

**Area #3 Local Workforce Plan
Cleveland/Cuyahoga County
Workforce Development Plan (2021-25)**



**Cleveland-
Cuyahoga
County**

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May 25, 2021

I. INTRODUCTION

There is a great deal to be excited about regarding the delivery of Workforce Services in Cleveland and Cuyahoga County. Since the submission of the previous Workforce Development Plan, this community has successfully launched several promising initiatives. Highlights include:

- Sector Partnerships
- Ohio to Work Pilot
- Coordination between OhioMeansJobs|Cleveland-Cuyahoga County (OMJ|CC), JobsOhio and Team NEO
- Updated Strategic Plan for the Cleveland/Cuyahoga County Workforce Development Board (CCWDB)

Cleveland/Cuyahoga County continues to provide the critical elements of WIOA's workforce development system while navigating the pandemic and pivoting to remote service provision. Key WIOA elements provided include:

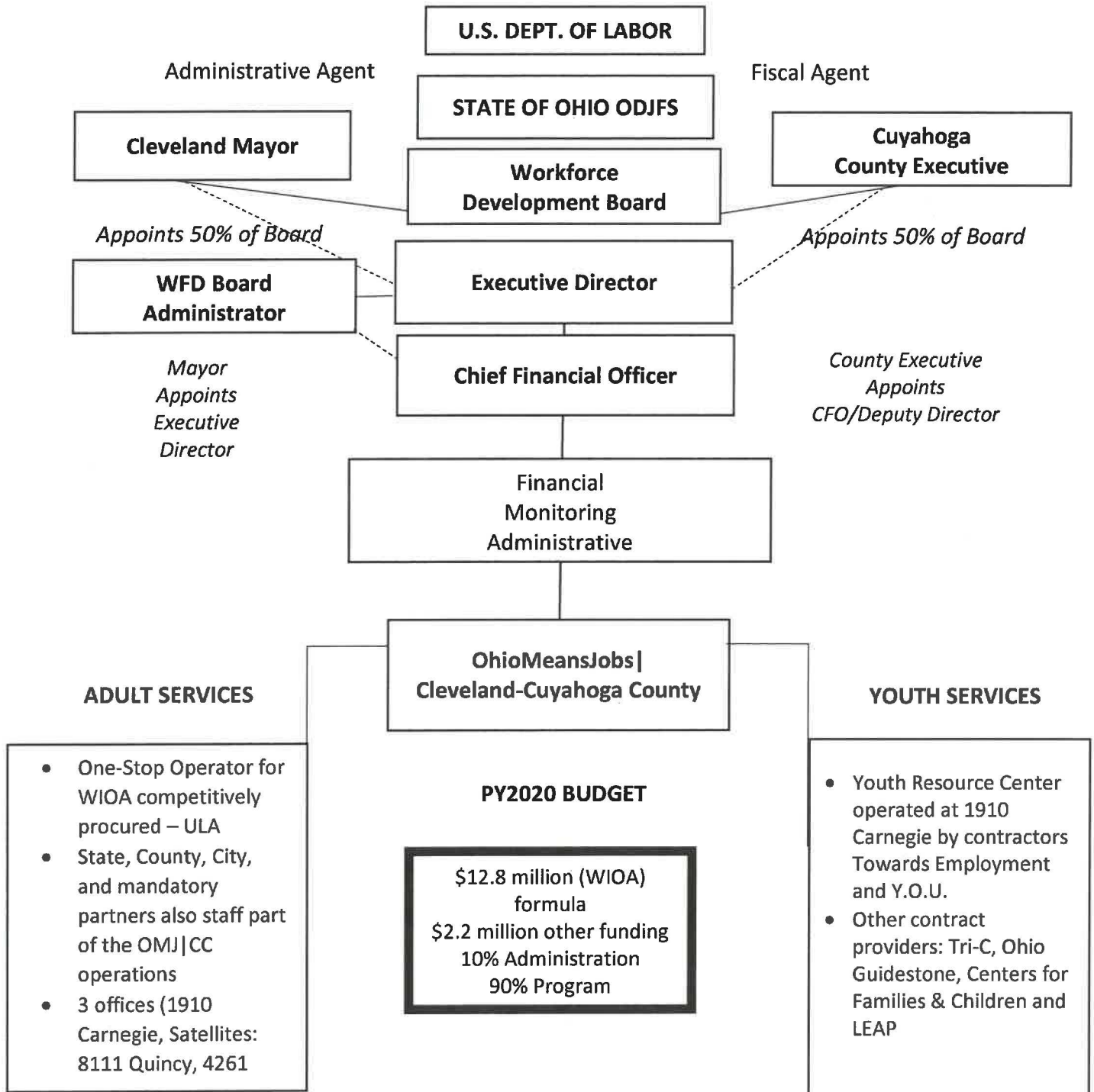
- *Universal Access* to anyone who seeks employment and training services through a local *One-Stop Career Center* (here called OhioMeansJobs|Cleveland-Cuyahoga County). WIOA requires that ten other workforce programs be *Integrated and Located* at the Center so that job seekers can get what they need 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.
- Services are *Demand-Driven* 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 are *Outcomes-Based* across a *Common Set of Performance Measures*. Specific local performance metrics are negotiated with the state based on the local priorities and strategies.
- *Priority of Services* for all programs to veterans; the adult program's priority is to low-income, public assistance recipients and those with a fundamental skills deficiency.

While this community has successfully implemented WIOA as well as other initiatives highlighted above, now is the time to keep our foot on the gas. While there is significant momentum, there remains misalignment within the talent pipeline, specifically within the in-demand, high-growth Manufacturing, Healthcare, and Information Technology fields. Team NEO initiated a "deep dive" analysis of this issue in northeast Ohio and published its 4th annual edition of its work on "Aligning Opportunities in Northeast Ohio, 2020 Report." This report provides excellent documentation regarding the skills in-demand and the credentials being produced which highlighted the demand and supply imbalance in the region's workforce. The challenge remains for the Workforce Development System to (1) understand the skills needed for the in-demand, high growth fields; and (2) focus on those who want promising careers and are under-skilled and in need of assistance to move into jobs with career paths and family-sustaining wages.

II. CCWDB WIOA STRUCTURE

Description of Local Workforce Area

For Cleveland/Cuyahoga County, the local structure continues as follows:



Cleveland/Cuyahoga County Workforce Development Board (CCWDB)

A twenty-four-member board, appointed by Mayor Frank G. Jackson and County Executive Armond Budish. The majority represent local businesses and the balance representing higher education, economic development, organized labor, and other workforce-related programs. The Governor designated the City of Cleveland and Cuyahoga County to continue as local Workforce Area #3 under WIOA. CCWDB is also one of the five distinct Workforce Development Boards (WDBs) in the Northeast Ohio Workforce (NOW) Region, made up of Cuyahoga, Lorain, Lake, Geauga, Ashtabula, Portage, Summit and Medina counties. This Local Workforce Development Plan is appended to the NOW Regional Workforce Development Plan.

In the winter of 2019, the Cleveland/Cuyahoga County Workforce Development Board initiated a process to update its 2015-2019 Strategic Plan for the 2019-2023 period. The 2019-2023 Strategic Plan development process involved ongoing consultation with Board members and Board Committees between February and July 2019. The development process also included an extensive community stakeholder engagement and input-gathering effort from March to May 2019. Board member and community stakeholder feedback drove the new Strategic Plan, which was presented and formally adopted on August 16, 2019. The CCWDB Strategic Plan is attached.

Highlights of this work include the values characterized in the Vision and Mission statements.

Vision: CCWDB will establish and provide impactful workforce services driving the success of business and economic opportunity, improving racial and economic equity for Cleveland and Cuyahoga County residents.

Mission: To develop and implement innovative partnerships and services that meet businesses' needs for qualified talent and provide residents access to careers and economic mobility.

The CCWDB has established the following goals, which are drivers of its work and key to the development of this four-year local plan:

- **Leverage Workforce Innovation Opportunity Act programs, services, and investments to provide system leadership and address workforce needs and issues.**
- **Make OMJ|CC more visible and well recognized as a place for businesses for residents and partners to go for workforce needs and services.**
- **Support innovation and continuous improvement in public workforce system operations and service delivery.**
- **Play a leadership role and pursue innovation opportunities within the larger workforce ecosystem**

The CCWDB created a structure to implement its goals, five Standing Committees to develop and implement the work plan: Executive, Strategic Functions, Youth, Governance, and the Communication & Outreach committee. A newly established key subcommittee is the

Diversity, Equity & Inclusion Committee, whose goal is to support the Vision statement: to integrate fair, inclusive, and equitable practices in all aspects of the Board's work and focus its activities towards education and awareness.

The list of Board members is attached.

Location of OhioMeansJobs|Cleveland-Cuyahoga County (OMJ|CC) Centers

The CCWDB oversees the operation of a comprehensive American Job Center located in downtown Cleveland (1910 Carnegie Avenue). Two satellite centers are located at 8111 Quincy Avenue, Cleveland and 4261 Fulton Parkway, Cleveland. A strategic alliance between OMJ|CC and various public library systems (Cleveland, Cuyahoga County and East Cleveland) enables presence regularly (both on-site and virtual) in numerous branches to expand neighborhood services. Due to the pandemic, OMJ|CC pivoted to virtual program delivery. As OMJ|CC emerges from the pandemic; we anticipate that services are provided both on-site as well as virtually to expand OMJ|CC's community presence.

Presently, 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, including Cuyahoga Community College, Ohio Guidestone; Centers for Families and Children; and Linking Employment, Abilities and Potential (LEAP). Additional contractors procured for OMJ|CC adult operations include Vantage Aging and Towards Employment (ex-offender services). As required by WIOA, ten mandatory partners also provide services to jobseekers needing extra assistance in literacy, GED, English as a Second Language, disabilities, etc., through OMJ|CC under MOUs with the CCWDB.

In Program Year 2019, OMJ|CC served thousands of jobseekers and businesses, despite service interruption due to the pandemic. Highlights include:

- 4,978 adults/dislocated workers attended orientation and registered for services;
- 2,460 adults/dislocated workers were placed in jobs at an average wage of \$18.95 hour;
- 289 adults/dislocated workers received career technical training;
- 1,913 job orders were posted;
- 198 specific recruitment events were planned and executed for employers with job vacancies;
- 816 Young Adults (16 – 24) were served, with 351 receiving Work Experiences
- 455 Young Adults were placed in jobs at an average wage of \$11.63/hr.

Measuring and Embracing Continuous Improvement of Providers and Services to Meet the Needs of Local Businesses and Job Seekers

OMJ|CC ensures quality services through a combination of the following:

- Analysis of provider's performance compared to negotiated WIOA performance measures;
- Provider's performance against additional metrics identified by the CCWDB such as number of individuals trained and/or employed in key sectors, and wage earnings of those trained;
- Meeting or exceeding one-stop certification standards.

In its efforts to embrace continuous improvement, the CCWDB competitively procured a nationally recognized organization in Workforce consulting to analyze service delivery to businesses and job seekers. The purpose of this engagement is to:

- Ensure the design and delivery of services are driven by the needs and preferences of job seekers and businesses to meet those needs and preferences.
- The extent to which customer outreach and service delivery are aligned with and supportive of the workforce needs of critical regional industry sectors, like manufacturing, healthcare, and information technology.

Additionally, the following key initiatives allow for the continuous improvement of the workforce system:

Sector Partnership Initiative

OMJ|CC embraces the promotion of sector partnerships - industry-driven partnerships that align the efforts of education, training, economic development, and other organizations and recognizes that this is a key component of WIOA. By connecting businesses and workforce development training and service provider partners together in innovative ways through business-led sector intermediaries, the workforce development ecosystem becomes more efficient, effective, and equitable.

This initiative was launched by public and private workforce funders consisting of representation from Cleveland/Cuyahoga County Workforce Development, Cuyahoga County and City of Cleveland leadership, philanthropy, and other community workforce stakeholders. Leadership of these groups forms the Workforce Funders Group that oversees the Sector Partnership initiative.

The Workforce Funders Group created an action plan to develop a coordinated, well-functioning workforce system in the county. Three industry sectors in Cuyahoga County are fundamental to the region's economic development strategy, a significant source of projected job growth in the area, and essential for its competitiveness in the global economy. These are:

- Manufacturing
- Healthcare; and
- Information Technology

OMJ|CC is deeply involved in the **Sector Partnership Initiative** in Cuyahoga County to address the workforce talent needs in Healthcare, Manufacturing, and Information Technology. Sector intermediaries have been chosen for each of these sectors to connect education, training, and economic development with employer champions in their respective industries to lead and manage these partnerships. The sector intermediaries are:

- MAGNET, Inc. and the Greater Cleveland Partnership – Manufacturing
- Cuyahoga Community College – Healthcare
- Greater Cleveland Partnership - RITE – Information Technology

Through December 2020, sixty-five (65) employers have been engaged and over four hundred fifty (450) job seekers have been assisted through the Sector Partnership Initiative. The Cleveland/Cuyahoga County Workforce Board has been intricately involved in this success, funding cohorts of classes in an employer-designed Manufacturing program (Manufacturing Access) and shaping on-ramps to bring new workers into these sectors.

OMJ|CC will continue to position to be the key talent pipeline for these areas. Besides the WIOA mandated performance measures, OMJ|CC has developed metrics to track job placements and career training in these sectors. Goals and efforts to-date include:

- Provide career training to 700 WIOA enrolled adults and young adults;
- Continued funding of innovative training initiatives such as Manufacturing Access;
- Customized training for major Healthcare providers to onboard new WIOA enrolled individuals;
- Aligning business services with each sector.

Amplification of OMJ|CC Services Through Ohio to Work Pilot

The State of Ohio in partnership with JobsOhio launched the Ohio to Work initiative to help employers find the workers they need and to ensure workers have the skills employers desire. OMJ|CC is an essential partner in this pilot initiative. Ohio To Work enhances existing resources, designed to connect job seekers to career coaching and training services that help individuals transition into promising, long-term careers with leading local employers in Manufacturing, Information Technology and Healthcare who have immediate openings. OMJ|CC collaborates

with other local partners to provide job seekers with access to life-changing career resources. Amplified resources provided through this collaboration include:

- a. Personalized career coaching and career navigation support,
- b. Talent evaluation tools that help match an individual's skills to real job opportunities with local employers,
- c. Accelerated career training options,
- d. Virtual career fairs with employers who need help immediately.

While the Ohio to Work initiative was an original three-month pilot, this has been extended through the calendar year 2022 due to the initial success. OMJ|CC looks forward to continuing to collaborate on this initiative to help 2,000 residents find employment and 500 residents successfully receiving in-demand career training.

Alignment of Services for Businesses

OMJ|CC collaborates with the Greater Cleveland Partnership (GCP) and Cuyahoga County's Department of Development to provide streamlined services to businesses. The three economic development partners engage with thousands of businesses annually providing a wide range of services to facilitate economic growth in the region. The partners developed an aligned referral tracking system to improve the management of referral activity and improve monitoring and reporting of outcomes in the form of job placements and resources deployed on behalf of businesses in the region. An Operational Committee with representation from each of the three partners meets to review and respond to service referrals, creating efficiencies to better assist businesses of all sizes and industries. The result is an environment that fosters job growth/retention and will add to the tax base as businesses leverage available programs. The Greater Cleveland Partnership received the International Economic Development Council (IEDC) Silver Award in the category of Innovation Programs and Initiatives at the organization's 2020 Annual Conference as a result of this collaboration.

Access to Services Provided through OMJ|CC Service Delivery System Through the Use of Technology

During the pandemic, OMJ|CC's contracted service providers successfully pivoted to virtual services. Emerging from the pandemic, OMJ|CC will embrace a hybrid model - both virtual and on-site. Embracing both on-site and virtual service delivery will promote greater efficiency of time and allow increased access to career services. The following will be available both on-site and virtually: orientation, career coaching, workshops on various workforce topics (interviewing, resume development), career fairs, recruitment events. OMJ|CC will continue to partner with the Library System and other community centers to virtually connect with proposed job seekers.

The digital divide prevents too many eligible residents from receiving workforce services that would be of great value. OMJ|CC remains committed to assisting Individuals with Workforce Services Impacted by the Digital Divide by:

- Continued partnership with PC's for People – to-date nearly 1,000 computers and 400 hotspots have been provided to assist individuals with their job search/career training needs
- Co-Chair the Greater Cleveland Digital Equity Coalition Workforce Committee to address digital inequities *"To build and nurture the ecosystem of foundational and basic digital skills courses for unemployed and underemployed adults."*
- Create and distribute a community resource asset map to guide residents to digital skills training resources.

Access to Services for Individuals with Disabilities

OMJ|CC complies with both Section 188 of WIOA and applicable provisions of the Americans with Disabilities Act (ADA). OMJ|CC received certification from the State of Ohio recognizing appropriate ADA compliance. The One-Stop Center provides the following:

- Computer workstations with equipment and software to address the needs of users with disabilities;
- Interpreter services, TTY & video phone access, and sound amplification equipment for those with hearing impairments;
- Accommodations to service provision provided upon request;
- Service animal policy;
- ADA accessible parking, building entry, amenities, rooms and offices.

Coordination with JobsOhio and Team NEO

JobsOhio has established Team NEO as the regional agent for Northeast Ohio. CCWDB routinely engages Team Neo for workforce intelligence. This workforce intelligence helps shape how resources are deployed and used. JobsOhio routinely includes OMJ|CC in deals where businesses are looking to grow talent in Northeast Ohio, and OMJ|CC identifies available employer services and training resources.

The Ohio to Work pilot is further evidence of OMJ|CC's working relationship with JobsOhio and Team NEO. What started as a 3-month pilot has turned into a two-year commitment on JobsOhio's part to amplify the work OMJ|CC performs.

Roles and Resource Contributions of the One-Stop Center Partners

The roles and resource contributions of each center partner operating within OMJ|CC are established as follows:

- The terms and conditions of the WIOA statute and regulations governing each partner's program and grant appropriations.
- Ohio's combined state plan governs and dictate's each mandated partner's role in workforce development.
- The terms and conditions each center partner as negotiated and reduced to writing as part of OMJ| CC's Memorandum of Understanding (MOU)

Description of Services for Adults and Dislocated Workers

WIOA authorizes and OMJ|CC provides "career services" for adults and dislocated workers. There are three levels of career services offered:

1. Basic career services,
2. Individualized career services, and
3. Follow-up service

These services can be provided in any order; there is no sequence requirement for these services.

Basic career services are made available to all individuals seeking services from OMJ|CC, and include:

- **Eligibility Determination:** Determining whether the individual is eligible to receive assistance through adult or dislocated worker programs.
- Outreach, Intake and Orientation to services available through the OMJ|CC network
- Initial Assessment of skill levels, including literacy, numeracy, English language proficiency, aptitudes, abilities (including skills gaps), and supportive service needs.
- Provision of workshops, including orientation to services and other workshops that meet the customer's career service needs.
- Labor exchange services, including job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on in-demand industry sectors and occupations as well as regional labor market information
- Information and referrals to and coordination of activities with other programs and services, including those within the OMJ|CC delivery system and other workforce development programs;
- Information and referrals to the availability of supportive services or assistance, and appropriate referrals to those services including:
 - Child Care
 - Child Support

- Medical or child health assistance available through Medicaid or other insurance programs
- Supplemental Nutrition Assistance Program (SNAP)
- Temporary Assistance to Needy Families (TANF)
- Information and assistance and referral to ODJFS staff and/or unemployment compensation information to individuals seeking assistance on claims for unemployment compensation.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs.

Individualized Career Services are designed to meet the unique needs of the individual and include:

- Comprehensive and specialized assessments of the skill levels and supportive service needs of eligible adults and dislocated workers, which may include:
 - Diagnostic testing and use of other assessment tools; and
 - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Development of an individual employment plan (IEP) to determine the employment goals, appropriate achievement objectives and appropriate combination of services for the individual to achieve his or her employment goals
- Group and/or individual counseling and mentoring
- Career planning (e.g., case management)
- Short-term, pre-vocational services, including the development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training
- Internships and work experiences that are linked to careers
- Workforce preparation activities that help an individual acquire a combination of essential academic skills, critical thinking skills, digital literacy skills and self-management skills
- Financial literacy services
- Out-of-area job search assistance and relocation assistance
- English language acquisition and integrated education and training programs

Follow-up services are provided as appropriate and include and include counseling regarding the workplace. These services are provided for a minimum of twelve (12) months after the first date of employment for those Adults and Dislocated Workers who were placed in unsubsidized employment with OMJ|CC staff's assistance.

Training Services

Individuals seeking employment assistance are assessed to determine whether they are job-ready or in need of career training to obtain or retain employment, leading to self-sufficiency.

To be eligible for training services, OMJ|CC determines whether participants are appropriate for training services. Determination of appropriateness is done by completion of an interview, evaluation or assessment, and career planning. Assessment may include:

1. A combination of standardized tests;
2. Inventory of participant's interests, skills assessment, career exploration, and
3. Available labor market information.

Comprehensive Case Management & Employment Program (CCMEP)

Cuyahoga County has designated Cuyahoga Job and Family Services (CJFS) as the lead agency for CCMEP. In concert with OMJ|CC, CJFS has drafted and submitted the CCMEP Plan, with an effective date of June 1, 2020, to the Ohio Department of Job and Family Services (ODJFS). This plan identifies how service delivery to Young Adults will be delivered in Cuyahoga County. ODJFS has approved the plan.

CJFS and OMJICC worked together on a joint RFP for CCMEP service providers. OMJICC served as the lead on the procurement process. The RFP process was led by a collaborative team of CJFS and OMJ/CC staff. Efficient and effective processes regarding the referral and enrollment of CCMEP participants were a primary outcome. Through the competitive solicitation process, six service providers were contracted to provide CCMEP participants with a range of options for career pathways through credential training, work experiences/internships, job readiness, job search activities and assistance with permanent job placement.

In WIOA Area 3, a Young Adult Resource Center (YRC) continues to be available. Located at the OMJ|CC comprehensive center, the YRC is a drop-in center for teens and young adults ages 14 – 24. Young adults can receive employment and career planning assistance, educational support, and referrals to WIOA Young Adult Providers and other community partners for ongoing training, paid work experiences, employment placement assistance and case management.

Local Board and OMJ|CC Coordination to Improve Service Delivery

OMJ|CC oversees partner entities to ensure statutory and contractual obligations outlined in the One-Stop Memorandum of Understanding. Additionally, OMJ|CC looks to maximize coordination and improve service delivery as follows:

- Competitive procurement solicitation of the one-stop operator.
- Regular, frequent meetings with all partners to address relevant workforce issues and opportunities
- Monitoring of State of Ohio certification and continuous improvement initiatives.
- Gathering and evaluating customer service data.

Executed Cooperative Agreements Defining Service Provider Requirements

OMJ|CC, through its fiscal agent Cuyahoga County, enters all the following agreements, which set the terms and conditions requiring integration of and access to the entire set of services available through the OMJ|CC system:

- One-Stop operator
- WIOA Adult and Dislocated Worker eligibility determination and job seeker services.
- Services to businesses.
- Youth eligibility and the provision of services for eligible individuals.

Board Actions Taken to Become or Remain a High Performing Board

The CCWDB has taken the following actions to remain high performing:

- Completion of a Strategic Plan that highlights goals and identifies a plan to achieve those goals.
- Procurement of a consultant to analyze service delivery to businesses and job seekers and identify best service delivery practices.
- Alignment with the Workforce Funders Group in Cuyahoga County to strategically address supply and demand issues in critical sectors (Healthcare, Information Technology and Manufacturing).

Identification of Fiscal Agent

Through an Intergovernmental Agreement between the City of Cleveland and Cuyahoga County, it was agreed that Cuyahoga County would serve as the fiscal agent responsible for the disbursement of grant funds. Cuyahoga County employs a CFO to oversee all fiscal functions.

Competitive Process to Award Subgrants and Contracts

OMJ|CC follows all federal, state, and applicable local provisions established regarding the award of subgrants and contracts. These procedures include:

- A pre-competitive design and planning process that takes into consideration the Board's strategic plan.
- A pre-competitive solicitation cost analysis that sets forth an estimated range of the expected bids for the provision of services.
- Where required, the publication within an area media outlet and publication on the local website of the opportunity to submit proposals.

- Outreach to any provider on the OMJ|CC bidder list.
- A published Request for Proposal document sets forth all terms and conditions relating to the information that an interested party desiring must submit to provide the services, including the basis on how the OMJ|CC will decide to award a contract.
- A decision-making process includes reviewing all proposals submitted, including an analysis, and where required, scoring of the proposals submitted.
- A timely notification of the decision of which entities were and were not selected based upon the submission of information, including a period and procedure for those entities to appeal any decisions made.
- A negotiation of the final terms and conditions regarding the provision of services, with the same reduced to a written agreement when required, will govern the parties' performance to the agreement.

III. LABOR MARKET ANALYSIS

Workforce development strategies must be responsive to the needs of businesses for jobs and skills in demand and an understanding of the supply-side. Included in this plan (See Attachments) is an updated review of the labor market of Cuyahoga County as reported by Team NEO through the calendar year 2020. Top takeaways of this report include:

- As of 2020, the region's population declined by 2.2% since 2015, falling by over 27,000. The population is expected to decrease between 2020 and 2025 by 1.7%
- From 2015 to 2020, jobs declined by 1.2% in Cuyahoga County from 787,370 to 778,044. This change lagged the national growth of 3.1%. As the number of jobs declined, the labor force participation rate decreased from 58.7% to 56.2% between 2015 and 2020.
- Concerning educational attainment, 19.3% of Cuyahoga County residents possess a bachelor's degree, and 8% hold an associate degree
- The top three industries in 2020 are General Medical and Surgical Hospitals, Restaurants and Other Eating Places and Education and Hospitals (Local Government)

Talent demand remains high for Manufacturing, Healthcare, and Information Technology. Analysis conducted by TeamNeo indicates the following number of job postings for January 2021 in those sectors:

Manufacturing

Top roles by job postings

1. Maintenance and Repair Workers, General – job openings: 225
2. Production Workers, All Other – job openings: 158
3. First-Line Supervisors of Mechanics, Installers, and Repairers – job openings: 58
4. Inspectors, Testers, Sorters, Samplers, and Weighers – job openings: 47
5. Heating, Air Conditioning, and Refrigeration Mechanics and Installers – job openings: 43

Top employers by job postings

1. AK Steel – job openings: 10
2. Stanley Black & Decker – job openings: 10
3. Swagelok Company – job openings: 9
4. Lincoln Electric Company – job openings: 7
5. Nestle USA Incorporated – job openings: 7

Healthcare

Top roles by job postings

1. Registered Nurses – job openings: 558
2. Nursing Assistants – job openings: 175
3. Home Health Aides – job openings: 160

4. Licensed Practical and Licensed Vocational Nurses – job openings: 154
5. Critical Care Nurses – job openings: 88

Top employers by job postings

1. University Hospitals – job openings: 330
2. Cleveland Clinic – job openings: 287
3. Case Western Reserve University – job openings: 49
4. Department of Veterans Affairs – job openings: 25
5. Southwest General Health Center – job openings: 24

Computer & IT

Top roles by job postings

1. Software Developers, Applications – job openings: 296
2. Computer User Support Specialists – job openings: 124
3. Computer Systems Analysts – job openings: 107
4. Information Technology Project Manager – job openings: 79
5. Web Developer – job openings: 66

Top employers by job postings

1. Progressive Insurance – job openings: 31
2. The PNC Financial Services Group, Inc. – job openings: 27
3. Accenture – job openings: 26
4. Cleveland Clinic – job openings: 23
5. Keycorp – job openings: 22



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Cleveland/Cuyahoga County Workforce Development Plan (2021-25)

Attachments

1. Cleveland/Cuyahoga County Workforce Board Member List 2020-2021
2. Cleveland/Cuyahoga County Workforce Development Board 2019- 2023 Strategic Plan
3. Team NEO Economy Overview of Cuyahoga County

CITY OF CLEVELAND/CUYAHOGA COUNTY
WORKFORCE DEVELOPMENT BOARD
2020-2021

Ethan Karp, CCWDB Chair

<p>Camille Ali, <i>Vocational Rehabilitation Supervisor</i> Opportunities for Ohioans with Disabilities Agency</p>	<p>Grace Gallucci, <i>Executive Director</i> Northeast Ohio Areawide Coordinating Agency (NOACA)</p>	<p>Joshua Perkins McHamm, <i>Vice President, Business Development</i> McTech Corp</p>
<p>Harriet Applegate, <i>Executive Secretary</i> North Shore AFL-CIO Federation of Labor</p>	<p>Pamela Jankowski, <i>Director</i> Literacy and Learning Division Cuyahoga County Public Library</p>	<p>Jason Shank, Governance Chair <i>Training Director,</i> Plumbers Local 55 Cleveland Plumbing Contractors Joint & Training Apprenticeship Committee (JATC)</p>
<p>Cathy Belk, Strategic Functions Co-Chair <i>President & Chief Executive Officer</i> Deaconess Foundation</p>	<p>Ethan Karp, CCWDB Chair <i>President and Chief Executive Officer</i> Manufacturing Advocacy and Growth Network, Inc. (MAGNET)</p>	<p>Kim Shelnick, Strategic Functions Chair <i>Vice President, Talent Acquisition</i> University Hospitals</p>
<p>Marzell Brown, <i>Talent Management Lead Control & Visualization Business</i> Rockwell Automation</p>	<p>Kelly Kehn, <i>Vice-President, U.S. Human Resources</i> The Lincoln Electric Company</p>	<p>Latoya Smith, <i>Vice-President, Talent Acquisition</i> Fifth Third Bank</p>
<p>Vacant <i>Chief Economic Development Officer</i> Cuyahoga County Dept. of Development</p>	<p>Shana Marbury, CCWDB Vice Chair General Counsel, Sr. VP Education & Workforce Greater Cleveland Partnership</p>	<p>Felton Thomas, Jr., <i>Executive Director & Chief Executive Officer</i> Cleveland Public Library</p>
<p>David Ebersole, <i>Director, Economic Development</i> City of Cleveland</p>	<p>David Merriman, <i>Director</i> Department of Health & Human Services</p>	<p>Kim Thomas, Youth Chair <i>President & Chief Executive Officer</i> Christopher Amira Studio</p>
<p>Senayt Fekadu, <i>President, Chief Executive Officer</i> The Crispy Chick</p>	<p>William Moore, <i>Program Delivery Manager,</i> Bureau of Workforce Services ODJFS/Office of Workforce Development</p>	<p>James Vaughan, III., Communications & Outreach Chair <i>President & Chief Executive Officer</i> Kleen-Tech</p>
<p>William Gary, Executive Vice President Workforce & Economic Development Cuyahoga Community College</p>	<p>Dan O'Malley, <i>Campaigns Manager</i> North Shore AFL-CIO</p>	<p>Sheila Wright <i>President</i> Good Community Foundation</p>

Cleveland/Cuyahoga County
Workforce Development Plan (2021-25)



Cleveland/Cuyahoga County Workforce Development Board

2019-2023 Strategic Plan



**Cleveland—
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I. Introduction



In the winter of 2019, the Cleveland/Cuyahoga County Workforce Development Board initiated a process to update its 2015-2019 strategic plan for the Board for the 2019-2023 period. The 2019-2023 strategic plan development process involved ongoing consultation with Board members and Board Committees between February and July 2019. The development process also included an extensive community stakeholder engagement and input-gathering effort from March to May 2019, accomplished via an online stakeholder survey, several focus groups, and multiple individual and small group interviews. Board member and community stakeholder feedback drove the development of the new strategic plan, which was presented to and formally adopted by the Board in August 2019.

II. Vision



CCWDB will establish and provide impactful workforce services driving the success of business and economic opportunity, improving racial and economic equity for Cleveland and Cuyahoga County residents.

III. Mission



To develop and implement innovative partnerships and services that meet businesses' needs for qualified talent and provide residents access to careers and economic mobility.

IV. Goals and Strategies

Goal I



Leverage Workforce Innovation and Opportunity Act programs, services, and investments to provide system leadership and address workforce needs and issues.

Goal I Strategies

1. Serve as a leader, in collaboration with other workforce ecosystem partners, to support alignment of resources and efforts, convening around issues, collective problem-solving, and provision of coordinated support.
 - a. Ensure that OMJ|CC provides workforce employment and training services to meet the demands of businesses for talent and prioritizes job seekers who need the most help in connecting to jobs. Ensure that OMJ|CC operates as an integrated American Job Center (i.e. career center) with all partner programs available to customers.
 - b. Collaborate with other workforce ecosystem partners to improve accessibility and navigability of workforce development programs and services.
 - c. Collaborate with partners to implement strategies to increase racial equity and inclusion.
 - d. Expand strategic alliances with libraries and city and county partners to make services available in the neighborhoods, as resources permit. Explore ways to work with Aspire and other partners on two-generation programming in the libraries.
2. Identify, explore, and communicate about critical regional workforce issues and address those issues in service delivery, e.g.:
 - a. How may we ensure that economic growth creates job opportunities for all? How may we address diversity, equity, inclusion, and economic mobility needs, particularly for disenfranchised communities and populations?
 - b. How may we help address the impact of the opioid crisis with services to address the workforce needed to respond as well as the work needs of those in recovery?
 - c. How may we expand “earn and learn” opportunities for those not in the workforce? How may we further engage employer partners in the design of work-based learning activities?
 - d. Implement a pilot with DHHS, Cuyahoga County Public Library, Cleveland Public Library, and Euclid Public Library partners with cohorts of customers in three library locations (County, City, and Euclid). The pilot will target library customers who are in the Aspire GED prep program and combine Aspire/GED prep programming; career coaching and career development assistance from OMJ|CC; benefits screening and eligibility application and maintenance assistance and case management support from DHHS staff; and work experience for participants, provided by the libraries.
3. Contribute thought leadership by developing improved capacity to better analyze OMJ|CC data.
4. Actively support implementation and operation of industry sector partnerships in manufacturing, healthcare, information technology, or others as identified. Participate as a member of the Workforce Funders Group.
5. Coordinate and lead a county-wide discussion resulting in better connected workforce development and economic development efforts in areas such as accessing and aligning resources, understanding talent demands, emerging business opportunities, etc.

Goal II

Make OMJ|CC more visible and well-recognized as a place for businesses, residents, and partners to go for workforce needs and services.

Goal II Strategies

1. Develop and implement an outreach and communications plan for OMJ|CC. The plan may include areas such as:
 - a. Regular dissemination of information about OMJ|CC achievements and impacts, through a wide variety of avenues and platforms.
 - b. Better utilization of social media and other outreach and communications channels to share information about services and success stories and raise awareness.
 - i. Address need to build trust and dispel “government” perception with job seeker and business customers.
 - c. Engagement of Board members (especially business members) to serve as champions and ambassadors for the OMJ|CC system and utilization of Board membership and networks as “spheres of influence” to build consensus and create and implement policies.
 - d. Targeted outreach and communications efforts aimed at youth ages 18-24.
 - e. Strategies that aim to communicate OMJ|CC’s workforce expertise and service quality.
 - f. Messaging that conveys OMJ|CC’s commitment to racial equity and inclusion and supporting opportunity for diverse customers.
 - g. Implementation of an annual “State of the Workforce” presentation hosted by CCWDB/OMJ|CC.
2. Collaborate with partners and providers who may have access to additional populations and resources to increase the number of business and individual customers served by the OMJ|CC system.

Goal III

Support innovation and continuous improvement in public workforce system operations and service delivery.

Goal III Strategies

1. Fully harness the Board’s role in setting policies and guidance and making budget decisions to address local workforce development needs and priorities.
2. Regularly review OMJ|CC employment and training services, outcomes, customer service, and performance results to propose improvements in operations.
 - a. Regularly evaluate service delivery design for all customers and recommend improvements to providers based on new innovations, best practices, and technology advancements.
 - b. Solicit and regularly assess business and resident customer feedback data to inform implementation of customer-driven service enhancements. This includes OMJ|CC directly soliciting feedback from customers in addition to providers surveying customers.
 - c. Provide a forum for service providers to share input on challenges, needs, and opportunities from their perspective.
 - d. Review innovative ideas/solutions for OMJ|CC to test or pilot along with the needed resources in order to:
 - i. Improve responsiveness, agility, innovation, and service for business customers.
 - ii. Ensure that job seeker services are demand driven.

- iii. Target new strategies focused on specific issues or populations.
- iv. Enhance equity and inclusion, particularly for disenfranchised and/or underserved populations and residents.
- v. Continue the pilot project to raise the Labor Force Participation Rate in low-income neighborhoods and set a schedule for review and evaluation.
- vi. Determine actions to support the workforce development priorities of the new state administration such as the implementation of stackable credentials (e.g., micro-badges” and “micro-credentials”).
- vii. Evaluate results regularly and adopt processes for continuous improvement of services.

Goal IV

Play a leadership role in and pursue innovation opportunities within the larger workforce ecosystem of government entities, private sector and employer-serving organizations, job seeker-serving organizations, education and training providers, and philanthropic organizations.

Goal IV Strategies

1. Collaborate with other workforce ecosystem partners to maximize collective impact by government, philanthropic, private sector, education and training, and service provider partners.
 - a. Further explore the possibility of adopting this ecosystem taxonomy to rationalize and better organize the workforce system and the organizations within each ecosystem partner group. Explore opportunities to foster collaboration among the partners in each part of the five-part ecosystem and across the ecosystem more broadly from an operational perspective.
 - b. Determine the possibility of adopting common overarching goals across the workforce ecosystem. If viable, implement a process to develop them.
 - c. Develop a workable approach to address the oft-cited problems of “navigating” the workforce system.
 - d. Deepen partnerships with workforce ecosystem partners to ensure service equity, inclusion, accessibility, and coordination for potentially underserved populations.
2. Conduct an analysis regarding and explore the possibility and pros and cons of creating a more manageable and nimble structure for the Board – e.g., non-profit Board, non-profit arm of the Board, or Council of Governments.
 - a. Build capacity and better leverage and diversify funding streams.
3. Explore whether the Workforce Development Board needs to create a new “definition of success” for its work. Develop recommendations regarding how to evaluate workforce programs, services, and investments across the entire ecosystem to determine whether they are continued, expanded, ended, etc.
 - a. Explore possibility of implementing a report card/scorecard approach.
 - b. Identify common metrics for workforce ecosystem partners to jointly pursue and achieve (e.g., improved Labor Force Participation Rate).
4. Develop and adopt new/”next gen” technologies to:

- a. Improve services and reach more customers with employment and training services (e.g., “importing” services and assistance via technology vs. physical referrals out to services).
 - b. Be better prepared for economic downturns, funding cuts, or other unanticipated events.
 - c. Integrate data across systems, including with businesses, for enhanced ease of use, efficiency, and effectiveness.
 - i. Pursue data/data systems integration solutions to better meet the needs of large employers in particular (state/local jobs systems interface challenge).
 - ii. Leverage new tools and technologies to advance the work of the OMJ|CC system.
5. Convene a process at the workforce ecosystem level to assess current programs and strategies, pilot new/promising programs and strategies, scale successful ones, and discontinue unsuccessful ones.



Cuyahoga County, OH

Team Northeast Ohio



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Report Parameters

1 County

39035 Cuyahoga County, OH

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical area.

Economy Overview

1,231,400

Population (2020)

Population **decreased by 27,339** over the last 5 years and is projected to **decrease by 21,373** over the next 5 years.

778,044

Total Regional Employment

Jobs **decreased by 9,326** over the last 5 years and are projected to **decrease by 5,858** over the next 5 years.

\$48.4K

Median Household Income (2018)

Median household income is **\$11.9K below** the national median household income of \$60.3K.

Takeaways

- As of 2020 the region's population **declined by 2.2%** since 2015, falling by 27,339. Population is expected to **decrease by 1.7%** between 2020 and 2025, losing 21,373.
- From 2015 to 2020, jobs **declined by 1.2%** in Cuyahoga County, OH from 787,370 to **778,044**. This change **fell short of the national growth rate of 3.1% by 4.3%**. As the number of jobs declined, the **labor force participation rate decreased from 58.7% to 56.2% between 2015 and 2020**.
- Concerning educational attainment, **19.3% of Cuyahoga County, OH residents possess a Bachelor's Degree** (0.8% below the national average), and **8.0% hold an Associate's Degree** (0.6% below the national average).
- The top three industries in 2020 are General Medical and Surgical Hospitals, Restaurants and Other Eating Places, and Education and Hospitals (Local Government).

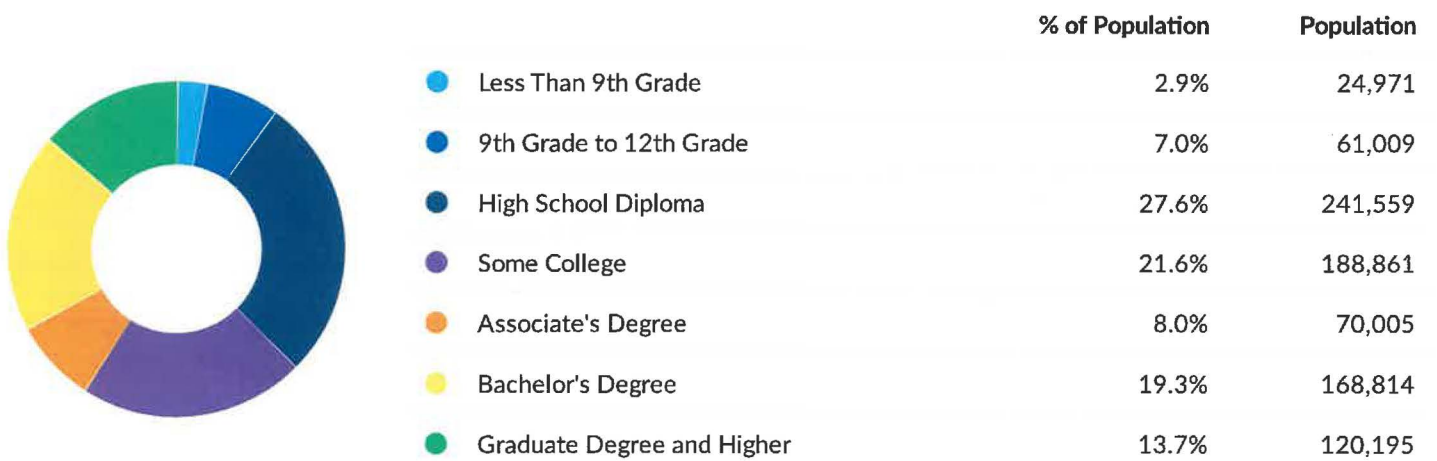
	Population (2020)	Labor Force (2020)	Jobs (2020)	Cost of Living	GRP	Imports	Exports
Region	1,231,400	574,713	778,044	100.4	\$96.69B	\$73.08B	\$104.09B
ClevelandPlus 18 County Region	4,261,012	2,002,730	2,084,301	91.9	\$232.70B	\$217.74B	\$231.19B
Nation	330,768,968	160,016,553	163,214,648	100.0	\$20.80T	\$0	\$9.84T
Cleveland-Elyria, OH	2,048,101	971,300	1,098,202	96.3	\$133.73B	\$121.53B	\$143.30B
Rochester, NY	1,069,779	496,429	532,876	105.0	\$65.02B	\$60.39B	\$62.67B

2020 Labor Force Breakdown



Educational Attainment

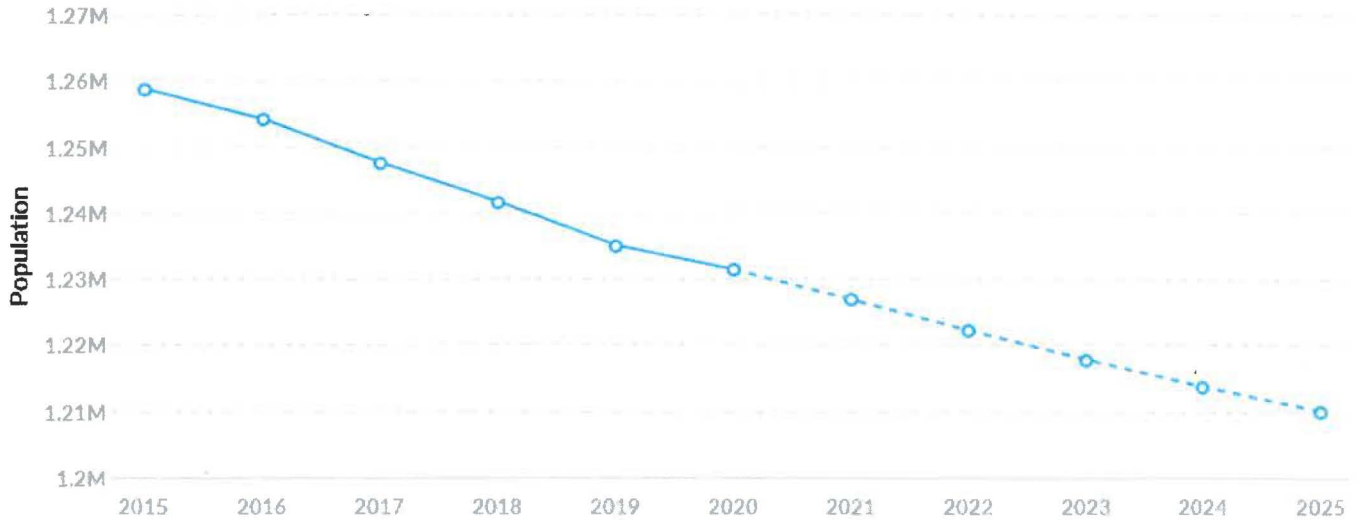
Concerning educational attainment, **19.3% of Cuyahoga County, OH residents possess a Bachelor's Degree** (0.8% below the national average), and **8.0% hold an Associate's Degree** (0.6% below the national average).



Historic & Projected Trends

Population Trends

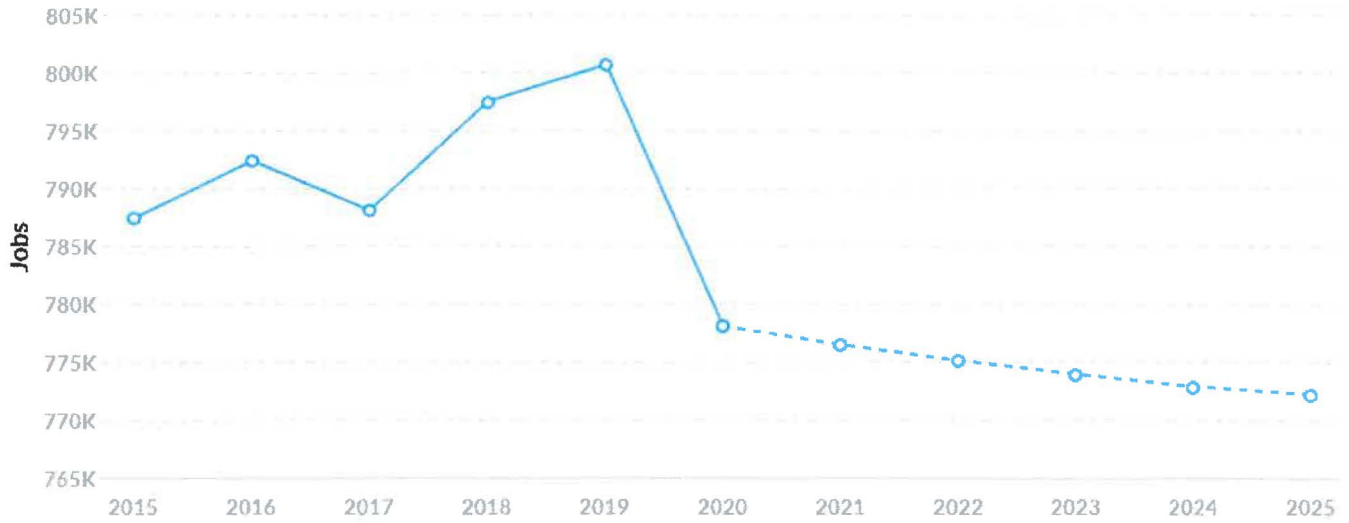
As of 2020 the region's population declined by 2.2% since 2015, falling by 27,339. Population is expected to decrease by 1.7% between 2020 and 2025, losing 21,373.



Timeframe	Population
2015	1,258,739
2016	1,254,144
2017	1,247,581
2018	1,241,718
2019	1,235,072
2020	1,231,400
2021	1,226,846
2022	1,222,187
2023	1,217,778
2024	1,213,764
2025	1,210,027

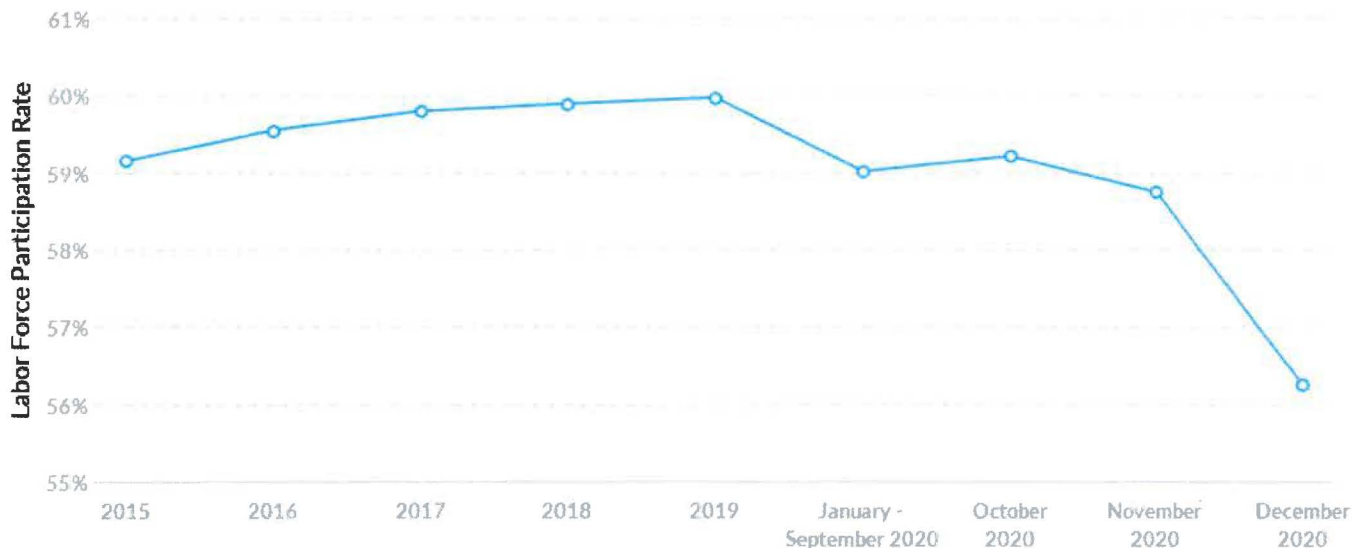
Job Trends

From 2015 to 2020, jobs declined by 1.2% in Cuyahoga County, OH from 787,370 to 778,044. This change fell short of the national growth rate of 3.1% by 4.3%.



Timeframe	Jobs
2015	787,370
2016	792,370
2017	788,061
2018	797,475
2019	800,620
2020	778,044
2021	776,458
2022	775,115
2023	773,940
2024	772,897
2025	772,186

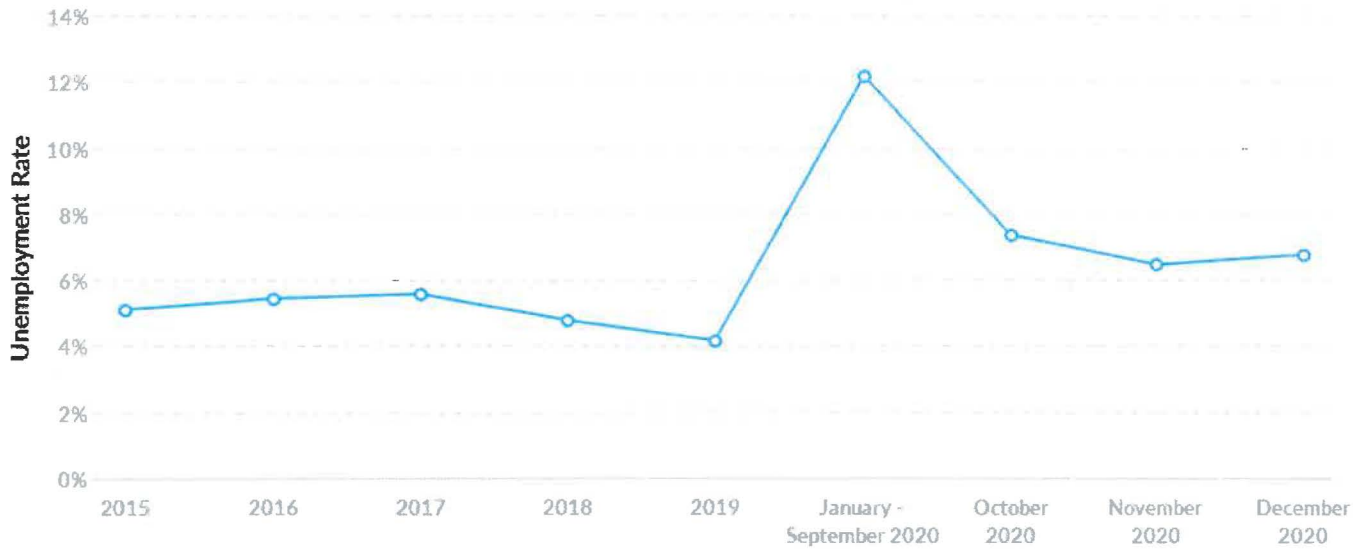
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2015	59.15%
2016	59.55%
2017	59.80%
2018	59.89%
2019	59.97%
January - September 2020	59.01%
October 2020	59.21%
November 2020	58.74%
December 2020	56.25%

Unemployment Rate Trends

Cuyahoga County, OH had a December 2020 unemployment rate of 6.77%, increasing from 5.11% 5 years before.



Timeframe	Unemployment Rate
2015	5.11%
2016	5.44%
2017	5.58%
2018	4.77%
2019	4.16%
January - September 2020	12.15%
October 2020	7.37%
November 2020	6.46%
December 2020	6.77%

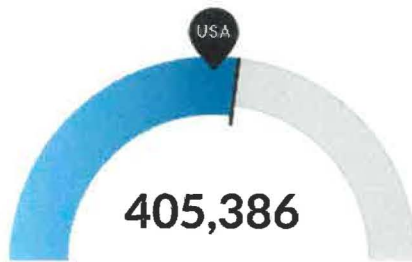
Population Characteristics



253,308

Millennials

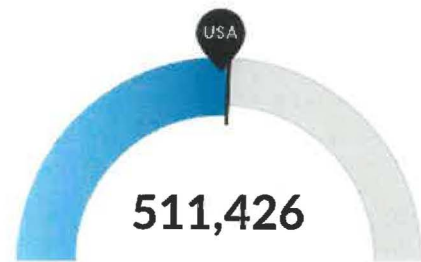
Cuyahoga County, OH has 253,308 millennials (ages 25-39). The national average for an area this size is 254,652.



405,386

Retiring Soon

Retirement risk is high in Cuyahoga County, OH. The national average for an area this size is 363,128 people 55 or older, while there are 405,386 here.



511,426

Racial Diversity

Racial diversity is about average in Cuyahoga County, OH. The national average for an area this size is 492,651 racially diverse people, while there are 511,426 here.



64,881

Veterans

Cuyahoga County, OH has 64,881 veterans. The national average for an area this size is 68,596.



5.47/1,000

Violent Crime

Cuyahoga County, OH has 5.47 violent crimes per 1,000 people. The national rate is 3.53 per 1,000 people.



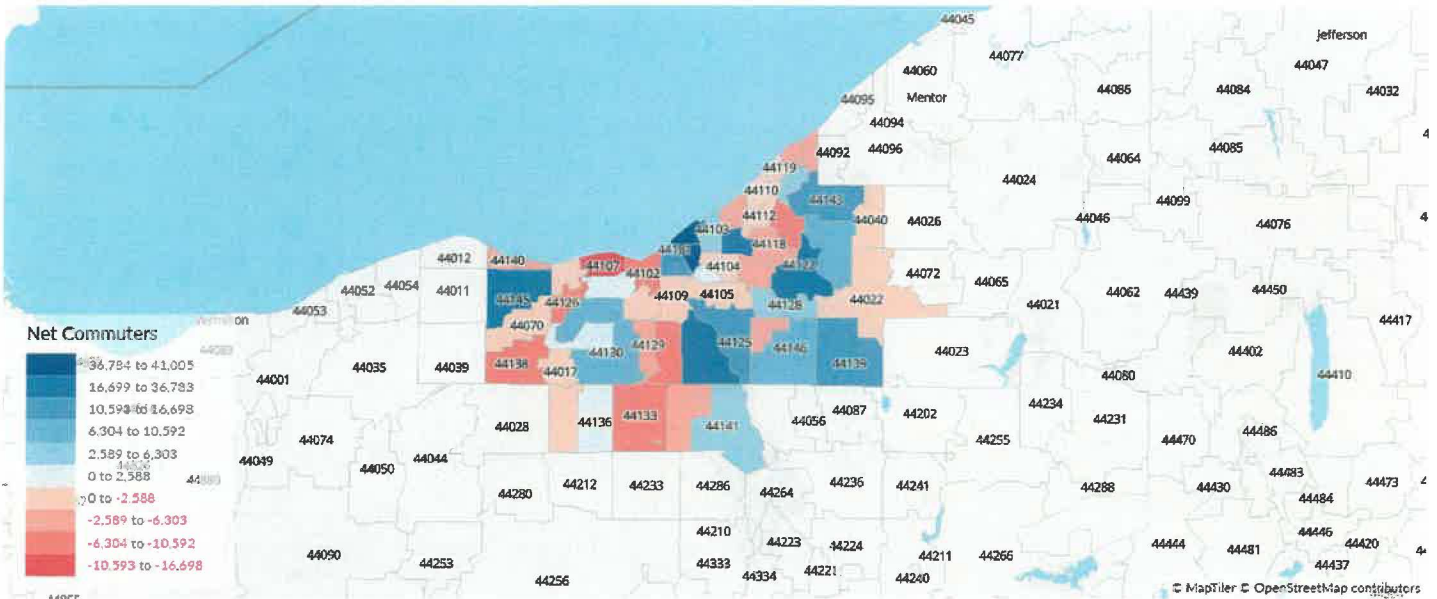
20.69/1,000

Property Crime

Cuyahoga County, OH has 20.69 property crimes per 1,000 people. The national rate is 19.79 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in Cuyahoga County, OH currently works compared to where talent lives can help you optimize site decisions. For example, the #1 ranked ZIP for employment ranks #47 for resident workers. The top ZIP for resident workers is 44107.



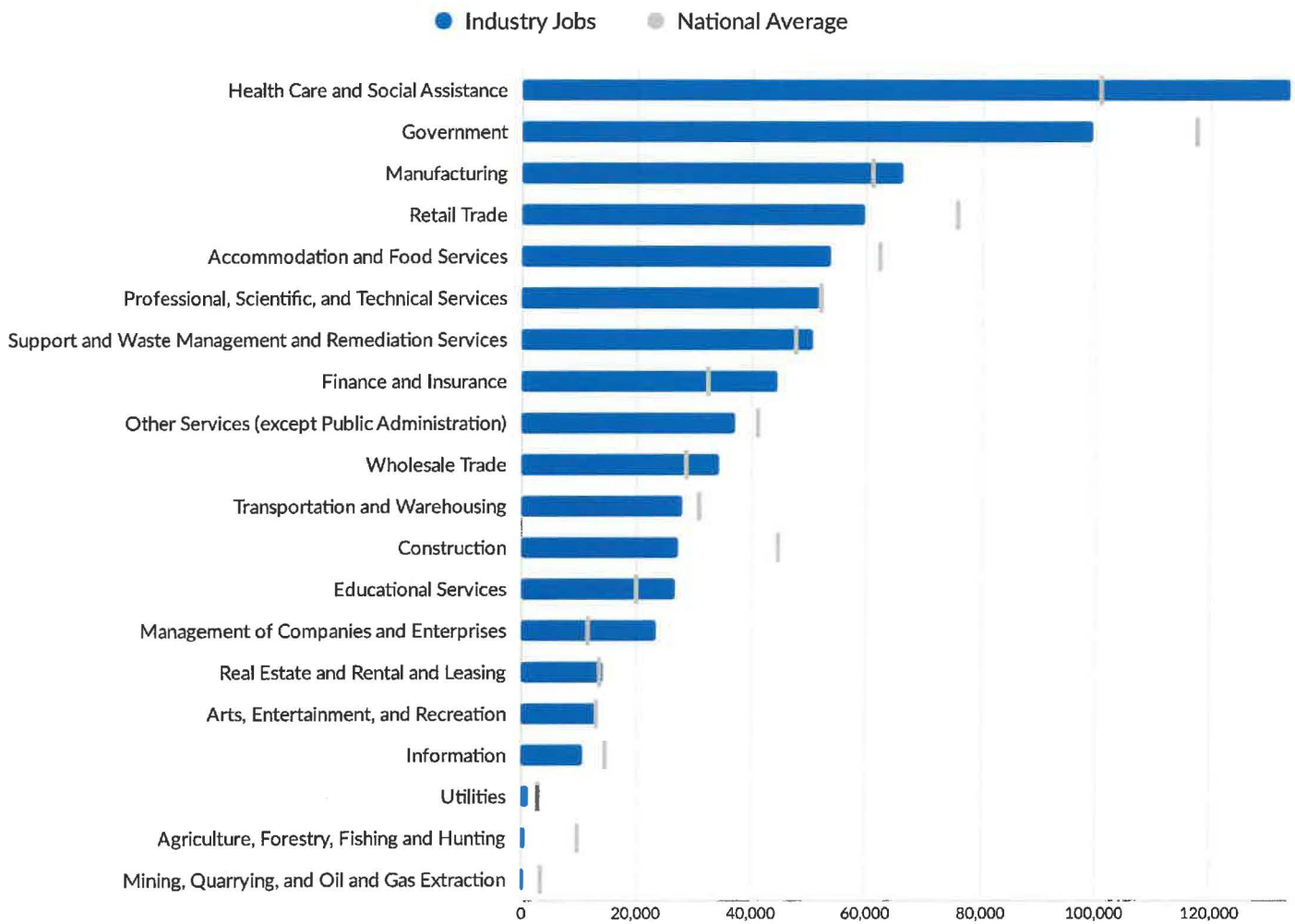
Where Talent Works

Where Talent Lives

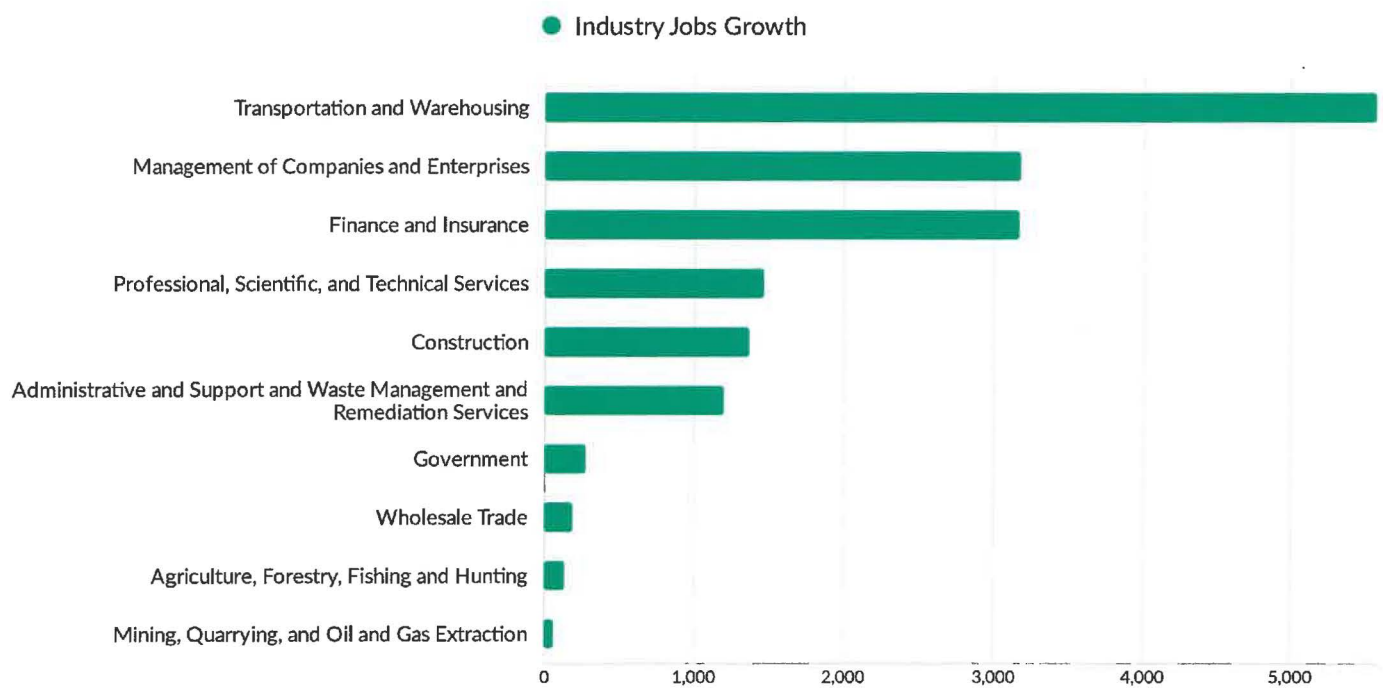
ZIP	Name	2020 Employment	ZIP	Name	2020 Workers
44114	Cleveland, OH (in Cuya...	45,974	44107	Lakewood, OH (in Cuya...	29,874
44115	Cleveland, OH (in Cuya...	40,132	44130	Cleveland, OH (in Cuya...	29,003
44130	Cleveland, OH (in Cuya...	37,904	44124	Cleveland, OH (in Cuya...	21,483
44122	Beachwood, OH (in Cuy...	35,474	44134	Cleveland, OH (in Cuya...	21,090
44131	Independence, OH (in C...	35,416	44111	Cleveland, OH (in Cuya...	19,037

Industry Characteristics

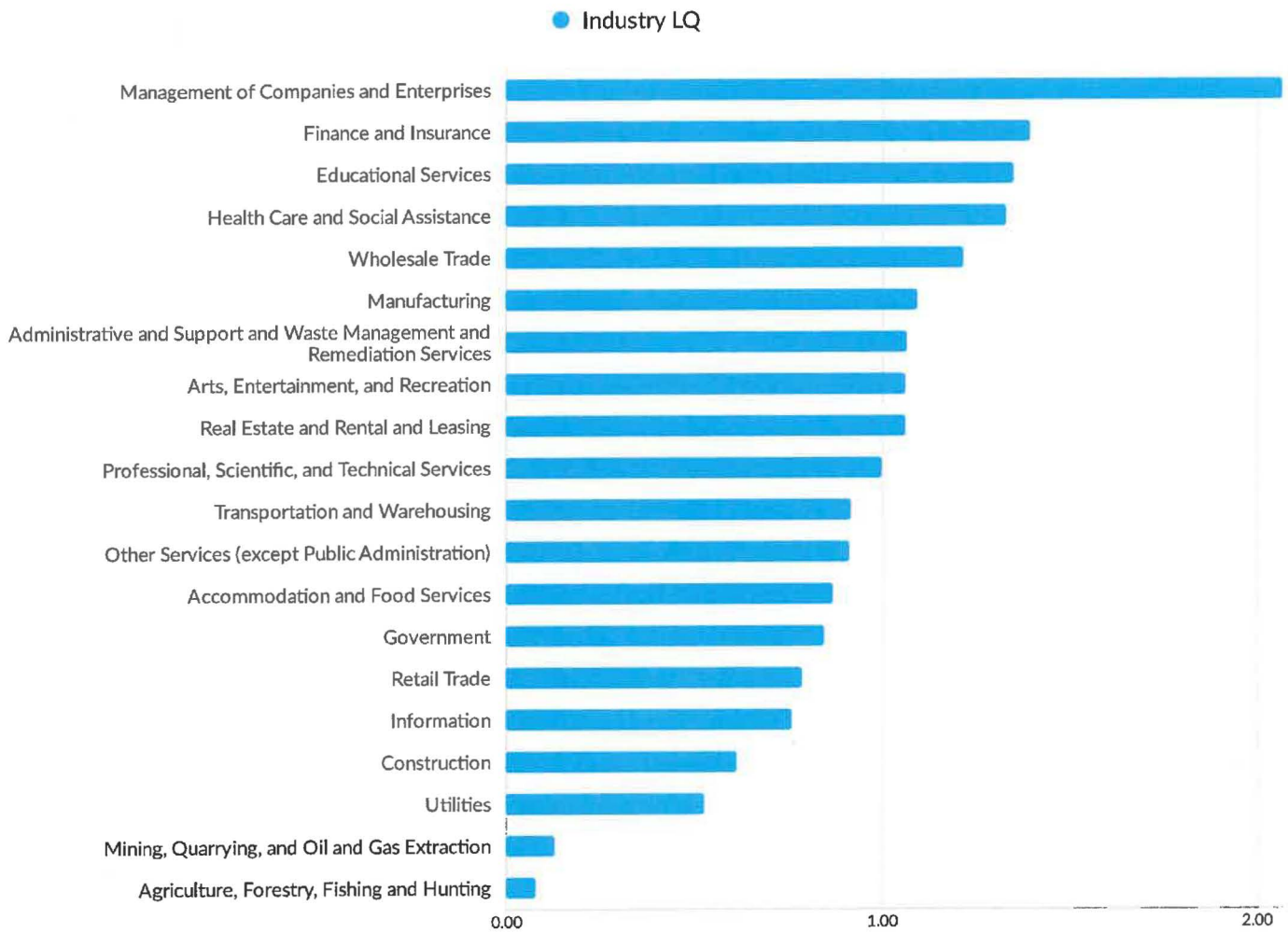
Largest Industries



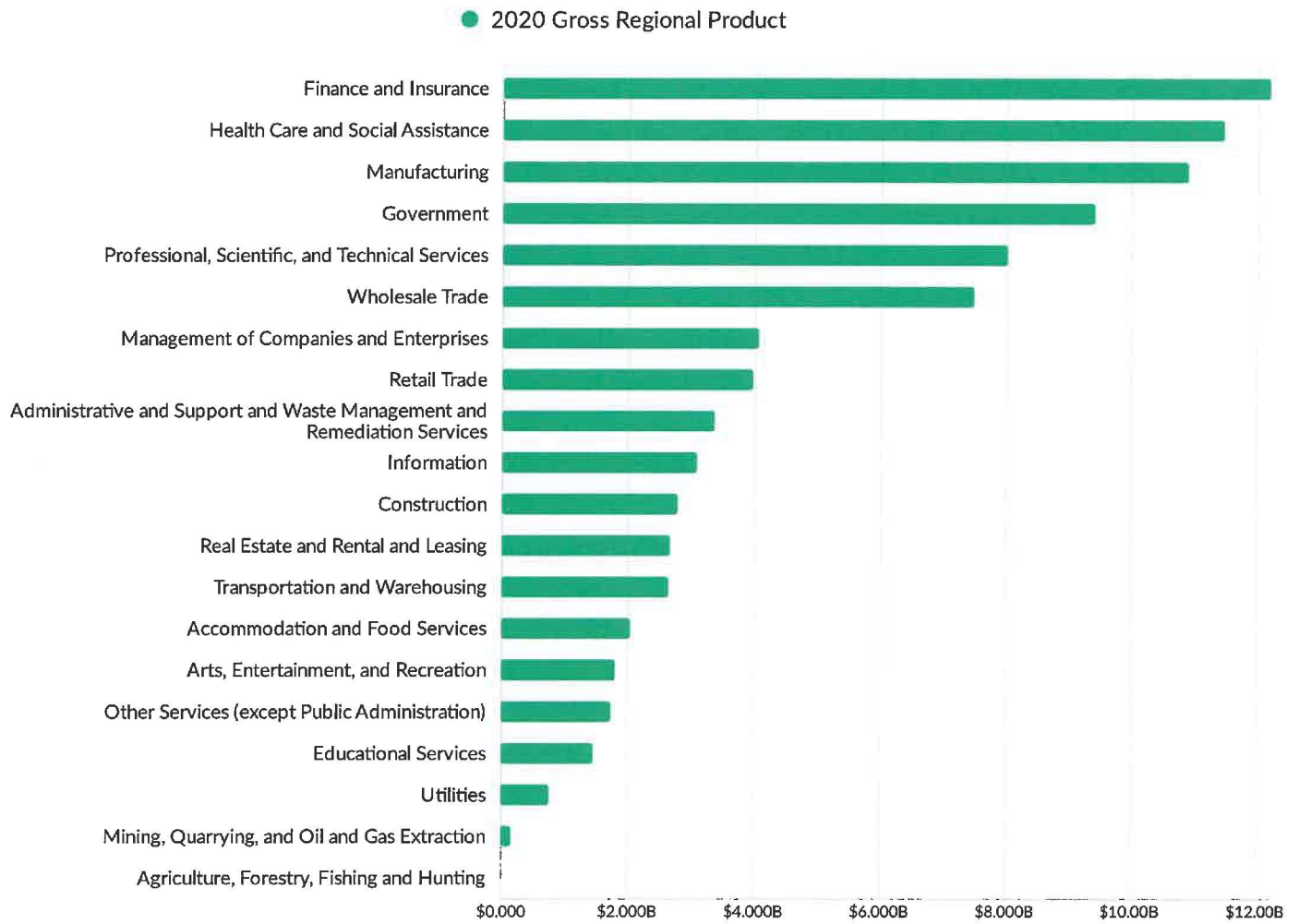
Top Growing Industries



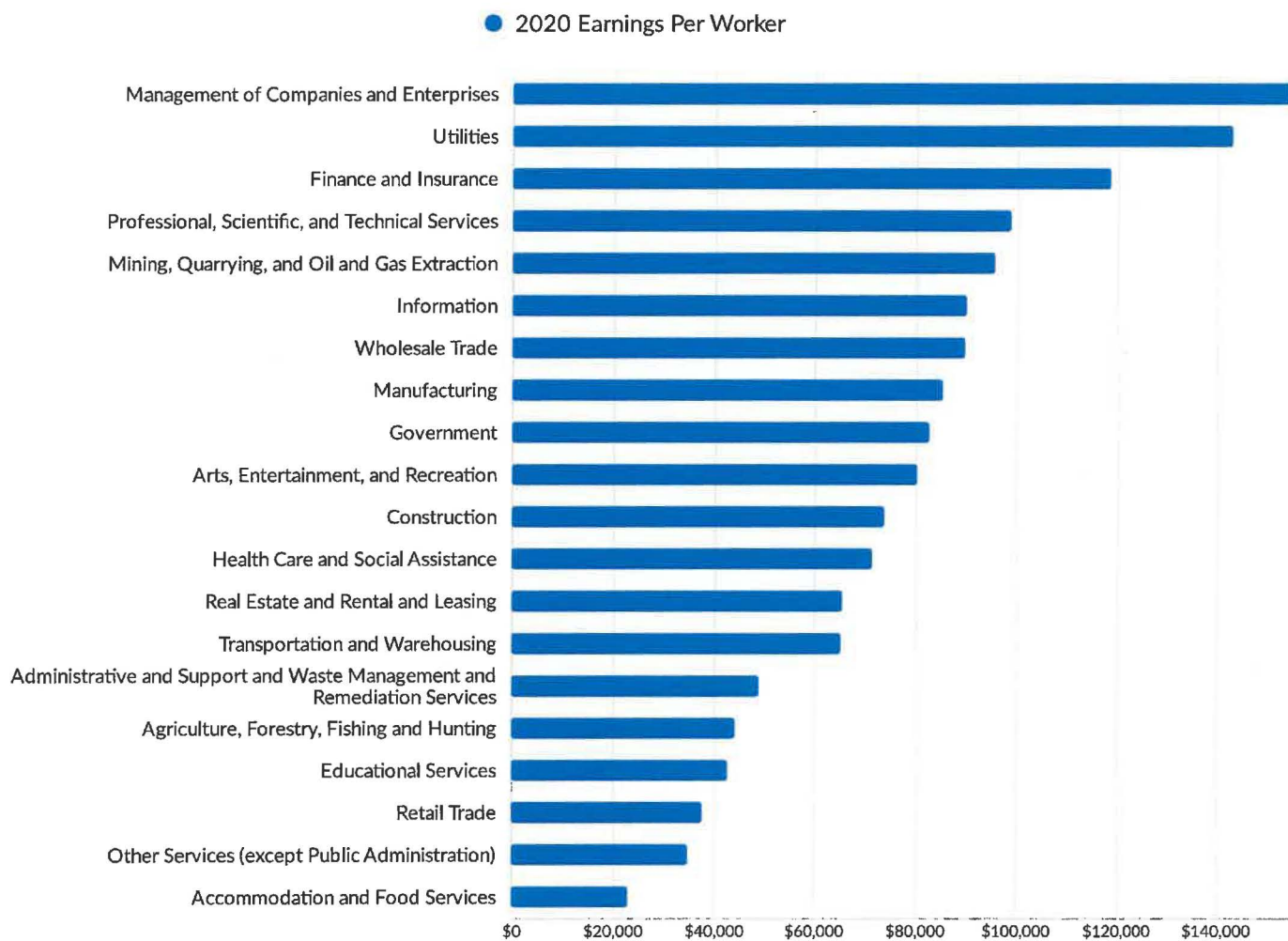
Top Industry LQ



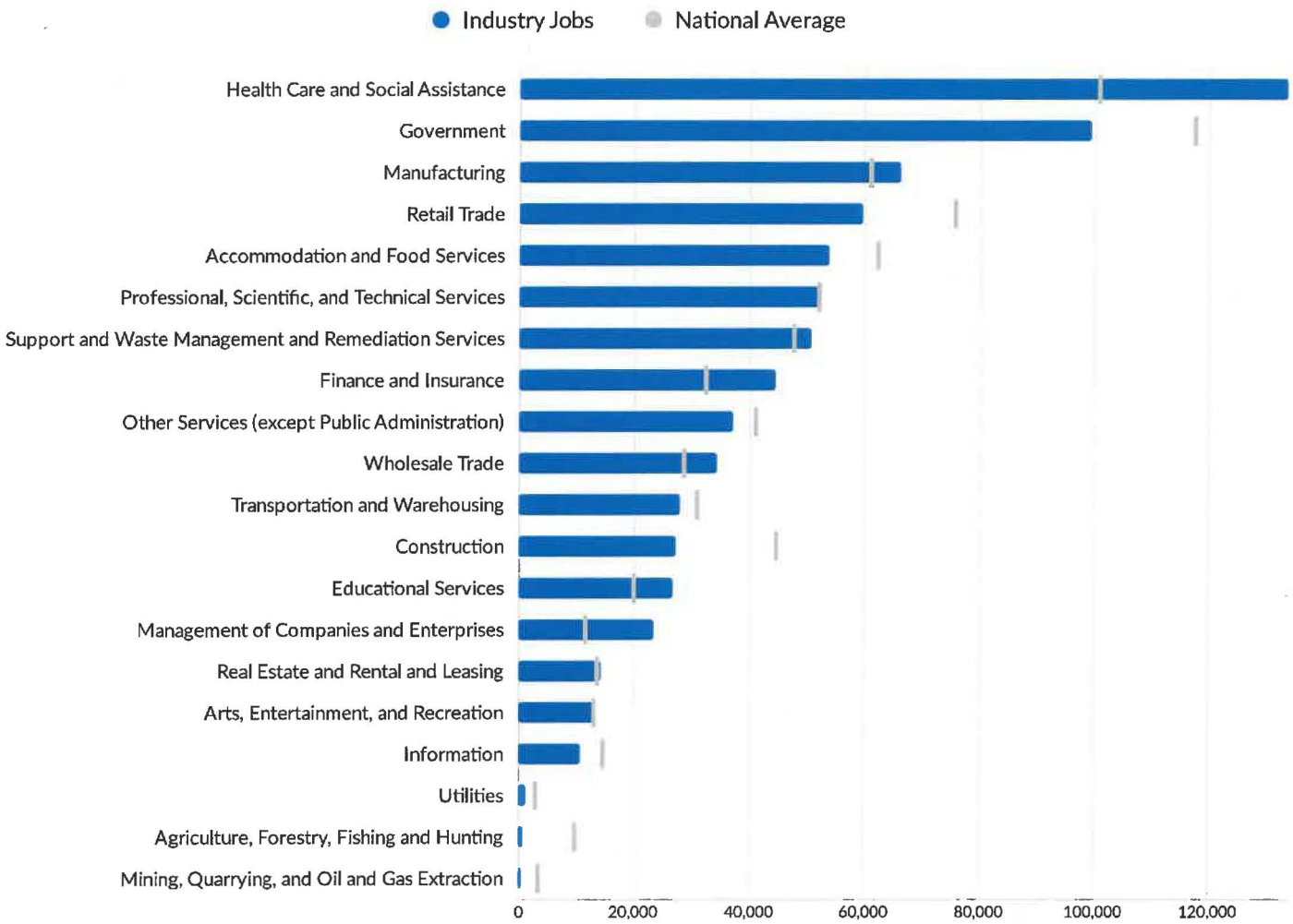
Top Industry GRP



Top Industry Earnings



Largest Industries



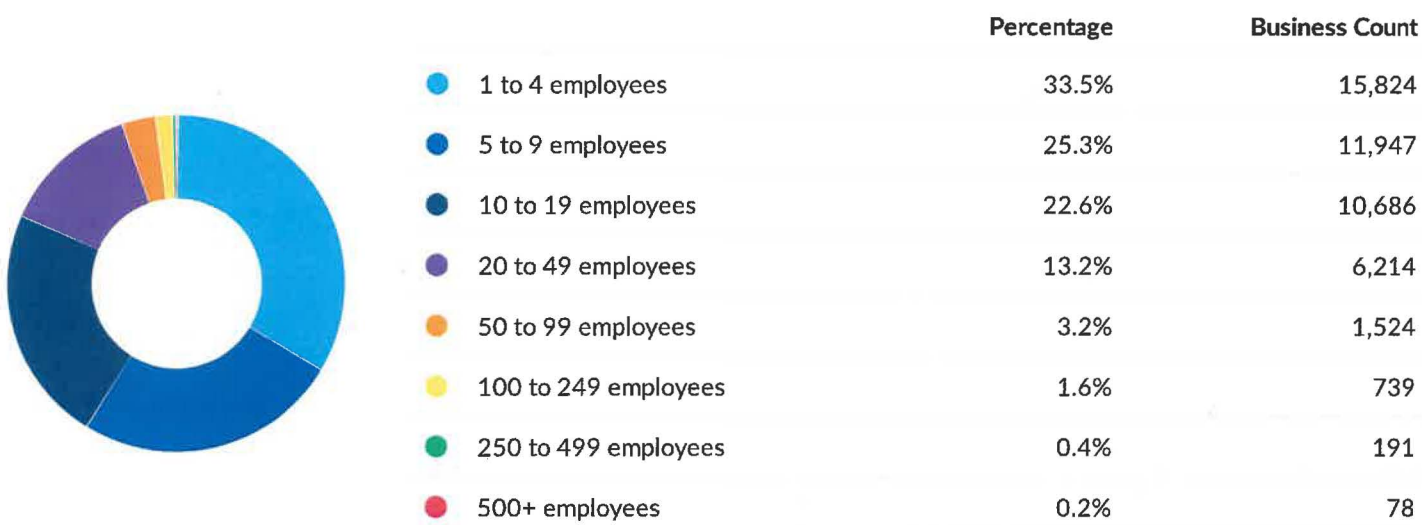
Business Characteristics

123,204 Companies Employ Your Workers

Online profiles for your workers mention 123,204 companies as employers, with the top 10 appearing below. In the last 12 months, 17,050 companies in Cuyahoga County, OH posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
The Cleveland Clinic Foundation	19,124	Cleveland Clinic	8,643
University Hospitals of Cleveland	7,145	University Hospitals of Cleveland	6,059
Search Associates Inc	5,420	General Healthcare Resources, ...	5,638
Case Western Reserve University	4,996	Oracle Corporation	3,426
Keycorp	4,173	The Cleveland Clinic Foundation	2,620
PNC Bank	3,515	Area Temps, Inc	1,863
The Sherwin-Williams Company	3,127	Keycorp	1,638
The Metrohealth System	2,502	Giant Eagle, Inc.	1,624
Cleveland State University	2,471	Carvana, LLC	1,458
Cleveland Municipal School Dist...	2,424	Amazon.com, Inc.	1,429

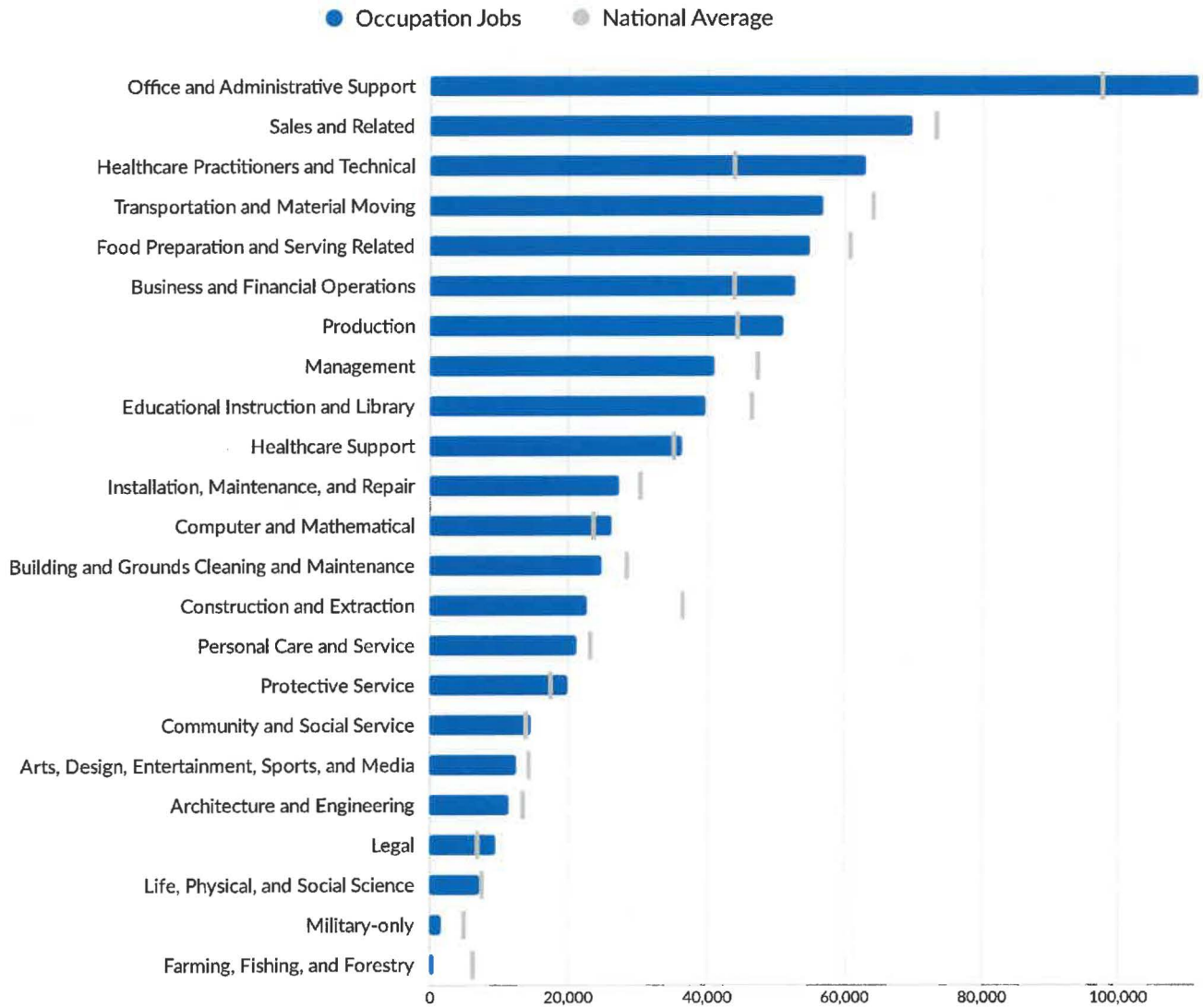
Business Size



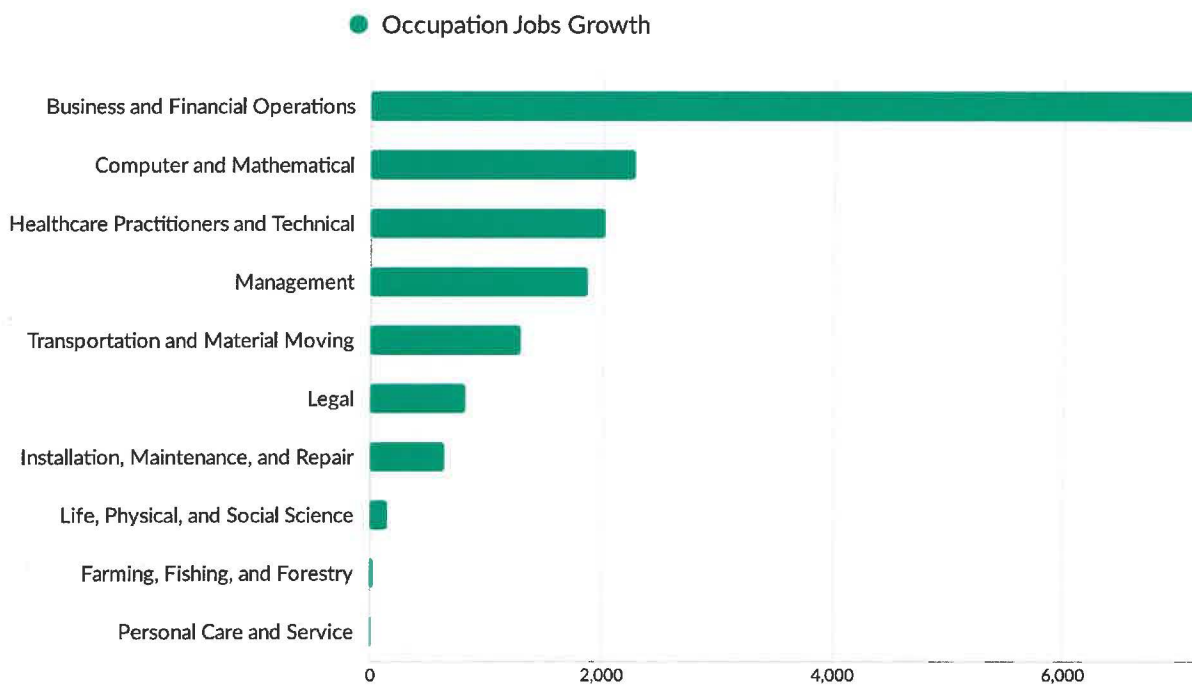
**Business Data by DatabaseUSA.com is third-party data provided by Emsi to its customers as a convenience, and Emsi does not endorse or warrant its accuracy or consistency with other published Emsi data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

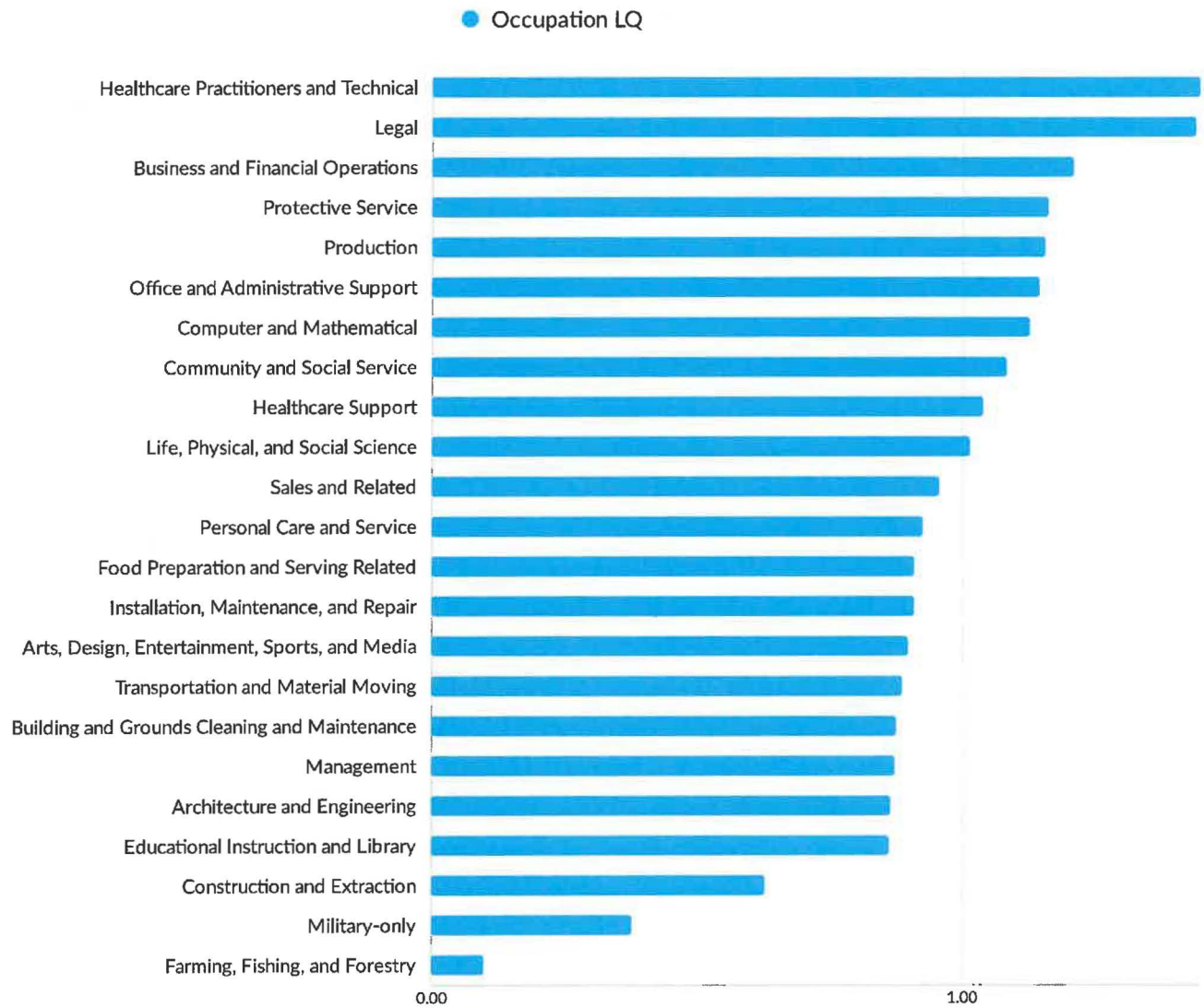
Largest Occupations



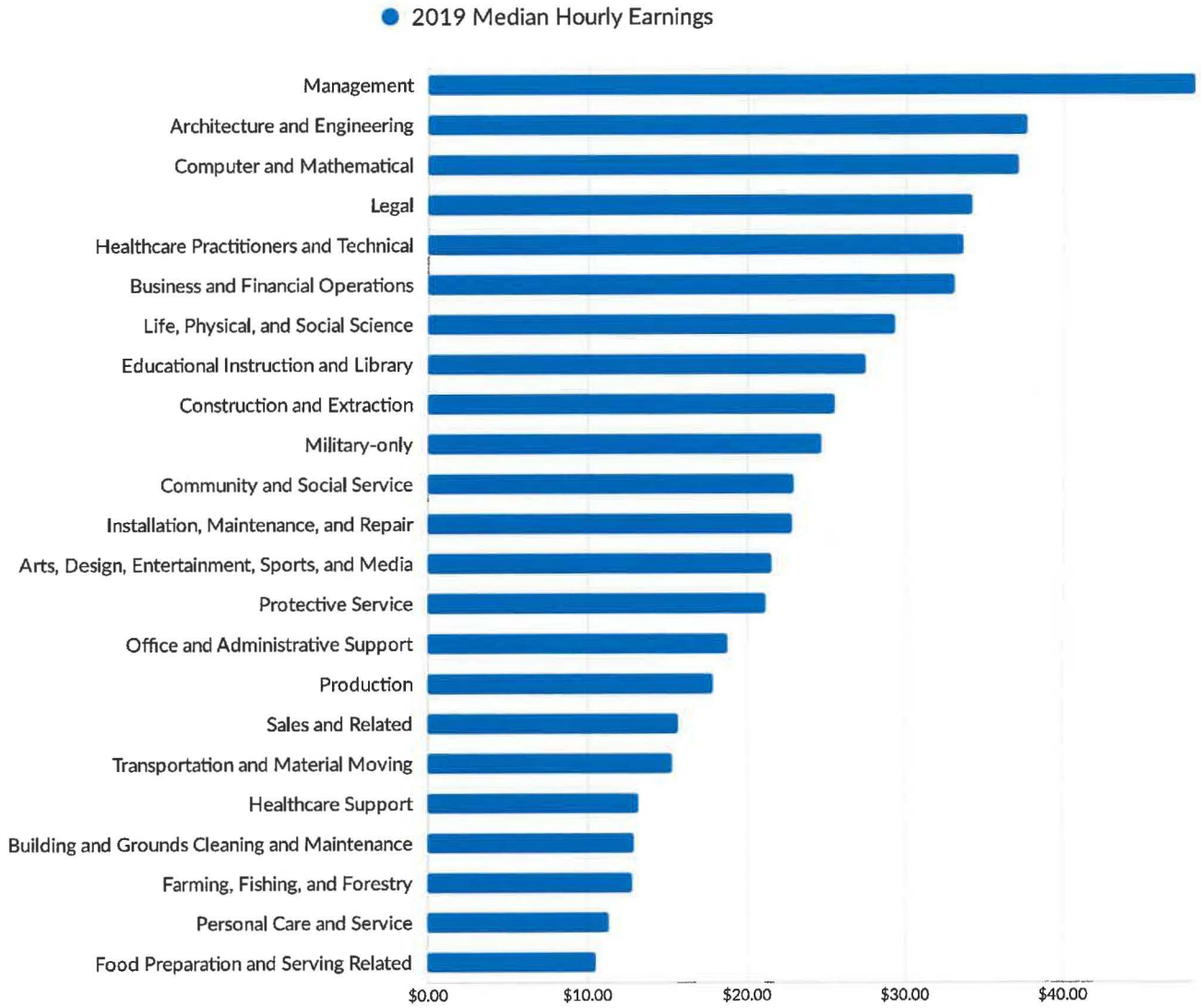
Top Growing Occupations



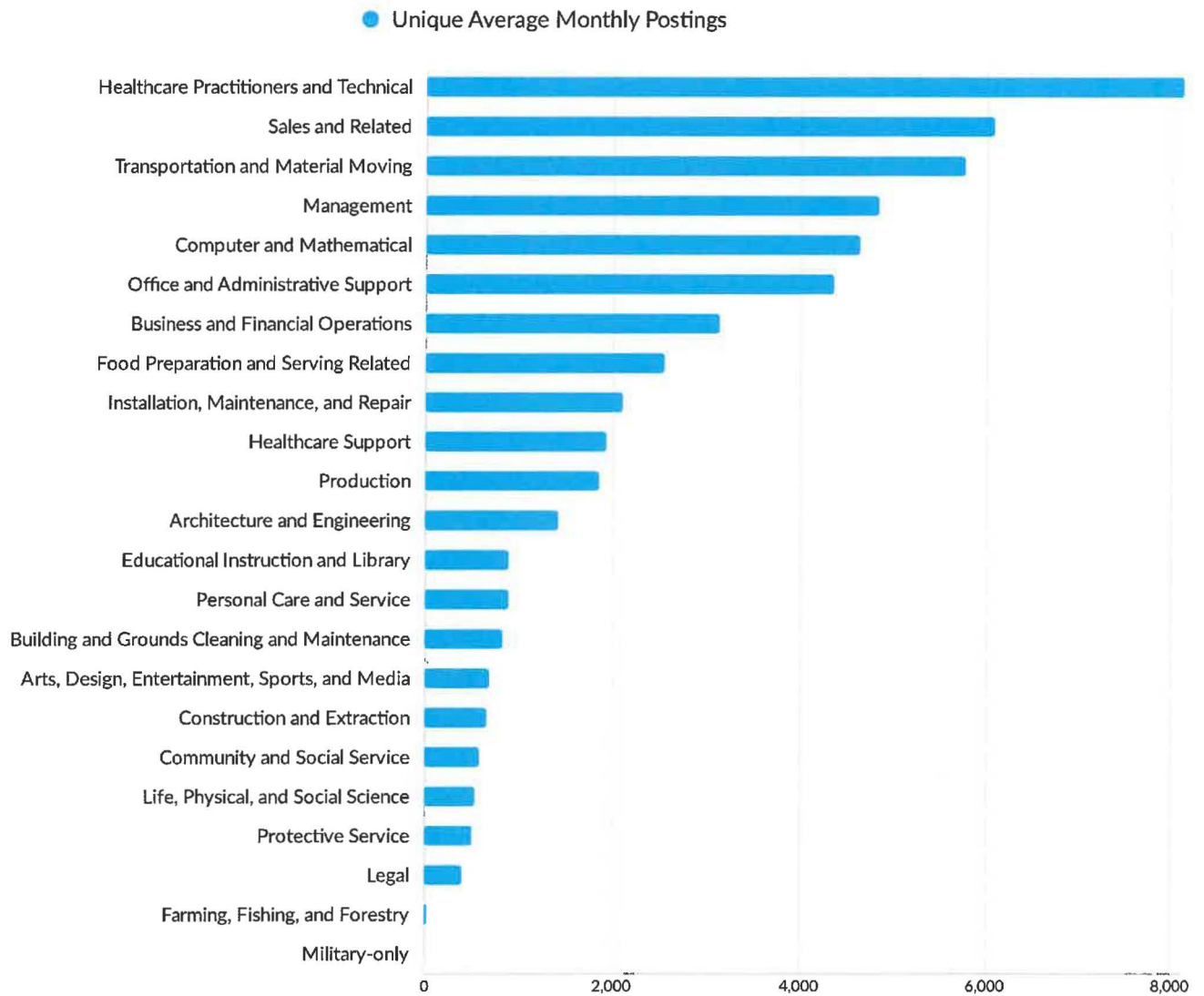
Top Occupation LQ



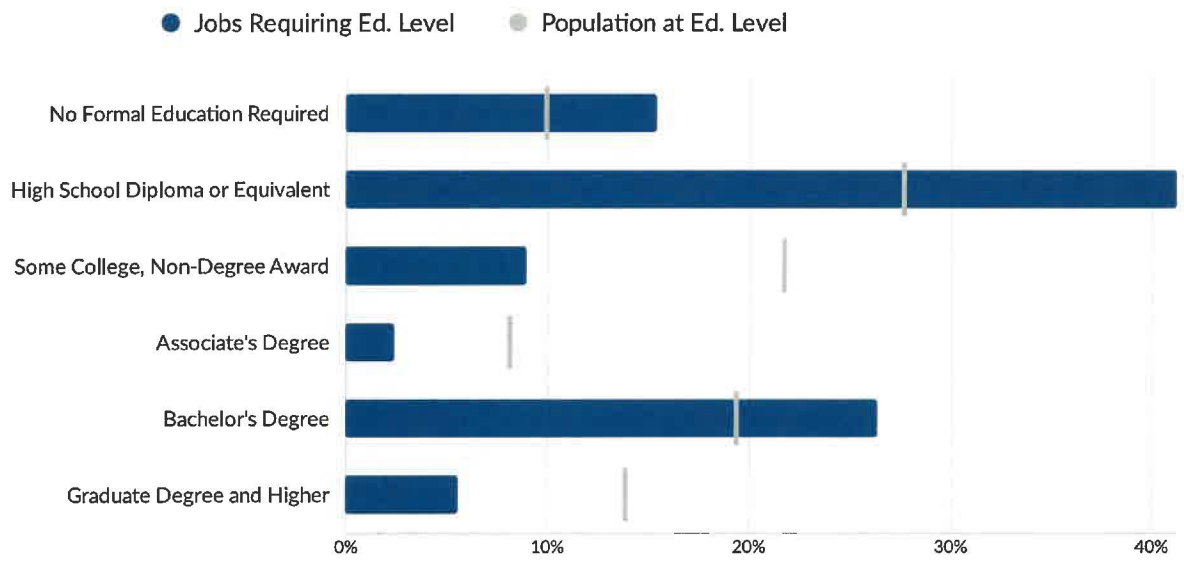
Top Occupation Earnings



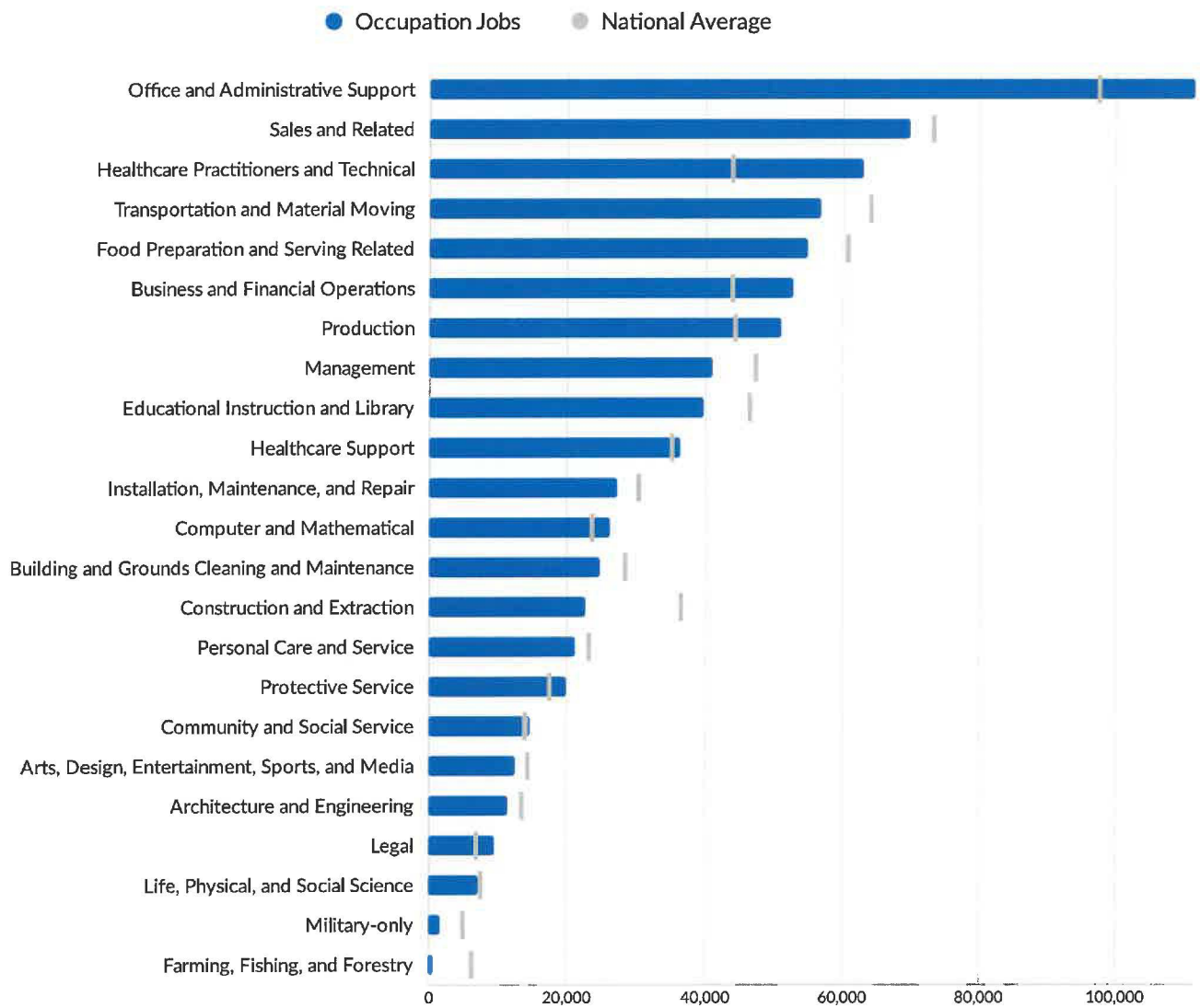
Top Posted Occupations



Underemployment

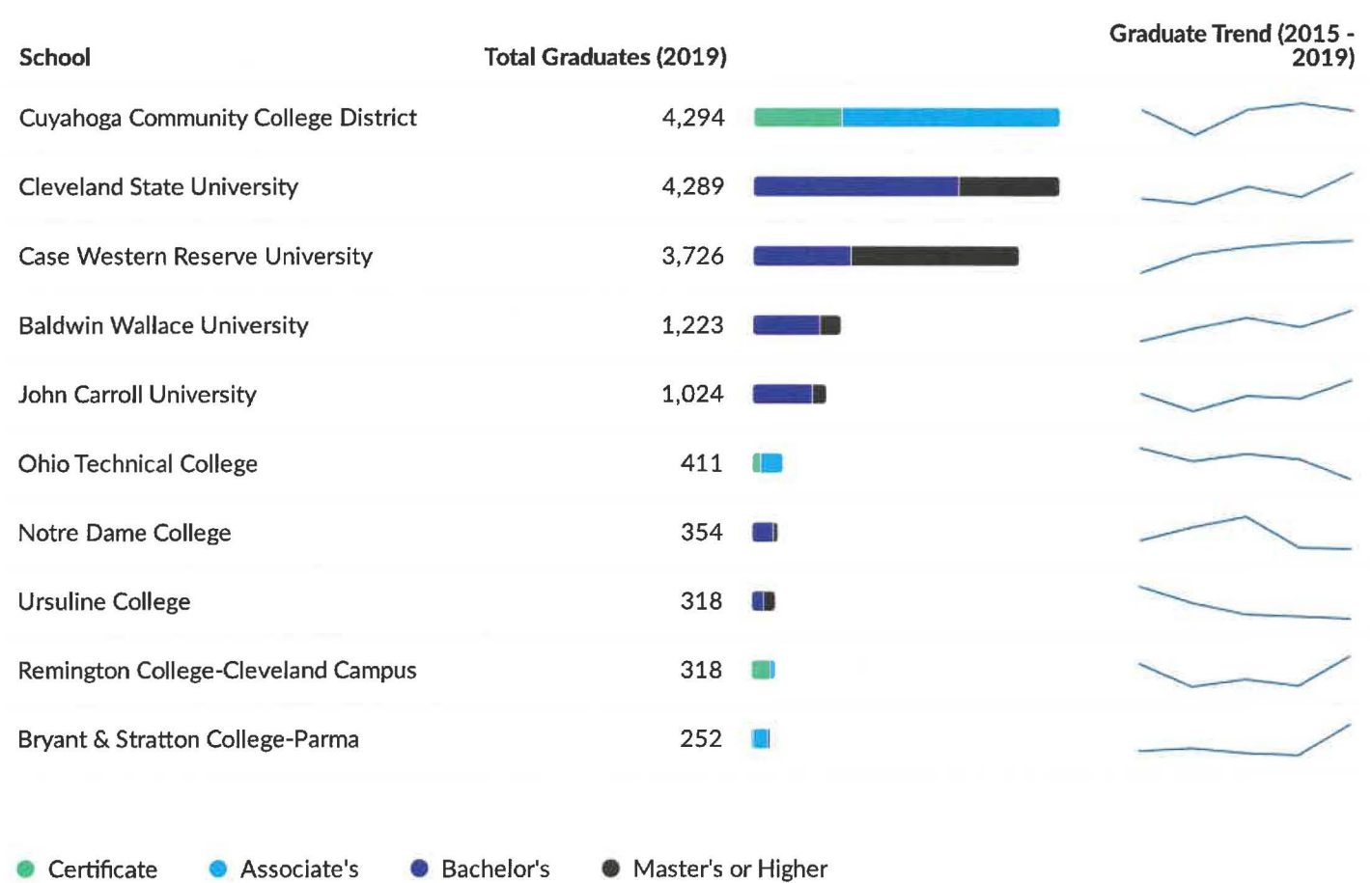


Largest Occupations



Educational Pipeline

In 2019, there were 17,608 graduates in Cuyahoga County, OH. This pipeline has remained stable (neither grown nor shrunk) over the last 5 years. The highest share of these graduates come from Liberal Arts and Sciences/Liberal Studies, "Business Administration and Management, General", and "Psychology, General".



In-Demand Skills

