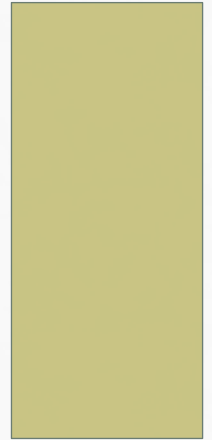


STRATEGIC DIRECTION PY 2015-2019

CLEVELAND/CUYAHOGA COUNTY WORKFORCE
DEVELOPMENT BOARD



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.

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.
3. The WDB develops a business engagement plan regarding workforce policy and issues by July, 2017.
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.

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.

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

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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.
8. Negotiate measures for new WIOA performance goals to take effect in PY 2016.
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.

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.**

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

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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 YOUTH

1. **Youth placed in employment, education, or training**, measured in second quarter after exit.
2. **Youth retained in employment, education, or training**, measured in fourth quarter after exit.
3. **Median earnings of youth**, measured in second quarter after exit.
4. **Credential rate for 16 to 24-year-olds**, measured up to one year after exit.
5. **In-program skills gain**, measured in real time (not exit-based). *

Note: Numeracy and literacy skills gained is eliminated

* New measure for WIOA