers increasingly need in traditional support roles.
- Hundreds of job posts include these skills for entry-level office, sales and bookkeeping positions. Proficiency in these skills can enhance chances of being hired by an employer that values these skills sufficiently to pay better than average wages. Targeting these opportunities to clients most often using WIOA assistance can help employers connect with quality workers and improve economic inclusion.
- Among the top 30 in-demand middle-skills jobs that require digital skills are: secretaries, administrative assistants, bookkeepers, customer service reps, sales reps, medical assistant and medical secretary.
- Numerous breakthrough technologies are not only transforming the advanced industries sector but in many respects redefining it. The cross-cutting nature of many of these disruptive technologies reinforces the ongoing convergence of production and innovation, manufacturing and services, and material and digital. The most defining technology trends are in the "disruptive technologies" and include: Additive Manufacturing; the Internet of Things; Cyber-Security; Cloud Computing; "Big Data" Analytics; and Advanced Robotics.

Foundation Skills

- Burning Glass (a proprietary LMI tool) has conceptualized the broad range of these skills into six clusters: customer service, presentation & persuasion, detail oriented, supervision, positive disposition, and project management, research & strategy. These skills are most needed in occupations that involve higher levels of personal interaction relative to technical activities. Customer Service Support, Clerical and Administrative, Human Resources, Hospitality, Sales and Management are all areas where employers place an emphasis on these skills.
WORKFORCE SUPPLY

- Overall unemployment has improved in the county and the rate is at 4.9% as of November, 2016. Young workers still have the highest unemployment rate at 11.5% and unemployment among young Blacks is 20.6%.
- The labor force participation rate of 64.1% (about 646,000) is lower than it was before the recession.
- There are too many low-income, low-skilled individuals both inside and outside of the workforce:
  - Almost 12% in County and over 23% in the City lack a High School Diploma or Equivalent;
  - 435,000 adults read below the 8th grade level in Cuyahoga County;
  - About 31% in the County and 15% in the City have a Bachelor’s degree or higher;
  - The poverty rate is just under 20% for the County and about 39% in Cleveland;
  - About 30% of the County's population is enrolled in Medicaid;
  - 20% of the County's residents receive SNAP benefits (food stamps);
- Cuyahoga County has over 33,000 people between the ages of 18 – 64 who receive Supplemental Security Income (SSI), the highest of any county in the state.

Jobseekers’ Barriers

- Ex-offenders: Cuyahoga County has more returning citizens than any other Ohio county at about 3,700 per year
- Disability: about 12.5% of county working-age residents have a disability; almost 73% of them are not in the labor force.
- Transportation to jobs can be difficult or nonexistent.
- Some jobseekers are unable to pass a drug test as part of the hiring process.

Hurdles to Improving Skills

- Weak literacy, numeracy and academic skills leave some in need of remediation to increase reading, math, etc. before they can start job training/skill upgrading courses.
- Lack of information about labor market, colleges, career technical training courses and, therefore, good jobs and career paths.
- Enrollments/completions of post-secondary courses in fields with little labor market value or low demand for workers. Students expect to transfer a Liberal Arts Associate’s Degree to a four year school but most don't follow through.
- High School Diploma or Equivalency is not easily accessible. GED has become more challenging academically, more expensive to take, and only accessible on the internet.
- Support services like child care are not widely available.
- Many low-skilled workers are working and cannot stop working to take training.
- Not enough "Learn and Earn" opportunities like: apprenticeships, internships, co-ops, work experience opportunities, etc.
Demographics

- County population: about 1.3 million; City population: about 390,000. Both have lost population this decade.
  - Women outnumber men in both by about same margin: 52%
  - Median age county: 40.3 years; city: 34.8 years
  - 36% of city and about 31% of the county is under age 25.
  - County: 63% white, 29% black; 5.4% Hispanic/Latino; 2.8% Asian
  - City: 37.5% White, 53.4% Black, 10.7% Hispanic/Latino. 2.4% Asian.
- 49% of Cleveland households and 31% of County households have annual income under $25,000.
- County households with income over $50,000 is 45%, for Cleveland it is 25%.

**ACTIONS NEEDED:**

- More residents need to join the workforce.
- Workforce programs and educators should highlight the middle-skill opportunity occupations and the in-demand digital skills.
- Skills need to be raised. We need more “learn and earn” opportunities with education and the business community. We need to promote high school diploma (or equivalency) completion.
- More young people need jobs.
- Increase awareness of and access to good jobs and job training.
- Incorporate evidence-based services and programs for residents, especially low-skill workers and residents with barriers.
- Strengthen the demand-facing model of delivering workforce services.

**IV. FOUR-YEAR ACTION STRATEGIES**

Over the past year, Cuyahoga County has convened a cross-sector group of funders of our region’s workforce efforts (Cuyahoga County Workforce Funders System Group or “Funders Group”), that includes the City of Cleveland and CCWDB, to identify new ways to work together and with other key partners to make our workforce a competitive advantage for Northeast Ohio. Our community has been moving toward a more coordinated systems approach for many years. The Funders Group came together to build on these past, separate efforts and move forward in partnership together.

The Funders Group has created a shared “definition of success” and plan for co-creating a coordinated, well-functioning workforce system designed to achieve the three strategic goals included in this plan. (See Attachment.) Their work provides a bold community-wide vision for a well-coordinated workforce system that aligns the broad array of available funding, programs and services with a strong focus on: eliminating the supply-demand gap for in-demand jobs; leveraging strategies for sector partnerships, intermediaries, and career & wage pathways; and creating opportunities for close alignment between workforce, economic development, education and human services systems and organizations.
The Funders Group has chartered a task force to develop shared systems-level metrics that will be measured and reported regularly to eliminate fragmentation and better align the efforts of all regional organizations around our three goals. One such talent supply metric to be included will be “increasing the Labor Force Participation Rate” for certain communities within Cuyahoga County that are below the county average. This statistic measures the proportion of all residents in an area over the age of 16 who are either employed or who are actively looking for wage employment.

**ASPIRATIONAL GOAL**

The 8-county Northeast Ohio region (Ashtabula, Cuyahoga, Geauga, Lake, Lorain, Medina, Portage, and Summit Counties) has a lower rate of Labor Force Participation than a group of comparison regions that include: Buffalo, Chicago, Cincinnati, Columbus, Detroit, Indianapolis, Kansas City, Louisville, Milwaukee, Minneapolis-St. Paul, Pittsburgh, and St. Louis. Cuyahoga County’s Labor Force Participation rate is lower than the 8-county Northeast Ohio region. And within Cuyahoga County, the rate varies widely among different municipalities and different neighborhoods of the City of Cleveland. Table One provides the most current data on Labor Force Participation.

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<th>5-Year Averages, 2015, American Community Survey</th>
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<td>8-County Northeast Ohio Region</td>
<td>64.1 % (+/- 0.2 %)</td>
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<td>Cuyahoga County</td>
<td>63.2 % (+/- 0.2 %)</td>
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<tr>
<td>Within Cuyahoga County</td>
<td>49 % to 72.8 % (+/- 0.4 %)</td>
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We propose an initial four-year goal to achieve a Labor Force Participation Rate among residents of all municipalities and City neighborhoods within Cuyahoga County of at least 64.1 percent (+/- 0.2 percent). This will bring all areas up to the 8-County Northeast Ohio 5-year average.

We will work with each agency that is part of the Workforce System. We will focus on those that provide services to residents and businesses where Workforce Participation Rates are below the desired goal of 64.1 percent. The adoption of this goal will require that workforce services and resources are prioritized on those neighborhoods that need them most.

Achieving the four-year goal of at least 64.1 percent in all municipalities and City neighborhoods will increase Cuyahoga County’s labor force by about 24,000 people. This would be comprised of about 5,800 additional workers in suburban municipalities and 18,200 within the City of Cleveland. Using a conservative estimate, achieving this goal could add an additional $300 million in annual income to existing families and households throughout Cuyahoga County.
COMMUNITY STRATEGIES & GOALS

1. More individuals are employed in jobs with middle and high-skill career and wage pathways.
   - CCMEP enables approximately 3000 young adults (16 – 24) to receive career related services and to move into jobs with continued coaching and post-placement support and training available until they reach a self-sustaining wage. This includes clients served through the Human Services and OMJ|CC agencies.
   - OMJCC establishes relationships with local High Schools so that they refer non-college bound seniors and those who do not pass the state graduation exam to the Young Adult Resource Center at OMJ|CC to start on a career pathway.
   - Cuyahoga County Job & Family Services evolves the summer youth employment program into a youth internship program that focus on entry into career and wage pathways.
   - TalentNEO pilot project to increase the number of people employed through job matches based on WorkKeys competencies is completed and evaluated for next steps.

2. Low-skilled workers improve their skills to meet demand for talent and earn better jobs and wages.
   - Work with K-12, Higher Education, and remediation providers and stakeholders to increase the availability of credit-bearing contextualized education programs that incorporate remediation and occupational skills training for in-demand middle and high-skill jobs. These courses should be Pell eligible to offset the financial costs for residents.
   - Work with education and training providers to help them identify and implement distance learning and mobile training platforms. This could include using technology as a means for distributing content; targeting smart phones for learning.
   - Identify large national businesses who have announced earn and learn funding and opportunities across the US. Leverage these programs in our local community to help our neediest residents get on career and wage pathways. These businesses could include Amazon, Walmart, McDonalds, and Starbucks, to name a few.

3. Businesses have a steady supply of skilled talent for in-demand jobs
   - Cuyahoga County’s new SkillUp service helps businesses create of a steady supply of skilled talent and creates career and wage advancement for residents. SkillUp is a talent development service, funded by Cuyahoga County, to help employers address talent and skills gaps and provides more “learn and earn” opportunities to train workers in skilled occupations and career pathways. This service is part of Propel Cuyahoga and yields outcomes related to all 3 goals identified in the Cuyahoga County Workforce Transformation plan. We will identify opportunities to align end user processes across organizations for maximum shared impact. For example, all OMJ|CC providers could coordinate business engagement efforts to scale business growth and resident career advancement.

4. Provider Service Mapping
   - Provider service mapping efforts are being led by Cuyahoga County who is working to integrate all existing mapping efforts into one unified approach. Cuyahoga
County has partnered with Cuyahoga County Community College to convene and survey providers and to begin aligning efforts to achieve better outcomes for all providers and their customers. Mapping efforts are also being completed as part of the Generation Work planning efforts. Cuyahoga County will work with all key stakeholders to develop a plan based on the data.

**WORKFORCE DEVELOPMENT BOARD STRATEGIES**

There are five categories of Action Strategies:

- Regional Action Strategies developed in the NOW Regional Plan
- Local Board Strategies
- Local Business Strategies
- Local Strategies for Adults and Dislocated Workers
- Youth Strategies.

**Regional Strategies**

The NOW Regional Plan contains twelve action strategies that the five Workforce Development Boards will implement jointly. These strategies are addressed in the NOW plan and will not be fully re-stated in this Local Workforce Plan. The following activities will be implemented regionally instead of each Board implementing them locally.

They are:

**BUSINESS STRATEGIES:**
- Convene employers to build career pathways
- Create common message to businesses
- Standardize worker training policies
- Collaborate with JobsOhio’s Talent Acquisition program

**WORKER STRATEGIES:**
- Standardize supportive services policies
- Continuously improve training programs and training providers
- Advocate for improvements in transportation.
- Create a workforce system map

**STRATEGIES FOR THE FIVE WORKFORCE BOARDS:**
- Produce Labor Market Information
- Share materials created for local boards
- Meet bi-annually with the four community colleges
- Support the State workforce plan
Local Business Strategies

- Maintain a “demand-facing” high-performing Business Services Unit to work with employers on their talent needs and to targeted recruitment sessions for businesses. Conduct an average of 3 recruitments per week.
- Provide employer-specific training through On-The-Job Training or Customized Training for eligible jobseekers. Develop Incumbent Worker Training policy.
- Continue to work with Cuyahoga County and City of Cleveland Economic Development Departments to execute Workforce Development Agreements with businesses who are receiving loans for job creation. For calendar year 2015, 91 businesses hired 435 individual jobseekers through this program.
- Work with employers and business intermediaries on workforce strategies including: the Greater Cleveland Partnership; MAGNET; RITE Board; University Hospital; the annual Job Fair for Veterans; etc.
- Support the County’s Propel Cuyahoga workforce programs and services, particularly with regards to making more “learn and earn” spaces available with businesses.
- Provide on-site Rapid Response to businesses with large layoffs, in conjunction with the state unemployment, trade, WIOA and other programs.

Local Adult & Dislocated Worker Strategies

- Provide career services and training services to job seekers within the Board’s “demand-facing” model to ensure that job seekers are being connected to “in-demand” jobs and job training. The following depicts the job seeker customer flow within OMJ|CC.
• Expand OMJ|CC service delivery in the community through partnerships with the Cuyahoga and Cleveland Public Libraries and the County Job and Family Services centers.
• Implement the new Career Online High School program to encourage more residents to earn their High School Diploma or Equivalent.
• Build in the knowledge regarding middle-skill jobs in-demand as well as the identification of digital skills being sought by employers into the OMJ|CC operations in order to ensure that customers are benefitting from the analysis conducted to develop these plans.
• Work with Cleveland State University to identify the neighborhoods to target to launch work on achieving the aspirational goal. Create a process to engage the Board and a coalition of committed organizations to develop and launch a work plan to increase the labor force participation rate in those areas.
• Create career pathways by working across the region with businesses, business intermediaries, educators and workforce providers.

Local Board Strategies

• Implement the Board’s Strategic Direction (Attached)
• Update Board policies to reflect the regional/local plan and WIOA
• Review OMJ/CC financial reports and performance levels at quarterly Board meetings
• Pursue discretionary grants and other pilot programs to address the local workforce
• Ensure compliance with all WIOA requirements, including the certification of the One-Stop center (OMJ/CC) & working with the CLEOs on the required certification of the Workforce Board
• Elect a new Board Chair in Program Year 2017
• Competitively procure the One-Stop Operator and the Youth providers (as determined under the CCMEP plan) under the County procurement process for program year 2019
Youth Strategies

The following youth strategies leverage the efforts and work product of the Generation Work planning group.

**Bold Vision:** A coordinated and accessible workforce system that blends positive workforce development with demand driven strategies to build quality career pathways for young people of all backgrounds.

**Current State**

- YRC offers new opportunity to grow capacity to serve young adults; new operational partnerships; new federal and state programs (WIOA/CCMEP); and regional and county plans to integrate.

**Generation Work Strategy**

- Build a cutting edge Young Adult Resource Center leverages the employ engagement and positive workforce expertise of lead partners & serves as a hub of young adult WF services in CC.

**Long-term Vision**

- Cuyahoga County has young adult programs that connect positive workforce development and demand-driven strategies.

**Improve Practices**

**Target: YRC**

- OMJ’s existing multi-stakeholder Youth Council provides a foundation to build strong community leadership; specialized business engagement for young adults is needed; providers need support to organize and align.

**Connect & Align**

**Target: Partners outside YRC**

- Staff Youth Council; Leverage OMJ Business Engagement Capacity.

**Drive Systems Change**

**Target: System Infrastructure**

- Current system focuses on pilots and programs without mechanisms to institutionalize what works; identify gaps or what doesn’t work, measure community outcomes, or assure we’re meeting the needs of all young adults.

- Develop a useful map of young adult service providers; establish community indicators for youth success; incorporate an REI lens into both.

- Cuyahoga County has an infrastructure for young adults that supports providers, measures and communicates shared outcomes, and prioritizes equity and inclusion.
Priority 1: Connect Out of School Youth and Young Adults to the Youth Resource Center

The biggest change from WIA to WIOA for youth is the shift to focus resources primarily on Out of School Youth from 25 percent to 75 percent.

1. Pilot YRC Access points in most disadvantaged neighborhoods.
2. Create appointment for youth representation on Youth Council or create an Advisory panel to the Council with youth members.
3. Develop mentoring network.
4. Introduce and engage youth through career pathways program.
5. Connect with CMSD and other secondary education providers to: coordinate career exploration; link graduating seniors and those struggling to graduate with OMJ|CC; and exchange information on skills needed by employers; especially digital skills.
Priority 2: Increase Employer Engagement

WIOA prioritizes work experiences with the requirement that local areas must spend a minimum of 20 percent of local area youth funds on work experience.

1. Engage businesses to design a process that is simple and easy to use by employers to provide young people with work experience, internships “earn and learn” opportunities etc.
2. Engage business associations like the Greater Cleveland Partnership as an employer resource and champion for youth.
3. Explore and pilot best practices that impact employer engagement.
4. Expand success of summer youth programming for all year round employment and other workforce opportunities.

Priority 3: Implement the Generation Work Plan.

The Annie E. Casey Foundation funded Towards Employment, Cuyahoga County, OMJ|CC, Talent NEO and Fund For Our Economic Future to work together to create a more unified system that leverages each other’s strengths to better serve low income youth and young adults which has produced a Generation Work Plan.

1. Ensure co-location and integration of WIOA and TANF services through the State’s Comprehensive Case Management and Employment Program (CCMEP) and the Cuyahoga County Workforce Transformation plan for implementation.
2. Engage technical support from Generation Works to create shared service mapping to inform and connect providers, agencies and organizations to youth services.
3. Enable identified systems that work with youth/young adults to connect to services.
4. Connect with CMSD and other secondary education providers to: coordinate career exploration; link graduating seniors and those struggling to graduate with OMJ|CC; and exchange information on skills needed by employers, especially digital skills.
5. Expose young adult providers, employers and front line staff to systemic biases impacting outcomes for people of color.

Priority 4: Develop a broad scale outreach and marketing plan with a range of strategies to connect youth and young adult population.

1. Develop an outreach and marketing campaign to promote YRC as the hub for access to training, employment and career services for young adults in Cuyahoga County
2. Promote unique opportunity for young adults, ages 16 to 29 to earn high school diploma and career credential through Career On Line High School program in addition to other educational options that increase pathways to receiving a high school diploma.
3. Utilize the most effective type(s) of outreach strategies, including social media, grassroots, and other outreach methods, to use to build sturdy connections to youth, young adults and others.
4. Support Mayor Jackson’s Youth and Young Adult Violence Prevention Program.
Public Comment

A draft of the NOW Regional Plan, which incorporates the input gathered from the Workforce Summit, and all Local Plans will be available on February 27, 2017 for public comment via a dedicated webpage and comment collection system. **COMMENTS ARE DUE BY MARCH 19, 2017 at 4:30 PM.** Any comments submitted will be incorporated into the NOW and Local Plans prior to their submission to the State of Ohio by the April 15, 2017 deadline.
CLEVELAND/CUYAHOGA COUNTY
WORKFORCE DEVELOPMENT PLAN (2017-21)

Attachments

1. MOU – Budget with partners for PY 2016 Attachment C 8.15.16
2. Area 3 Performance Report Annual PY 2015
3. Cleveland/Cuyahoga County Workforce Board’s Strategic Direction PY 2015-2019
4. Cleveland/Cuyahoga County Workforce Board Member List 2016-2017
5. Annual Performance (November 2016)
6. Workforce Transformation for Cuyahoga County
### Facilities Pool

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<th>Shared Cost Item</th>
<th>Total (VETS)</th>
<th>ODFUS (VETS)</th>
<th>ODFUS (WPN TAA/UC)</th>
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<th>WA Title II ABLE Entity</th>
<th>Perkins Act Voc. Ed. Entity</th>
<th>Wisconsin Title IV OOD</th>
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<th>CSBG &amp; ET</th>
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### AREA 3 Performance Report Annual PY 2015

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<th>Rate</th>
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<th>Populations</th>
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<th>Dislocated Workers</th>
<th>Youth</th>
<th>Out-of School Youth</th>
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<td>PY 2015 Exit Rate</td>
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A new energy is rising in Greater Cleveland, percolating up from the shared experiences that comprise our history. Cleveland makes things, manufactures things, shapes raw materials, heals, takes risks, thinks big, influences and innovates. The Cleveland/Cuyahoga County Workforce Development Board works to provide the human capital that drives our collective transformation. We are a resource from which the labor that sustains our economy is drawn and the trusted partner of all who hope that education, training, and job placement are the stepping stones to a better life. Through purposeful action guided by reliable data the WDB addresses workforce gaps, creates programs to address local needs, and generates resources that drive the region’s entrepreneurial spirit.
VISION AND MISSION

Our **vision** is to expand the Greater Cleveland economy by creating a world class workforce.

Our **mission** is to provide leadership and services that strengthen the workforce system, drive economic development, and link employers to job seekers throughout Cleveland and Cuyahoga County.
OPERATING PRINCIPLES

We seek to collaborate and build strategic alliances around all of the goals, strategies, and tasks with which we are engaged.

We will continuously ensure our strategies meet changing needs and expectations of our customers.

Strategies and approaches to workforce issues will be embedded in research and best practice information.

We strive to deliver excellence in our processes and services.

Performance measures are used to ensure our strategies meet the expectations of our customers.

We are committed to transparency in all our deliberations and decisions.
GOAL I: PROVIDE LEADERSHIP TO THE WORKFORCE SYSTEM

Convene, broker, and leverage the workforce system to promote workforce research and regional labor market analysis, identify and promote best practices, and serve as a forum for issue identification and problem solving.*

Tactics:

• Identify individuals and organizations in Greater Cleveland whose work contributes to a deeper understanding of local and regional workforce trends, research, policy, and gaps in service.

• Convene the group on a regular schedule, to exchange information and plan collective action towards meeting the area's workforce development needs.

• Create a communications strategy to broadly disseminate data, best practices, action plans and solutions generated by this process to better inform public and private sector stakeholders.

• Explore whether this group is formally established within one of the organizations (e.g., as a WDB standing committee) or if it operates on an ad hoc basis.

*Starred items reflect Board's highest priorities
Increase employer ‘ownership’ & engagement with regional workforce issues *

Tactics:

• Identify associations of employers, including sector-based organizations, currently active in Greater Cleveland and throughout the region.

• Convene representatives of these organizations on a regularly scheduled basis to identify the issues employers are dealing with, share solutions, and engage in collective problem-solving.

• Encourage associations to actively educate their membership about the services provided to employers by Ohio Means Jobs and encourage use of our demand-facing system.

• Improve the engagement of the WDB’s business members through active outreach to businesses that are not affiliated with the WDB.

* Starred items reflect Board’s highest priorities
Use technology to maximize access to career services and overcome barriers to employment

Tactics:

- Improve, expand and/or develop partnerships with digital literacy providers to improve consumers' ability to use technology, including assistive devices when required, to search and apply for employment.

- Formalize agreements with the Cleveland Public Library system and the Cuyahoga County Library System to serve as partners in delivering services to the youth and adult workforce system.

- Continue efforts to implement an electronic referral and service tracking system to effectively address social service needs that affect clients' work readiness and job retention.
Lead efforts to develop and implement career pathways

Tactics:

- Convene stakeholders to align educational training with the skills required by business to create clear, identifiable, and accessible pathways to employment.

- Outreach to school districts in Cuyahoga County to encourage career exploration and information about career pathways and their requirements.

- Promote work-based learning and skill development through internships and placements.

Provide assistance to employers to meet required diversity objectives in hiring

Tactic:

- Promote workforce diversity through an active, deliberate partnership with employers who seek to meet and exceed their economic inclusion goals.
GOAL I: PERFORMANCE MEASURES

Outcome:

Within four years (by 2019) the Cleveland/Cuyahoga County Workforce Development Board is regionally recognized as the thought leader on workforce issues by employers, job seekers, and civic leaders.

Outputs:

1. A regional workforce plan, required by WIOA, is completed and includes the local WIOA plan, all of which is approved by the State of Ohio by July 1, 2016.
2. WDB convenes a working group on workforce issues with broad representation across the public and private sectors which is fully functional, meets at least four times, and makes recommendations to the WDB on executing its strategic leadership role by July 1, 2016.
4. At least one career pathway with multiple points of entry is produced and implemented in training and education programs by the end of 2016.
5. The WDB creates new strategic alliances on workforce issues with community partners by end of 2016.
6. An analysis of options addressing employers' diversity objectives and OMJ services is conducted by July 1, 2016.
GOAL II: BECOME A VISIBLE WORKFORCE BRAND

Re-brand the Workforce Development Board to create a more recognizable identity *

Tactics:

- Consider changing the name of the organization.

- Engage the services of a professional marketing and communications firm to create a plan for raising the WDB's profile among opinion leaders in Greater Cleveland.

- Identify and create a set of regularly-occurring products (electronic communications) on workforce topics of importance to the region and distribute them broadly.

- Develop a targeted communications strategy for the organization, including an active social media presence.

* Starred items indicate Board's highest priorities
Develop a sector-segmented marketing campaign directed to employers to support and bolster the demand-facing model

Tactics:

• Research and identify local employers by industry sector in the fastest-growing components of the Greater Cleveland economy.

• Conduct a targeted marketing campaign to these employers that describes the ways in which OMJ can be of assistance in meeting their workforce needs.

• Highlight the positive experiences of employers in the same or similar sectors as a way to lend credibility and strengthen the business case for using the public workforce system.
Continue to build a culture of quality improvement by gauging customer satisfaction (employers and members) and improving the client experience

Tactics:

• Routinely send customer satisfaction surveys to employers to track the extent of their satisfaction with services provided by our contracted organizations.

• Survey customer satisfaction among our registered members to determine the extent of their satisfaction with services provided at OMJ sites.

• Utilize feedback from satisfaction measures to guide process improvement for both employers and members.

• Communicate positive messages from customers to market OMJ services and build a strong reputation for responsive, employer-centered service delivery.
Create public/private partnerships to extend the ‘reach’ of our contracted services

Tactics:

- Partner with community-based organizations, public agencies, community development corporations, and library systems to market services provided by OMJ.

- Promote work-based learning and skill development through internships and placements in cooperation with local businesses and nonprofits.
GOAL II: PERFORMANCE MEASURES

Outcome:

The Cleveland/Cuyahoga County Workforce Development Board and its mission are well known by civic and community leaders throughout Greater Cleveland.

Outputs:

1. The WDB has developed a communications plan which includes a re-designed website, an active social media presence, and new external communication products by June 30, 2016.
2. Customer satisfaction survey data demonstrates steady improvement in customer satisfaction over the duration of this plan.
3. At least one new partnership to extend the information on, and impact of, OMJ-CC services is created each year.

6/25/2015
GOAL III: EFFECTIVELY MANAGE THE PUBLIC WORKFORCE SYSTEM

Continue to refine, implement, and evaluate the ‘demand-facing’ model of workforce development *

Tactics:

- Expand the number of employers using the services of OMJ by 5% annually through increased outreach to new and existing partners.

- Engage sector-based, industry-specific organizations in ongoing dialogue to better identify and meet employers’ human capital needs.

- Continue to provide resources to defray the business cost of training and up-skilling new hires, and seek new funding sources for this purpose.

- Identify skill demand by aggregating data to identify projections and trends in occupations needed by regional businesses and align recruitment and training resources with future need.

- Support and promote skill certification through the strategic use of Individual Training Account (ITA) resources, particularly with respect to skills-in-demand by local employers.

- Evaluate competency-based credentialing and other alternative skills assessment methods as a way to open the door to employment for non-traditional candidates.

6/25/2015

* Starred items reflect Board’s highest priorities
Transition the existing Youth Program to focus on out-of-school youth ages 16-24

Tactics:

- Identify and develop working relationships with community partners, including parents and community development corporations (CDCs), to successfully implement a service delivery model for out-of-school youth.

- Review effective outreach, recruitment, and engagement strategies for this population.

- Implement a comprehensive strategy for engaging out-of-school youth and connecting them to education, skill development, pre-employment training, placement, and post-placement services.

- Create a comprehensive case management strategy for serving out-of-school youth that meets the requirements of the Ohio Office of Human Services Innovation by the end of 2015.

- Review and revise contracting requirements for youth services to reflect new WIOA/OMJ priorities.

- Expand the training capacity of local institutions to better meet the needs of disconnected out-of-school youth.
Expand the capacity of OMJ to better meet the needs of individuals with disabilities

Tactics:

• Formalize partnerships that take OMJ staffing limitations into consideration with state and county agencies and network service providers that serve disabled consumers.

• Provide diversity and sensitivity training to OMJ employment specialists on issues related to maximizing the job placement and retention of individuals with disabilities.

• Provide access to assistive technologies and digital literacy training for individuals who require these supports to access job listings and to apply online for available positions.

• Review and recommend ways to more effectively address the transportation needs of disabled consumers entering the workforce.
GOAL III: PERFORMANCE MEASURES

Outcome:

Using the demand-facing service delivery model, the WDB incorporates new WIOA priorities for hard-to-serve populations such as low-skilled individuals, TANF recipients, the disabled, and disconnected youth while meeting or exceeding all performance measures.

Outputs:

1. WDB implements Year I of the new $2 million Department of Labor grant with sector partners in manufacturing, healthcare, and I.T.

2. Working with Towards Employment, WDB tests competency-based skills matching to jobs through the TalentNEO pilot.

3. OMJ-C/CC continues to recruit and serve the needs of local businesses, increasing the number of employers listing jobs by 5% annually and placing 4000 customers into employment.

4. The Youth Program successfully implements the provisions of WIOA by shifting to out-of-school youth ages 16-24. In PY 2015, 50% OSY; in PY 2016, 75% OSY

(continued next page)
GOAL III: PERFORMANCE MEASURES (2)

5. WDB continues operating the Opportunity Corridor JOBS program if ODOT extends the contract, with the goal of training 60 residents and placing at least 200 into employment.

6. An analysis of the magnitude of the challenge re: the employment of low-skilled populations in high poverty areas is developed for consideration by the WIB by January, 2016.

7. Meet/exceed the WDB’s performance goals in PY 2015.


9. WDB implements Year I of new $500,000 DOL grant to provide one-stop employment services to inmates in the Cuyahoga County Jail to facilitate employment upon release.

10. The General Maintenance Technician career pipeline initiative developed in conjunction with local employers and the Cleveland Metropolitan School District is finalized, and an entity identified to administer the project is in place.

11. WDB works with Cuyahoga County Jobs and Family Services and the Ohio Department of Jobs and Family Services to create the new Comprehensive Case Management and Employment Program.

6/25/2015
GOAL IV: ALIGN STRUCTURE AND GOVERNANCE TO SERVE OUR MISSION

Structure the Workforce Development Board for future innovation *

Tactics:

- Explore creation of a nonprofit subsidiary to the WDB to engage in development activity to support system-wide innovations to meet the area’s workforce development needs.

- Actively pursue strategic alliances that extend the WDB’s ability to meet the requirements of WIOA and the needs of the community.

* Starred items reflect Board’s highest priorities
Recruit, retain, and re-focus the membership of the Workforce Development Board to meet the requirements of WIOA and the strategic focus of the organization

Tactics:

- Insure that the majority of representatives to the Board represent business and that the composition of the remaining members meets WIOA standards.

- Review and amend organizational bylaws of the WIB to update the standing committee structure of the Board.

Ensure that the Workforce Development Board is staffed appropriately to carry out the mission of the organization and fulfill the strategic directives of WIOA

- Review current staffing functions and assignments to determine the extent of their alignment with the strategic functions of the WDB.

- Propose recommended changes to current staffing pattern to the Executive Committee for approval and inclusion in the next budget cycle.
GOAL IV: PERFORMANCE MEASURES

Outcome:

The WDB of 2019 is adequately staffed, nimble, technologically competent, well-governed, and capable of taking advantage of opportunities for workforce leadership and innovation.

Outputs:

1. The WDB has developed a paper on the pro's and con's of creating a 501(c) 3 nonprofit subsidiary organization by January, 2016.
2. The WDB has reviewed and revised its policies, procedures, and bylaws to update its committee structure and operations by January, 2016.
3. Beginning in 2015, the WDB's budget will reflect adequate resources to implement the strategic plan/the WIB's work plan.
4. Changes in the WDB's membership mandated by WIOA and steps to ensure compliance are implemented by December 31, 2015.
5. Local and regional WIOA plans are produced by March, 2016.
6. WDB enters into at least one impactful strategic alliance by July 1, 2017.
STRATEGIC PLANNING COMMITTEE

Quentin McCorvey, Board Chair

Joseph Calabrese, Chair
Strategic Planning Committee

- Jay Carson
- Gwenay Coniglio
- William Gary
- Paul Magnus
- Marsha Mockabee
- Karen Thompson

- Mick Latkovich
- Tracey Nichols
- Fred Rodgers
- Kim Shelnick
- Natoya Walker-Minor

- Grace A. Kilbane, Executive Director
- David Megenhardt, ULA/OMJ
- Judith Simpson-Collins, consultant

Special thanks to The Cleveland Foundation for support of the process, and to Cuyahoga Community College for the generous provision of facilities and amenities.

6/25/2015
WIOA PERFORMANCE
MEASURES, PY 2015 - 19
CLEVELAND/CUYAHOGA COUNTY WORKFORCE DEVELOPMENT BOARD
WIOA MEASURES FOR PROGRAMS SERVING ADULTS

1. Adults who have entered employment, measured in the second quarter after exit.
2. Adult employment retention rate, measured in the fourth quarter after exit.
3. Median earnings of adults, measured in the second quarter post-placement.
4. Percentage of adults earning credentials, measured within one year after exit. *
5. In-program skills gain, measured in real time (not exit-based). *

* New measure for WIOA
WIOA MEASURES FOR PROGRAMS SERVING DISLOCATED WORKERS

1. Dislocated workers who have entered employment, measured in the second quarter after exit.
2. Dislocated worker employment retention rate, measured in the fourth quarter after exit.
3. Median earnings of dislocated workers, measured in the second quarter post-placement.
4. Percentage of dislocated workers earning credentials, measured within one year after exit.*
5. In-program skills gain, measured in real time (not exit-based).*

* New measure for WIOA
WIOA MEASURES FOR PROGRAMS SERVING DISLOCATED WORKERS

Dislocated workers who have entered employment, measured in the second quarter after exit.

Dislocated worker employment retention rate, measured in the fourth quarter after exit.

Median earnings of dislocated workers, measured in the second quarter post-placement.

Percentage of dislocated workers earning credentials, measured within one year after exit. *

In-program skills gain, measured in real time (not exit-based). *

* New measure for WIOA
WIOA MEASURES FOR PROGRAMS SERVING YOUTH

Youth placed in employment, education, or training, measured in second quarter after exit.

Youth retained in employment, education, or training, measured in fourth quarter after exit.

Median earnings of youth, measured in second quarter after exit.

Credential rate for 16 to 24-year-olds, measured up to one year after exit.

In-program skills gain, measured in real time (not exit-based).

Note: Numeracy and literacy skills gained is eliminated.

* New measure for WIOA
Gayle Agahi  
Business Consultant

Camille Afi  
Vocational Rehabilitation Supervisor  
Opportunities for Ohioans with Disabilities Agency

Ingrid Angel  
Director  
The Centers for Families and Children  
El Barrio Workforce Center

Harriet Applegate  
Executive Secretary  
North Shore AFL-CIO Federation of Labor

Joseph Calabrese  
CEO & General Manager/Secretary-Treasurer  
Greater Cleveland RTA

Ted Carter  
Chief Economic Development Officer  
Cuyahoga County Dept. of Development

Kevin L. Dobbins  
Human Resources Manager  
Dominion Resources Services, Inc

William Gary  
Executive Vice President  
Workforce & Economic Development Dept.  
Cuyahoga Community College

S. Moné Givner  
ODHS Program Delivery Manager - Region 2  
Office of Workforce Development/Workforce Services

Kevin Goodman  
Partner, Managing Director  
Bluebridge Networks

Aaron Grossman  
Chief Executive Officer  
Alliance Solutions Group

Deb Janik  
Senior Vice President  
Real Estate and Business Development  
Greater Cleveland Partnership

Michael Jeans  
President  
Growth Opportunity Partners, Inc.

Ethan Karp  
President and CEO  
Manufacturing Advocacy and Growth Network, Inc.

Quentin McCorvey, Sr., Chair  
Principal  
M&R Distribution Services

David Merriman  
Administrator  
Cuyahoga Job and Family Services

Marsha Mockabee  
President & CEO  
Urban League of Greater Cleveland

Joshua Perkins McHamm  
Vice President, Business Development  
McTech Corp

Patty Quiñónez, CRPC, ADFA  
Financial Advisor/President  
Quiñónez & Associates: A Financial Advisory  
Practice of Ameriprise Financial Services, Inc.

Gwenay Reaze-Coniglio  
President  
The Coniglio Company

David M. Reynolds  
Private Banking Executive  
Senior Vice President  
KeyBank

Fred Rodgers  
Vice President  
Ozanne Construction Company

Jason Shank  
Training Director, Plumbers Local 55  
Cleveland Plumbing Contractors Joint and Training Apprenticeship  
Committee (JATC)

Susan Sheehan  
Adult Education Services Director  
Parma City School District

Kim Sheinick  
Vice President, Talent Acquisition  
University Hospitals

LaToya Smith  
Assistant Vice President, Talent Acquisition Lead  
Fifth Third Bank

Felton Thomas, Jr.  
Executive Director, CEO  
Cleveland Public Library

Micki Tubbs  
Chief Executive Officer  
FIT Technologies

David H. Turner  
External Affairs Manager  
FirstEnergy

Denise VanLeer  
Executive Director  
Fairfax Renaissance Development Corporation

James Vaughan, III  
Chief Executive Officer  
JDD, Inc.

David Wondolowski  
Executive Secretary  
Cleveland Building & Construction Trades Council
OhioMeansJobs|Cleveland-Cuyahoga County Centers provided job search services, career counseling, community resource identification and referral, skills assessment, job placement, career coaching/workshops, recruitments for employers job openings, and approved and funded technical training for qualified individuals:

✓ 95% of the job seekers were Cuyahoga County residents;
✓ 55% Resided in the City of Cleveland;
✓ 6,212 Attended Orientation and/or Basic Intake.
✓ 2,629 Attended 3-Day WIOA Career Workshop.

OMJ|CC is required to provide “universal services” to all job seekers under the Workforce Innovation and Opportunity Act (WIOA) and approves training and other employment assistance for special populations. Programs available include: WIOA Adult, Dislocated Worker and Youth programs; the Employment Service; Unemployed claimant reemployment program; the Trade Act; TANF; OOD; Veterans’ Employment program; County Educational Assistance Program; CEOGC; and special programs such as Opportunity Corridor, Sector Partnership, etc.

4.215 Adult & Displaced Workers Found Jobs:
✓ 82% Full-Time, 18% Part-Time;
✓ 90% Retained Employment after 6 months.
✓ Average Wage = $12.91/hour.
✓ Average Work Hours per Week 37;
✓ Average Age of Participant 38;
✓ 47% Male, 51% Female, and 2% Did Not Declare.
✓ 52% African American, 1% Asian, 12% Biracial, 0.4% Native American, 28% White, 7% Hispanic or Latino, 7% Did Not Declare.
✓ 46% Unemployed/dislocated Workers;
✓ 28.5% Low Income/Public Assistance;
✓ 8% Veterans;
✓ 5.8% Ex-Offenders.

WIOA Adults: Over 18, low-income, low-skilled. Priority on veterans, TANF recipients and disabled.

WIOA Dislocated Workers: Laid off unemployed, returning veterans (4 years), laid off underemployed, displaced homemaker.
Education:

<table>
<thead>
<tr>
<th>Participant Educational Background</th>
<th>Count</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under a High School Diploma</td>
<td>307</td>
<td>7.3%</td>
</tr>
<tr>
<td>High School Diploma or GED</td>
<td>1,754</td>
<td>41.6%</td>
</tr>
<tr>
<td>Some College</td>
<td>857</td>
<td>20.3%</td>
</tr>
<tr>
<td>Vocational Degree of Certification</td>
<td>242</td>
<td>5.7%</td>
</tr>
<tr>
<td>Associates Degree</td>
<td>336</td>
<td>8.0%</td>
</tr>
<tr>
<td>Bachelor Degree</td>
<td>535</td>
<td>12.7%</td>
</tr>
<tr>
<td>Master Degree or Ph.D.</td>
<td>169</td>
<td>4.0%</td>
</tr>
<tr>
<td>Did Not Declare</td>
<td>15</td>
<td>0.4%</td>
</tr>
<tr>
<td>Total</td>
<td>4,215</td>
<td></td>
</tr>
</tbody>
</table>

Career Technical Training:

<table>
<thead>
<tr>
<th>Received Skills Training through an Individual Training Account (ITA)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>301</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>126</td>
</tr>
<tr>
<td>Special</td>
<td>48</td>
</tr>
<tr>
<td>OCP</td>
<td>42</td>
</tr>
<tr>
<td>CCEAP</td>
<td>92</td>
</tr>
<tr>
<td>Completed On-The-Job Training (OJT)</td>
<td>29</td>
</tr>
<tr>
<td>Total Trained</td>
<td>638</td>
</tr>
</tbody>
</table>

Comparative Performance:

✓ WIOA Adult Entered Employment
  o State of Ohio: 6,253
  o Cuyahoga County: 2,167 = 33.7% of all placements in the state.

✓ WIOA Dislocated Worker Entered Employment
  o State of Ohio: 3,275
  o Cuyahoga County: 1,045 = 31.9% of all placements in the state.

✓ WIOA Youth Placement in Employment or Education:
  o State of Ohio: 2,179
  o Cuyahoga County: 241 = 11% of placements in the state.

✓ WIOA Formula Funding:
  o State of Ohio: $112 million
  o Cuyahoga County: $9 million = 8% of formula funding dollars.
Youth Program:
WIOA Youth: Ages 14 – 24, Low-Income, 75% Out-of-School, Barrier to Employment.

OMJ|CC served over twelve hundred youth (1,266) through the Youth/Young Adult Resource Center (YRC) at our 1020 Bolivar Rd. location through the contractors YOU and Towards Employment. An additional three hundred and fifty-four (354) youth received intensive case management services by various WIOA youth providers in the community – e.g., Tri-C; GuideStone.

Youth Statistics for Intensive Services:

- Eight out of ten youth were out of school – (81.1%)
- Close to twenty percent were in school – (18.9%)
- Less than twenty percent were high school dropouts – (17.2%)
- Nearly ninety percent were on public assistance – (88.1%)
- 241 were placed in employment or education (79.5%)
- 217 earned a diploma or a certificate (71%)
- 66 achieved measurable gains in literacy and numeracy (65.3%)
### 2015 Total Customers
Cuyahoga County - Ohio

<table>
<thead>
<tr>
<th>Year</th>
<th>City of Cleveland</th>
<th>Cuyahoga County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Year</td>
<td>Total Placements</td>
<td>Total Companies Placements</td>
</tr>
<tr>
<td>2015</td>
<td>4,244</td>
<td>3,614</td>
</tr>
</tbody>
</table>

United Labor Agency
Geoflaring and Performance Analysis
Special Programs:

- Sector Partnership Grant: $2.1 million grant received from USDOL to train dislocated workers in occupations in Healthcare, Manufacturing and I.T.
- County Jail: $500,000 grant from USDOL to implement an OMJ|CC center in County Jail. It is operating at the Euclid jail location.
- TalentNEO: Partnered with Towards Employment in implementing a new skills-based jobs program using WorkKeys assessments to improve job matching. It is funded by philanthropy. OMJ|CC has tested about 800 jobseekers.
- Generation Work: $100,000 grant from Annie E. Casey Foundation to Towards Employment for planning work with OMJ|CC and the County on youth (16 – 29) workforce programs.
- CCEAP: $500,000 grant from Cuyahoga County for tuition for those needing help to finish last semester.
- Workforce Development Agreements: Entered into with all Businesses who accept city or county loans to create jobs.
Opportunity Corridor Jobs Program with ODOT Funding:

ODOT provided a $500,000 contract to serve residents of Wards 4, 5 and 6 who were in need of assistance in employment and training. The program commenced in November, 2014 and ended on September 30, 2016. The results of this program are:

- 1,204 residents are registered with OMJ/CC and receiving services;
- 518 residents have been placed into jobs;
- 158 residents were enrolled in career technical training;
- 341 residents received supportive services like child care and transportation.

During the two years, we engaged in 183,343 outreach activities into these wards which consisted of: 58,812 phone calls; 78,652 emails; 45,771 direct mailings and 108 information sessions.

Beginning October 1, 2016, OMJCC is continuing the Opportunity Corridor Jobs program under our available funding with a special focus on this neighborhood and special tracking and reporting. The additional resources that were made available through ODOT funds such as supportive services, some training program, and a dedicated staff person will no longer be continued.
Workforce Transformation for Cuyahoga County

Introduction

Over the past several months, the County has worked with many others to design a new approach to helping our residents move from poverty to work, and we continue to drive that work forward with our public and private partners. Beyond that, we are faced with the broader challenge of how to eliminate workforce as a significant barrier to business growth and profitability. As always, this challenge also is an opportunity to work together in new and different ways to achieve more than any one of us could alone – to make our workforce a competitive advantage for Northeast Ohio. We have started the conversation with a small, cross-sector group of funders of our region’s workforce efforts. Our shared goal is to design together a coordinated, well-functioning workforce system that delivers the following:

1. Supports business growth and profitability through a workforce pipeline that delivers a **sufficient and steady supply of qualified candidates at all skill levels** to keep jobs filled;
2. Helps **residents with employment barriers** (that keep them outside the pipeline) become skilled workers pursuing career and wage pathways (inside the pipeline); and
3. Builds **alignment among public, private and philanthropic funders** to invest our separate workforce dollars in ways that move forward shared goals and priorities, and measure success by shared outcomes and impact

Each of these goals is being pursued through integrated work streams by the County and our many partners. This paper describes why this effort is a top priority for the Budish Administration, and our path forward.

Developing our Workforce is a Top Priority for our Region

**Workforce is the most significant barrier to business growth.** This is what the County Executive was told repeatedly when he met with over 100 business leaders during our first 100 days. We are fortunate to have many successful programs and promising, innovative approaches focused on developing our workforce throughout our region. And yet, despite the tens of millions of dollars in public and private resources devoted to job creation and opportunity efforts every year, we still are challenged to establish a well-functioning workforce pipeline that delivers a steady and sufficient supply of qualified candidates to keep jobs filled.

**At the same time, our residents are asking for more from us, starting with their own County Government.** We are offering public benefits and supportive human services, but they are asking for our help to get jobs – or more precisely, careers. This is particularly important because Northeast Ohio is one of the hardest places to move up in the United States, according to Professor Raj Chetty based upon data from The Equality of Opportunity Project. This data shows that a child born to a low income family here has only a 5 to 7 percent chance of advancing from bottom fifth to top fifth in the income distribution. This means that the place and condition of one’s birth still defines the outer boundaries of possibility for far too many in our community. We can no longer tolerate this in our County. Not only is it unfair and inequitable, but our businesses’ unmet workforce demand make it an economic imperative.

**This challenge goes right to the core of who we are as a new County Government.** Over the past several months, the County has worked with many others to design a new approach to helping our residents move from poverty to work, and we continue to drive that work forward with our public and private partners. Beyond that, we are faced with the
broader challenge of how to eliminate workforce as a significant barrier to business growth and profitability. This challenge goes right to the core of who we are as a new County Government, but will take all of us – government, business, foundations, education, non-profits, service providers, job seekers – to resolve.

The core services of the County have historically focused on health and human services. The County also has a long history with workforce programs, because for decades, lawmakers have attached work requirements to public benefits like cash, food and child care assistance. This put the County in the workforce business for people with high barriers to employment, but with the primary goal of maintaining eligibility and compliance to ensure that our residents did not lose their benefits before they were ready or exhaust their allowable term of benefit eligibility.

In 2009, the people of this County adopted a new Charter that transformed our government structure and declared “job creation and economic growth” as a “fundamental governmental purpose.” This Charter mandate to improve the County’s economic competitiveness demands that we take a fresh look at everything we do – starting with our workforce services – and brings us in closer alignment with the business community, Workforce Development Board, and many other of our public and private partners. Similarly, while it is important to support our residents with public benefits until they are ready to make it on their own, our new guiding principle is this – when we successfully deliver a career ladder for an individual out of poverty, we also add a talent resource available to fulfill our businesses’ needs. We now know that we must plan our health and human services, economic development, workforce and education strategies together. This gives us greater opportunities to leverage resources across systems and sectors to better serve the needs of both our businesses and residents.

**Moving toward a Coordinated Workforce System**

We have the opportunity to design together a coordinated workforce system that works for business and job seekers. Our community has been moving toward a more coordinated systems approach for many years. This move started with the Intergovernmental Agreement between the City of Cleveland and Cuyahoga County creating one unified Workforce Development Board. It continued with local and regional efforts like the Workforce Development Board’s Strategic Workforce Alignment Group (SWAG) process, Regional Economic Competitiveness Strategy (RECs) process and the current regional planning process required by the State of the five Workforce Development Boards in our 8-county region. Recent policy shifts have pushed change as well, most significantly the shift from the Workforce Investment Act (WIA) to the Workforce Innovation and Opportunity Act (WIOA). All of these efforts have contributed to moving us toward sector partnerships, career pathways, and other opportunities for closer alignment between workforce, economic development, education and human services strategies. We now have the political will at the local, state and federal levels to close the circle and create a more comprehensive workforce system, to build on the work that has been done separately in our community and move forward in partnership together.
Defining What “Success” is for our Coordinated Workforce System

FROM

Separate programmatic efforts to meet current demand

- Separate, programmatic demand-driven efforts to meet current needs of business based upon limited information from business
- Separate, programmatic supply-driven efforts to meet current needs of job seekers based upon best-practice research, expertise and experience of providers and job seekers
- Collaborative pilot efforts providing good information and not yet scaled

TO

Shared systems-level focus on eliminating demand-supply gap for in-demand jobs now and in the future in a sustainable way

- Strong new and existing sector partnerships in place:
  1. Led by intermediaries,
  2. To achieve specific targets and systems-level strategies,
  3. Able to access reliable, dynamic data, and
  4. With ownership and accountability for eliminating demand-supply gap for in-demand jobs in that sector
- Clear intermediary for each sector partnership:
  1. Serving as “single point of contact” to give and get real-time information for business and job seekers, and
  2. Serving as “hub” to align programmatic efforts of funders and providers (e.g. public, non-profit, business, education)
- Shared focus on aligning, embedding, spreading and/or scaling up approaches that business leaders believe are effective to eliminate the demand-supply gap for their in-demand jobs now and in the future
- Establish real-time predictive picture of business need for workforce for in-demand jobs over near term (3 months) and longer term (3-5 years)

FROM

Separate programmatic efforts to meet current needs of job seekers for entry level jobs

- “Success” defined as any job at any wage for up to 6 months (e.g. single rapid attachment approach)
- Separate, programmatic efforts to meet current needs of job seekers based upon best-practice research, expertise and experience of providers and job seekers, and limited information from business
- Collaborative pilot efforts providing good information, not yet scaled
- Insufficient supply of high quality preschools, K-12 schools, and alternative paths to careers for youth
- Wrap-around services provided to school-age children and families are not connected to goal of high school and post-secondary completion

TO

Shared systems-level focus on meeting current needs of job seekers for an entry level job and a career and wage pathway

- “Success” redefined as a starting job directly tied to a career pathway that leads to a family sustaining wage and employment benefits without public support
- Career pathways established with business leaders for in-demand jobs in each sector as part of sector partnership approach (above)
- Individual career plans created with job seekers that:
  1. Integrate support, readiness and advancement services, and
  2. Include post-placement coaching opportunities for education, employment and entrepreneurship
- Job quality is a priority for both businesses seeking to attract and retain talent (cut turnover), and providers helping people move forward on career pathways
- Future workers and entrepreneurs (P-16 youth) supported and encouraged to stay in school to improve long-term career prospects (i.e. tech ed & apprenticeships tied directly to career, post-secondary completion)

FROM

Separate programmatic funding goals and priorities, and duplicative, disconnected planning conversations

TO

Shared systems-level goals and priorities that drive better coordination and guide all local and regional workforce planning and funding decisions