



Cuyahoga County  
Together We Thrive

# WORKFORCE TRANSFORMATION

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Cuyahoga County  
Together We Thrive





## 3 Takeaways

1. The County has a **strategic plan** that is driving our thinking and behaviors
2. A top priority is working at the **ecosystems level** – Funders group is leading this charge
3. We've learned that we must have a **unified, enterprise-wide approach** to workforce & talent development

**Cuyahoga County Strategic Plan**  
(Geographic & Organizational)

**LEADERSHIP LEVEL**  
On Behalf of  
All Residents & Businesses

**Cuyahoga County**  
**Cross-Sector Workforce Funders Group &**  
**Workforce Transformation Plan**

**ECOSYSTEM LEVEL**  
Cross-Sector Funders  
Public – Private – Philanthropic

**Economic  
Growth &  
Development**

**Health & Human  
Services System**

**Public  
Workforce  
System**

**Housing &  
Community  
Development**

**Educational  
Systems**  
(K-12 &  
Post-Secondary)

**Justice  
System**

**INDIVIDUAL SYSTEM LEVEL**  
Architecture:  
Federal – State – Local

**Health & Human  
Services Departments /  
Community Initiatives**

**Public Safety  
& Jails**

**Department of  
Development  
Verticals**

**Ohio Means Jobs  
Cleveland /  
Cuyahoga County**

**CUYAHOGA COUNTY AGENCY LEVEL  
AND CONTRACTED DESIGNEE**  
Carry Out Priorities of All Top Levels:  
Leadership – Ecosystem – Individual System

**Cuyahoga County  
Internship Program**  
For Human Services Clients

**SkillUp**  
Making It Easier For Employers To  
Train Their Workforce

**Euclid Jail Re-entry Services**  
Returning Citizens  
on Career Paths

**SERVICE LEVEL**  
Cuyahoga County Program Examples

**Metrics & Outcomes**

**SUCCESS MEASURES**  
Leadership – Ecosystem – Individual System



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# Why does County Government need a Strategic Plan?

## *Cuyahoga County Charter Mandate:*

We, the people of Cuyahoga County, Ohio, desire a reformed County Government to **significantly improve the County's economic competitiveness**

### Greater Strategic Focus

1. **Job creation, economic growth – HHS essential**
2. **Equity** for all our communities and citizens
3. **Long-term** regional and global competitiveness

### Stronger Operational Performance

4. Focused, effective and **accountable leadership**
5. **Collaborative leadership**
6. **Significant savings** – streamlining, fewer offices





To be  
focused and effective  
at  
driving **change**  
and delivering **results**

## Where are we going as a region?

*What are our shared vision, mission, values and goals?*

*What does success look like?*

## Who is our customer?

*What do we know about our customer?*

*What don't we know about our customer?*

*What are their greatest hopes and needs?*

## Are we creating value for our customer?

*What do we have to get right to achieve our goals?*

*How do we lead, partner and serve?*

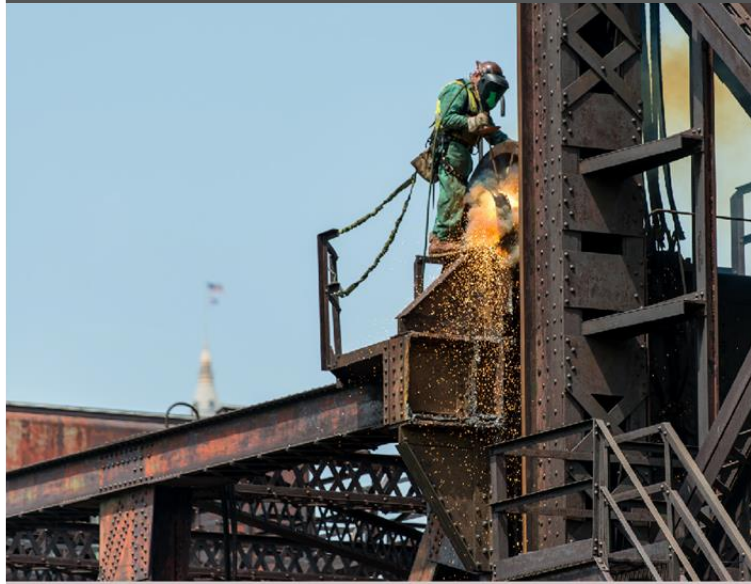
## VISION



We are a  
vibrant and prosperous region  
where everyone thrives  
and  
all things are possible

## MISSION

To drive regional growth,  
economic opportunity and  
individual well-being by  
mobilizing cross-sector resources  
and providing superior services



## VALUES



Integrity  
Courage  
Teamwork  
Innovation  
Results





Our Mission  
is at  
the center  
of our  
Theory of Change





## REGIONAL GROWTH

1. Our region is economically competitive.
2. Our businesses are growing and profitable.
3. Our community is vibrant, dynamic and diverse.



## ECONOMIC OPPORTUNITY

4. Every child is ready for school on the first day of Kindergarten.
5. Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success.
6. Every resident is on a path to upward income mobility and career advancement.



## INDIVIDUAL WELL-BEING

7. All residents are safe, supported and able to care for themselves.
8. All people have equal access to justice.
9. All are valued, respected and heard.

With this clarity of purpose



Everything we do is now focused on achieving these results





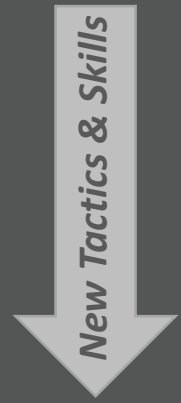
### MOBILIZE CROSS-SECTOR RESOURCES

### PROVIDE SUPERIOR SERVICES

- 10. Drive collaboration among regional partners.
- 11. Co-create systems-level solutions.
- 12. Make a difference in everything we do.

- 13. Maintain financial strength and operational efficiency.
- 14. Provide a superior customer experience.
- 15. Make Cuyahoga County an Employer of Choice.

To be an effective change driver and partner



We have raised the bar on what county government must get right





## 3 Takeaways

1. The County has a *strategic plan* that is driving our thinking and behaviors
2. A top priority is working at the *ecosystems level* – Funders group is leading this charge
3. We've learned that we must have a *unified, enterprise-wide approach* to workforce & talent development

Talent available  
NOW  
(all skill levels)

TIME TO MARKET

TIME TO MARKET

1

Currently employed talent *in the region* ready for career advancement or promotion (training, upskill, match)

CURRENT WORKFORCE

Approved – July 12, 2016

2

Currently employed talent *outside the region* (attract, retain)

3

Post-secondary graduates *in the region* that are career-ready (professional, masters, bachelors, associates degrees; credential, certificate & apprenticeship programs; internships linked to jobs)

4

Post-secondary graduates *outside the region* that are career-ready

5

Special Job Seekers (e.g. veterans, dislocated workers)

PEOPLE WITH EMPLOYMENT BARRIERS

6

Job Seekers that are not career-ready after leaving traditional education system (e.g. disconnected youth, ex-offenders, drug addiction, mental illness)

\*Public Workforce System

Health and human services wrapped around each adult to remove barriers to sustained employment, career advancement and upward economic mobility

7

High school graduates that are career ready

96% of Ohio's In-Demand jobs require a high school diploma

FUTURE WORKFORCE

Pre-k and K-12 students  
\*Education System

Health and human services wrapped around each child in need to remove barriers to high school graduation and college completion

OUR  
WORKFORCE  
PIPELINE

Our shared goal is to design together a coordinated, well-functioning workforce system that delivers the following:

- 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;
- Helps ***residents with employment barriers*** (that keep them outside the pipeline) become skilled workers pursuing career and wage pathways (inside the pipeline); and
- 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





# Demand-Supply Gap

FROM



TO

Separate programmatic efforts to meet current demand

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

## Re-defining “Success”: Sector Partnerships

- 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

- 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)





# Job and Career Seekers

FROM



TO

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

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

## Re-defining “Success”: Career Pathways

- “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

- “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)







# Better Coordination In The Ecosystem

***Re-defining  
“Success”:***  
**Shared  
Systems-Level  
Goals and  
Metrics**

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**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



County Executive meets with 100 business leaders in 100 days; #1 barrier to growth is workforce; Chief of Staff asked to drive effort to co-create with partners a sustainable, systems-level solution for business and residents

MARCH 2015

**BEGIN PHASE 1**  
1st Workforce Funders Group Meeting To Transform & Align Our Region's Workforce System

DECEMBER 2015

Action Planning Task Force Finalizes High Level Action Plan & Success Roadmap. Suggests 2 Working Groups to create recommendations for 2 key areas:  
- Sector Partnership/Intermediary  
- Shared Systems Level Metrics

SEPTEMBER 2016

Workforce Funders Group Convenes To Discuss Near-term And Long-term Work

JUNE 2017

**BEGIN PHASE 2**  
Execute recommendations for System Capacity Building strategies and funding plan related to:  
-Shared Systems-Level Metrics  
-Sector Partnership/Intermediary

JANUARY 2018

BOLD VISION

FOUNDATION BUILDING

A LOOK AHEAD

JANUARY 2015

County begins to fully integrate Departments of HHS & Development; workforce is top shared priority

NOVEMBER 2015

County Council Provides \$6M To Fund A Vision with a Double Bottom Line:  
**No Barriers To Career & Business Growth**  
*'Propel Cuyahoga'*

JULY 2016

Workforce Funders Group Approves Cuyahoga County Workforce Transformation Plan & Shared Definition Of Success

MARCH 2017

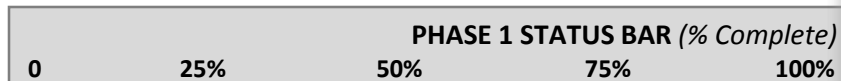
Issued RFP To Hire Consultant As a Subject Matter Expert For Each of the 2 Working Groups

DECEMBER 2017

**END OF PHASE 1**  
Workforce Funders Group Receives Sector Partnership & Intermediary Recommendation  
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Shared Metrics Recommendation To Follow Soon After

JUNE 2018

**BEGIN PHASE 3**  
-Review Progress & Address Issues  
-Begin Work On Other Action Items In Workforce Transformation Plan





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# Skills Gap? SkillUp

SkillUp makes it easier for employers to train their workforce.



**EXPERT  
ADVICE**



**CUSTOM  
ROADMAP**



**TRAINING  
PROCESS  
MANAGEMENT**

+



**FINANCIAL  
INCENTIVES**

## How We Help Employers Solve Their Skills Gap

**EXPERT  
ADVICE**

Defines workforce needs & skill requirements  
Identifies if training is the best solution

**CUSTOM  
ROADMAP**

Creates a plan to train employees & evaluate their skills:

- Job Duties
- Technical Instruction
- Credentials
- On-The-Job Training

Includes a list of training providers

**TRAINING  
PROCESS  
MANAGEMENT**

+

**FINANCIAL  
INCENTIVES**

Provides a structured training process using the roadmap  
Helps employees attain credentials and increase wages  
Coordinates resources and training  
Coaches employees for success  
Reimburses you for out of pocket costs up to \$25,000



# Skills Gap? SkillUp

SkillUp makes it easier for employers to train their workforce.

PROPEL CUYAHOGA • HOGA • TRAINING • CAREERS • CAREER  
 JACHIN • CC • SKILLS • CA  
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**EXPERT  
ADVICE**



**CUSTOM  
ROADMAP**



**TRAINING  
PROCESS  
MANAGEMENT**

+



**FINANCIAL  
INCENTIVES**

	Expert Advice	Custom Roadmap	Training Process Management + Financial Incentives (Verified)		
# of Industries	# of Employers who Provided Information on Workforce Needs	# of Custom Roadmaps Delivered	# of People in a Managed Training Process (New Hires & Existing Employees)	Anticipated Annualized Taxable Wage Increase by Position	Anticipated Reimbursements Not to Exceed Amount
15	107	80	49	Median: \$2,600 Total: \$178,755	Median: \$1,250 Total: \$92,630



Cuyahoga County Department of  
Health and Human Service  
Alignment with Strategic Plan

## Matrix of Goals

### DHHS Priorities in Reference to the Cuyahoga County Strategic Plan Goals

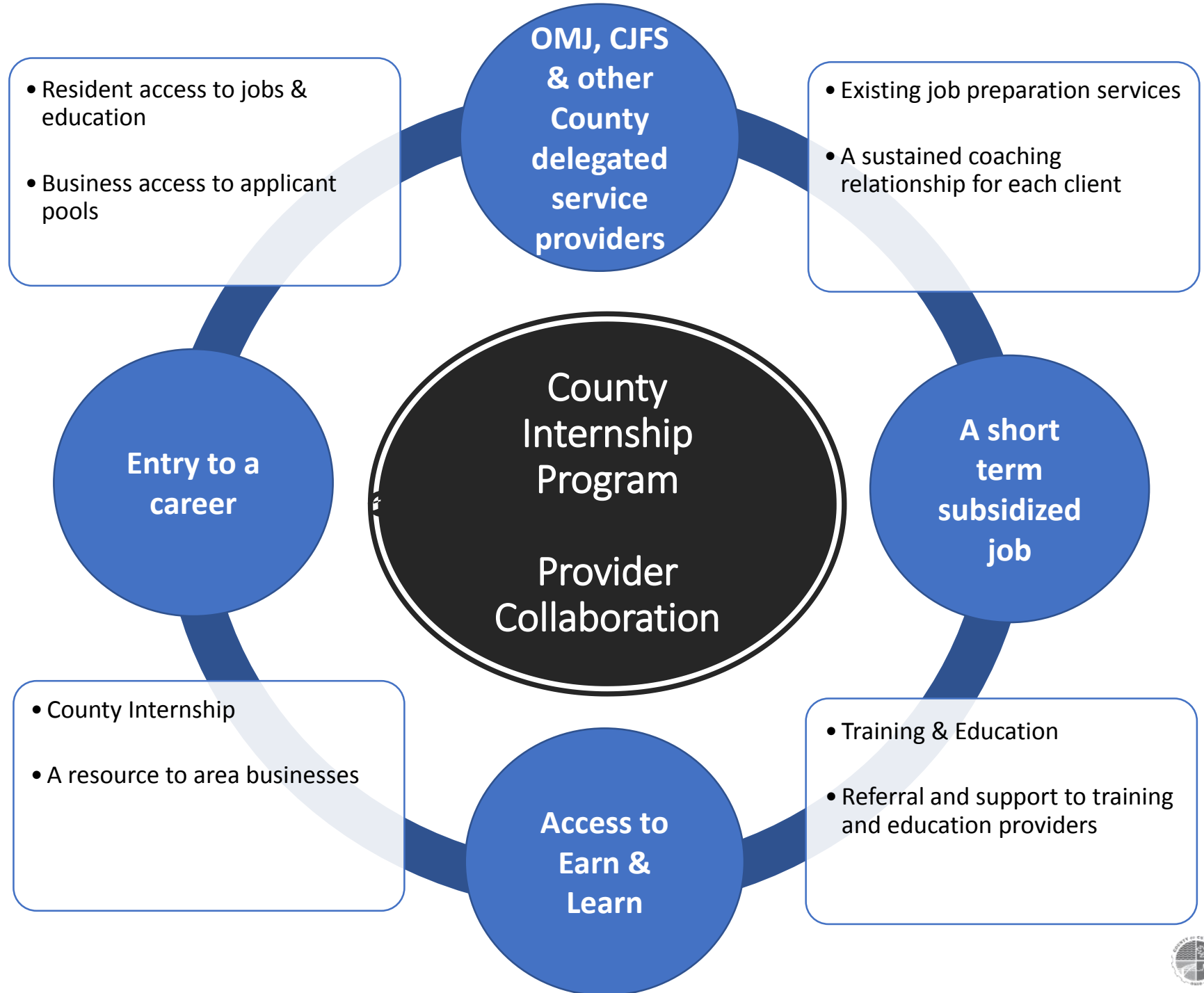
Cuyahoga County Goal #	DHHS Goal #
7 - Individual Well-Being	1 - Basic Needs
6 - Economic Growth and Regional Growth	2 - Employment and Training
4 & 5 – Economic Growth and Regional Growth	3 - Education
14 - Provide Superior Services	4 - Customer Experience
15– Provide Superior Services	5 - Employee Development
10 & 11 – Mobilize Cross-Sector Resources	6 - Services to Outcomes
12– Mobilize Cross-Sector Resources	7 - Outcome-Based Services



Cuyahoga County Internship Program –Evolution  
Shift from Summer Jobs to Earn & Learn



<b>Teens and Young Adults Served</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018 (projected)</b>
<b>Total # 14-24 year olds who worked in summer</b>	2,894	2,438	3,474	2,500
<b>Total # of 18-24 year olds who worked in summer</b>	377	908	1,377	1,500
<b>% placements in private sector</b>	23%	23%	26% (55% for 18-24)	30% (65% for 18-24)
<b>Youth offered permanent position by summer worksite</b>	118	122	207	250
<b>Youth &amp; Young Adults enrolled in credential training opportunities due to summer work opportunity</b>	N/A	N/A	383	500





# El Barrio - The Centers Hiring Event



Partners are opening their job fairs and recruitment events to other agencies' clients

## Goals

- Providers share employment and business recruitment opportunities in the best interests of clients
- Businesses access larger and better pools of talent to draw from
- Monthly open opportunities to place residents in jobs
- Shared marketing and promotion
- New provider relationships



Comprehensive  
Programing  
Center (CPC)  
Euclid

## A true collaborative approach to reentry.

### **Partners:**

- *Ohio Means Jobs*
- *Office of Reentry*
- *EDWINS*
- *LMM*

### **Providers:**

- *Towards Employment*
- *Recovery Resources*
- *Project Learn*





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# Open Discussion

Thank you