



Cleveland/Cuyahoga County Workforce Development Board



**Cleveland–
Cuyahoga County**

A proud partner of the
American Job Center network

2019 - 2023 Strategic Plan

Introduction



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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.

Vision



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



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.

Goals and Strategies



Goal 1

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

Goal I Strategy 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.
 - 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.
 - Collaborate with other workforce ecosystem partners to improve accessibility and navigability of workforce development programs and services.
 - Collaborate with partners to implement strategies to increase racial equity and inclusion.
 - 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.

Goal 1 Strategy 2

- ▶ Identify, explore, and communicate about critical regional workforce issues and address those issues in service delivery
 - 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?
 - 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?
 - 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?
 - 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.

Goal I Strategy 3

- ▶ Contribute thought leadership by developing improved capacity to better analyze OMJ|CC data.

Goal I Strategy 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.

Goal I Strategy 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 Strategy 1

- ▶ Develop and implement an outreach and communications plan for OMJ|CC. The plan may include areas such as:
 - Regular dissemination of information about OMJ|CC achievements and impacts, through a wide variety of avenues and platforms.
 - Better utilization of social media and other outreach and communications channels to share information about services and success stories and raise awareness.
 - Address need to build trust and dispel “government” perception with job seeker and business customers.
 - 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.
 - Targeted outreach and communications efforts aimed at youth ages 18-24.
 - Strategies that aim to communicate OMJ|CC’s workforce expertise and service quality.
 - Messaging that conveys OMJ|CC’s commitment to racial equity and inclusion and supporting opportunity for diverse customers.
 - Implementation of an annual “State of the Workforce” presentation hosted by CCWDB/ OMJ|CC.

Goal II Strategy 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.



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

Goal III

Goal III Strategy 1

- ▶ Fully harness the Board's role in setting policies and guidance and making budget decisions to address local workforce development needs and priorities.

Goal III Strategy 2

- ▶ Regularly review OMJ|CC employment and training services, outcomes, customer service, and performance results to propose improvements in operations.
 - Regularly evaluate service delivery design for all customers and recommend improvements to providers based on new innovations, best practices, and technology advancements.
 - 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.
 - Provide a forum for service providers to share input on challenges, needs, and opportunities from their perspective.

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Goal III Strategy 2 (continued)

- Review innovative ideas/solutions for OMJ|CC to test or pilot along with the needed resources in order to:
 - Improve responsiveness, agility, innovation, and service for business customers.
 - Ensure that job seeker services are demand driven.
 - Target new strategies focused on specific issues or populations.
 - Enhance equity and inclusion, particularly for disenfranchised and/or underserved populations and residents.
 - Continue the pilot project to raise the Labor Force Participation Rate in low-income neighborhoods and set a schedule for review and evaluation.
 - 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”).
 - 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 Strategy 1

- ▶ Collaborate with other workforce ecosystem partners to maximize collective impact by government, philanthropic, private sector, education and training, and service provider partners.
 - 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.
 - Determine the possibility of adopting common overarching goals across the workforce ecosystem. If viable, implement a process to develop them.
 - Develop a workable approach to address the oft-cited problems of “navigating” the workforce system.
 - Deepen partnerships with workforce ecosystem partners to ensure service equity, inclusion, accessibility, and coordination for potentially underserved populations.

Goal IV Strategy 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.
 - Build capacity and better leverage and diversify funding streams.

Goal IV Strategy 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.
 - Explore possibility of implementing a report card/scorecard approach.
 - Identify common metrics for workforce ecosystem partners to jointly pursue and achieve (e.g., improved Labor Force Participation Rate).

Goal IV Strategy 4

- ▶ **Develop and adopt new/“next gen” technologies to:**
 - 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).
 - Be better prepared for economic downturns, funding cuts, or other unanticipated events.
 - Integrate data across systems, including with businesses, for enhanced ease of use, efficiency, and effectiveness.
 - Pursue data/data systems integration solutions to better meet the needs of large employers in particular (state/local jobs systems interface challenge).
 - Leverage new tools and technologies to advance the work of the OMJ|CC system.

Goal IV Strategy 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.