

## Area #5/Lake County Workforce Local Development Plan

*Lake County, Ohio: Who are we? We are the north coast neighbors to Cuyahoga County, home of the Republican National Convention, the World Champion Cavaliers, and the American League Champion, Indians. Lake County has a diverse population and economy, with a variety of historic, recreational and cultural offerings that provide for a high quality of work and life. But, we are much more than twenty-three communities, nine cities, nine villages and five townships. We represent..... “The Gateway to Lake County”, “Great Living on a Great Lake”, “Where the City Meets the Country”, “Together We Take Pride”, “The City of Choice”, and “A City of Faith & Beauty”. These tag lines used by some of our cities and villages, symbolizes our identity, says something about the people that live here along with their values and what they view as important. We might be small, but we are mighty!*

Lake County is geographically the smallest of the 88 counties in Ohio but ranks 11<sup>th</sup> in population. Located on the Lake Erie Coast, about twenty miles east of Cleveland, Lake County is situated near Interstate 90 and State Route 2. The Grand River and the Chagrin River dissect the County and provide the area with many economic and recreational activities in the area. The plentiful Lake Erie water source supplies public, domestic and industrial uses.

Currently, the leading industrial products are medical and metal products, musical and scientific instruments, chemicals, plastics, packaging and labeling. Lake County’s employers are diverse and represent a variety of industries:

- Lake Health is Lake County’s largest employer and has been an integral part of our community for over one hundred years. Lake Health is a private, non-profit leader in community healthcare in Northeast Ohio and has nine healthcare facilities throughout Lake and Geauga County. The network includes 600 physicians, 2,900 healthcare professionals and boasts 1,000 volunteers.
- Steris Corporation is a global leader in infection prevention, decontamination, and surgical products and services. Their World Headquarters is located in Mentor, where they focus primarily on healthcare, pharmaceutical and research markets. Steris operates at four locations in Lake County. They employ approximately 1,125 individuals in Lake County.
- Avery Dennison, is a giant in the packaging industry as a leader on the cutting edge of the labeling business. In 2016, they struck a deal with the “Facebook for things” firm, named “Evrythng”, to create unique web identities for at least ten billion pieces of apparel over the next three years on brands such as Nike, Adidas, and Hugo Boss. They have a total of six facilities in Lake County, employing approximately 1,454 people.
- Lubrizol Corporation, a wholly-owned subsidiary of Berkshire Hathaway is an innovative, technology-driven global company that employs about 1,300 people from their local base of operations in Lake County. They are a leader in Lake County and in our Region as an International producer and distributor in specialty chemicals in global transportation business and industrial and consumer markets.

- Lincoln Electric employs approximately 3,000 individuals. They are the world leader in the design, development and the manufacturing of arc welding products, robotic arc-welding systems, plasma and oxyfuel cutting equipment and have a leading global position in the brazing and soldering alloys market.

In addition to our largest employers, Lake County's economy is driven by several industry clusters including: Manufacturing, Agriculture and Energy. These industry clusters play a crucial role in the maintenance and expansion of our communities.

- Manufacturing plays a huge role in Lake County's employment and overall quality of life. In 2020, there were 22,000 people employed in manufacturing in Lake County. A 5% increase from 2015 and is expected to grow by 2% by 2025. Statewide, manufacturing was 17% of Ohio's GDP, the largest sector in the state. In addition to adding the most jobs, Manufacturing also has the highest location quotient (LQ). Industry LQ provides a measure of how "concentrated" an industry is in a region compared to the nation, with a measure of 1.00 indicating the same concentration as the nation. In this analysis, LQs greater than 1.25 are considered to be the threshold for identifying an industry as relatively strong for the county's economic base. The only other sector that meets that threshold in Lake County is Utilities (2.62).

Organizations like Alliance for Working Together (AWT) and Chamber of Commerce organizations play an active role in promoting rewarding careers in manufacturing. They are changing the face of manufacturing by introducing grade school students to careers in manufacturing, providing apprenticeship programs to high school students starting in the ninth grade and through their much-publicized robotics competitions. These endeavors promote partnerships between students and businesses in manufacturing industries. The AWT foundation realizes that there is a critical shortage of skilled workers to satisfy growing demand. As a result, the AWT has partnered with Lakeland Community College to develop Associate of Applied Science degree in Manufacturing. AWT also promotes training programs in manufacturing/machine trades at Auburn Career Center, Cleveland Industrial Training Center, and Precision Machining Institute. These Programs are identified on the States' Eligible Training Provider List. In 2020, OhioMeansJobs Lake County partnered with AWT to launch the first apprenticeship in Lake County funded through the Workforce Innovation and Opportunity (WIOA) Act.

- Lake County's agricultural economy is buoyed by horticulture and viticulture (the wine and grape industry). These industries produce sales from goods and services valued at over \$160 million annually and supports an estimated 1,500 job and a payroll of approximately \$30 million annually. Viticulture is making a significant and growing contribution to the Lake County economy with an estimated output of \$15 million annually. Lake Counties Nursery industry is ranked #1 in the state of Ohio. It is estimated that over one-half million people annually visit the regions wineries as a destination location.
- The Perry Nuclear Power Plant is the largest single unit in the FirstEnergy generating fleet and one of the largest plants of its type in the United States and provides about 720 high quality jobs. The skill level of these jobs led to the creation of the Nuclear

Engineering Technology Program at Lakeland Community College. In addition, Auburn Career Center, Lakeland Community College and Willoughby –Eastlake Schools offer a variety of Training Programs in Welding. These programs are identified on the States’ Eligible Training Provider List. As of 2020, utilities provide 926 jobs with an average annual wage of \$188,000, the largest average wage in Lake County.

The Perry plant produces enough electricity to power more than 1 million homes daily. It is also one of the largest taxpayers in Lake County, paying more than \$14 million annually to support local schools and vital services. Employees at Perry contribute their time to the community through organizations such as the Perry Plant Community Action Group, which raises thousands of dollars and devotes countless hours each year to charitable causes.

The Lake County Workforce Development Board’s mission is to understand the employment skills needed by our businesses for their job openings to both efficiently match job seekers with jobs and provide job training programs for in-demand industries. We focus training individuals who are unemployed, under-employed, under-skilled, or in need of assistance to move into jobs with family-sustaining wages.

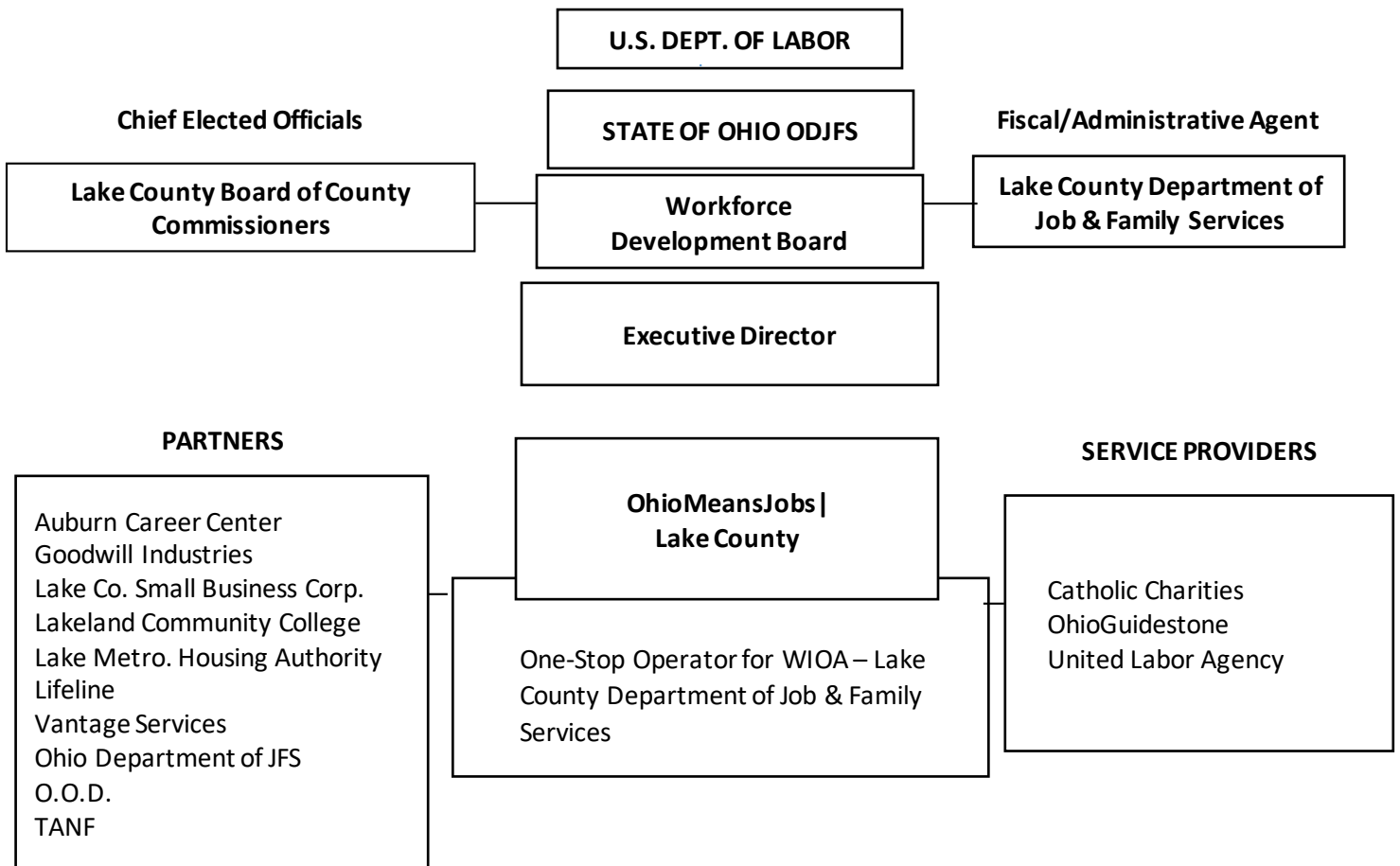
# LOCAL WORKFORCE DEVELOPMENT BOARD & STRUCTURE

## Workforce Innovation and Opportunity Act (WIOA):

Congress passed WIOA with broad, bi-partisan support to replace the Workforce Investment Act (WIA). Most of WIOA’s provisions for the nation’s employment and training system became effective on July 1, 2015. WIOA continues a federal-state-local structure for workforce programs that provides flexibility to the Chief Local Elected Officials (CLEOs) and to the required local Workforce Development Boards that they appoint. WIOA requires the development of Local, Regional and State Workforce Development Plans.

For Lake County, the structure is:

### Lake County WDB WIOA Structure



The key elements of WIOA's workforce development system are:

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

### **Lake County Workforce Development Board (LCWDB)**

The Lake County Workforce Development Board (LCWDB) is a twenty-five (25) member board appointed by The Lake County Commissioners, with the majority representing private businesses and the balance representing higher education, economic development, organized labor and other workforce related programs and partners. The Governor designated Lake County to continue as Local Workforce Area #5, one of the twenty Ohio Workforce Boards under WIOA. LCWDB is also one of the five distinct Workforce Development Boards (WDBs) in the new Northeast Ohio Workforce (NOW) Planning Region made up of Cuyahoga, Lorain, Lake, Geauga, Ashtabula, Portage, Summit and Medina counties. Lake County's Local Workforce Development Plan is a supplement to the NOW Regional Workforce Development Plan.

The Lake County Workforce Development Board (LCWDB) has established itself as one of Ohio's Workforce Development leaders. Under the Board's direction, Area #5 has regularly led the state or been at the top of the statutory Common Measures performance outcomes.

The Board's development of a local Return on Investment Tool (ROI) is unparalleled in its methodology of measuring the taxpayer's ROI in payback months. Ongoing operational goals are set and monitored on the Lake County Balanced Scorecard which has been recognized as an industry best practice.

The Lake County Workforce Development Board is committed to the following guiding principles:

- *Generate a jobs-driven system based on business retention and expansion.*
- *Create an economy that works for all people willing and able to work.*
- *Make Lake County a premier place to live, work, and play.*
- *Continuously strive to strengthen both our public and private sector partnerships.*
- *Strive to provide excellent customer service and to be proactive to effectively meet the changing needs and expectations of our employers and job seekers.*
- *Remember that our local employers, big and small, are the lifeblood of our economy.*
- *Continue to implement strategies and approaches that are data driven and recognized best practices.*
- *Commit to offering training services for in-demand occupations with the belief that our investment of time and money in human capital most always provides a significant return.*
- *Believe that everyone deserves the dignity that comes from employment and self-sufficiency.*

The LCWDB created an operating structure to assist in accomplishing its goals which includes the creation of five Standing Committees. The committees are: Executive Committee; Planning & Programs Committee; Youth Committee; One-Stop Committee, and Marketing Committee. Board members through these committees, have been engaged in the development of this plan. Our dedicated Board members come from a vast representation of disciplines and industries get things done and they are actively and regularly engaged. The list of Board members and their representation is attached.

### **OhioMeansJobs Lake County (OMJ|LC)**

The LCWDB provides oversight to the OhioMeansJobs center located at 177 Main Street in Painesville, Ohio. Satellite services are offered at library branches throughout Lake County to expand services.

The “One-Stop Operator” of the OhioMeansJobs center is the Lake County Department of Job and Family Services (LCDJFS). LCDJFS is a quadruple-combined agency which provides Income Maintenance Programs, Medicaid/ Food stamps, Child Support, Child and Adult Protective Services and Employment and Training Services. Partners and their staff located in and around the “one stop” expand and improve the quality of services making this a true “one-stop” system.

## The Planning Process

- The five Workforce Development Board Directors representing the eight counties in northeast Ohio (Cuyahoga, Lorain, Lake, Summit, Medina, Geauga, Portage and Ashtabula) began working together in the fall of 2015 on an approach to conduct the regional planning process. Regional planning funds were provided by the Ohio Department of Job and Family Services to the Cuyahoga County Workforce Development Board (CCWDB); a Planning RFP was issued, and a consultant team was selected and began work on the Regional Plan. All five Workforce Boards are represented on a Northeast Ohio Workforce (NOW) Steering Committee which met and worked with the consulting team on a regular basis.
- In addition, input was solicited from: Local Elected Officials; all five WDBs and Committee members; four community colleges; various economic development entities; a number of businesses and business intermediaries and associations; workforce employment and training providers; OMJ staff; and, other leaders in education, philanthropy, research institutions, etc.
- The planning team conducted an extensive analysis of the regional economy and labor market which is incorporated into the Regional Workforce Plan.
- The WIOA Youth Program is now part of The Comprehensive Case Management and Employment Program CCMEP as mandated by the state of Ohio. CCMEP is driven by its own plan. The data and information obtained from the CCMEP planning process is an integral part of local workforce initiatives.
- Action strategies were developed for the Regional and Local plans based on the data analyses and all the input received through the planning process and supportive of the State Workforce Plan.
- The Draft Plans will be published for public comment and once those are received and incorporated, the Final Plans will be submitted to the Ohio Department of Job and Family Services by May 28<sup>th</sup>, 2021. Once approved, they set the workforce agenda for the next four years to 2025.

## Workforce Resources

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

### CHARACTERISTICS OF LAKE COUNTY’S WORKFORCE

#### Workforce Demand:

- 53% of jobs in the eight county region are located in Cuyahoga County while 20% are located in Summit County.
- The identified commuting patterns helps us to understand our workforce relationship with other counties.
  - The Lake County workforce of 126,719 people. A total of 116,647 are currently employed. Approximately 37,515 workers commute to Lake County from other counties for employment. 41,635 live here and work here, while 56,850 live here and work outside of the county.
  - The City of Mentor has the largest number of employed workers working within the city, with 35,000 people going to work within city limits every day. Followed by the City of Willoughby with 23,945 people working within their city limits every day.
- Lake Health Systems, Inc. and Lincoln Electric are the #1 and #2 employers in Lake County based on number of employees followed by Avery Dennison and Lake County Government.
- About 91% of businesses in Lake County are small businesses with 49 or fewer employees; only 4 employers have more than 1000 employees.

**The following charts provide a more indepth look of the Lake County Workforce:**

**Table 1: Top Occupations Posted in Lake County, (5-Digit SOC), Dec. 2019 – Dec. 2020**

Occupation	Number of Postings	Avg. Hourly Earnings
Heavy and Tractor-Trailer Truck Drivers	3,760	\$23.12
Registered Nurses	1,512	\$31.01
Retail Salespersons	1,211	\$12.63
First-Line Supervisors of Retail Sales Workers	1,115	\$20.85
Home Health and Personal Care Aides	735	\$10.79
Customer Service Representatives	678	\$17.84
Stockers and Order Fillers	633	\$13.72
Light Truck Drivers	616	\$18.64
Childcare Workers	607	\$10.42



Maintenance and Repair Workers, General	504	\$19.01
Licensed Practical and Licensed Vocational Nurses	470	\$22.53
Nursing Assistants	459	\$13.39
Fast Food and Counter Workers	452	\$10.44
First-Line Supervisors of Food Preparation and Serving Workers	427	\$14.82
First-Line Supervisors of Production and Operating Workers	396	\$30.60
Cashiers	388	\$11.15
Automotive Service Technicians and Mechanics	377	\$20.20
First-Line Supervisors of Office and Administrative Support Workers	354	\$27.27
Laborers and Freight, Stock, and Material Movers, Hand	337	\$15.62
Packaging and Filling Machine Operators and Tenders	307	\$13.96

**Table 2: Top Job Titles in Job Postings in Lake County, Dec. 2019 – Dec. 2020**

Job Titles	Number of Postings
CDL-A Truck Drivers	1,240
CDL Truck Drivers	416
Call Time Managers	250
State Tested Nursing Assistants	250
Child Care Professionals	237
Delivery Drivers	231
Pet Sitters	226
CDL-A Flatbed Truck Drivers	226
Babysitters	202
Company CDL-A Truck Drivers	197
Licensed Practical Nurses	196
Registered Nurses	180
Retail Sales Associates	172
Cashiers	147
Maintenance Technicians	143
Team Members	138
Customer Service Representatives	130
OTR CDL-A Truck Drivers	122
Machine Operators	116
Adult Care Professionals	115

Source: Emsi 2020.4; Ohio Department of Job and Family Services, Labor Market Information Division

**Table 3: Top Hiring Companies in Lake County, July 2019 – July 2020**

Company	Unique Postings Dec. 2019 – Dec. 2020	Median Posting Durations Dec. 2019 – Dec. 2020
Cleveland Clinic	1,956	9 days
Steris Corporation	707	45 days
Lake Health, Inc	610	26 days
Vector Technical, Inc.	401	55 days
Area Temps, Inc	373	57 days
Carvana, LLC	367	14 days
The Lubrizol Corporation	363	49 days

C.R. England, Inc.	345	25 days
Express Employment Professionals	338	35 days
Avery Dennison Corporation	320	43 days
Spectrum	266	10 days
CRST International, Inc.	263	23 days
Giant Eagle, Inc.	242	16 days
Care.com, Inc.	239	14 days
Amazon.com, Inc.	222	24 days
Nesco Resource	217	49 days
Taco Bell Corp	214	48 days
Kelly Services, Inc.	214	86 days
U.S. Xpress, Inc.	214	41 days
The Home Depot	207	41 days

Source: Emsi 2020.4; Ohio Department of Job and Family Services, Labor Market Information Division

## REGIONAL DATA

Team NEO initiated a “deep dive” analysis of this issue in northeast Ohio and published its 4<sup>th</sup> 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. This work focuses on the three key industries in this region which are: Healthcare, Manufacturing, and IT. ([Job Demand & Skills Gaps in Northeast Ohio | Team NEO](#)). Some of the key findings are:

- The region is not producing enough high-skilled workers.
  - By 2025, 65% of workers will need a 2- or 4-year degree to qualify for the available jobs. Currently, 34% of the population have a 2- or 4-year degree, and 21% have some college/training but no degree.
  - The workforce in the region does not possess the skills that employers are seeking to fill their jobs in sufficient numbers. In 2018, the number of unfilled entry level jobs in these key industries was: Manufacturing: 8,291; Healthcare: 4,789; and IT: 4,249. This totals over 17,000 entry-level jobs going unfilled in these three industries.
  - African American, Hispanic and other minority groups have lower levels of educational attainment, higher unemployment rates, and are more likely to work in lower wage occupations.

### Soft/Essential/Work Readiness/Baseline/Foundational Skills:

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

### Workforce Supply:

- We continue to experience a relatively low unemployment rate in Lake County. According to the Ohio Office of Workforce Development - Bureau of Labor Market Information, Lake County has an unemployment rate of 5.5 % as of December 2020, which is around the state average of 5.2%.
- The labor force in Lake County is approximately, 126,718. With 10,701 being unemployed.
- We have a 8.2% poverty rate in Lake County, approximately 18,919 people.
- An estimated 17,340 Individuals receive assistance through The Supplemental Nutrition Assistance Program (SNAP) designed to expand buying power and safe guard the health and well-being of low-income individuals.
- Collectively, 91.1% of our population has a GED or higher.

### Jobseekers have other barriers to employment:

- In neighboring Cuyahoga County, and estimated 3,700 Ex-offenders are returning citizens to the community per year. This is the highest in the state.
- Lake County has an estimated 20 ex-offenders per month returning to the community.
- In Lake County there are 221 Adults receiving TANF, 16 have a disability noted in Ohio Benefits.
- We have 10,138 adults on SNAP, 4,350 are over 60 or have a disability noted in Ohio Benefits.
- Transportation to jobs can be a barrier for those working nontraditional hours or for those who are not on a bus line or employers who are not on a bus line. Some jobseekers are unable to pass a drug test as part of the hiring process.

### Hurdles to improving skills:

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

## Lake County Population

**Table 1: Population by Age, 2020**

	2020 Population	2020 % of Cohort	Change (2015-2020)		Projected Change (2020-2025)	
Under 5 years	11,556	5.0%	(32)	(0.3%)	1,502	13.0%
5 to 19 years	38,548	16.8%	(2,654)	(6.4%)	(2,074)	(5.4%)
20 to 34 years	40,788	17.7%	1,335	3.4%	(609)	(1.5%)
35 to 54 years	55,427	24.1%	(4,622)	(7.7%)	(1,352)	(2.4%)
55 to 64 years	35,200	15.3%	(24)	(0.1%)	(4,228)	(12.0%)
65+ years	48,668	21.1%	6,347	15.0%	6,967	14.3%
<b>Total</b>	<b>230,187</b>	<b>100.0%</b>	<b>349</b>	<b>0.2%</b>	<b>206</b>	<b>0.1%</b>

**Table 2: Population by Race/Ethnicity**

Race/Ethnicity	2020 Population	2020 % of Cohort	2015-2020 % Change	2020-2025 % Change
White	200,666	87.18%	(2.1%)	(1.5%)
Hispanic	11,128	4.83%	18.6%	11.9%
Black	10,860	4.72%	26.8%	14.3%
Two or More Races	3,727	1.62%	11.5%	7.3%
Asian	3,481	1.51%	7.0%	3.4%
American Indian or Alaskan Native	281	0.12%	17.2%	6.7%
Native Hawaiian or Pacific Islander	43	0.02%	2.3%	7.2%

**Table 3: Poverty Rate & Median Household Income**

	Poverty Rate	Median Household Income
<b>Lake County, OH</b>	<b>8.3%</b>	<b>\$64,466</b>
Ashtabula County, OH	18.7%	\$46,700
Cuyahoga County, OH	16.2%	\$50,366
Geauga County, OH	5.5%	\$82,303
Ohio	13.1%	\$56,602
United States	10.5%	\$62,843

Source: U.S. Census, 2015-2019 American Community Survey, 5-Year Estimates, Table DP03

**Table 4: Educational Attainment, 2020**

Education Level	2020 County Pop.	2020 % of County Pop.	2020 % of OH Pop.	2020 % of U.S. Pop.
Less Than 9 <sup>th</sup> Grade	4,616	2.8%	3.3%	6.2%
9 <sup>th</sup> Grade to 12 <sup>th</sup> Grade	10,179	6.1%	7.2%	6.9%
High School Diploma	54,670	32.6%	33.6%	27.3%
Some College	37,331	22.3%	20.4%	20.5%
Associate's Degree	15,794	9.4%	8.2%	8.2%
Bachelor's Degree	28,838	17.2%	16.9%	19.1%
Graduate Degree & Higher	16,206	9.7%	10.3%	11.8%

## Four-Year Action Strategies

**The goals and reform principle strategies identified in the Combined State Plan are supported by Regional Plans. In conjunction with the State and Regional Plans, by utilizing effective “One-Stop” operations and following the Workforce Development Board’s guiding principles, locally we will strive to accomplish the following:**

- Assist more individuals to join the workforce:
  - Expand outreach efforts to identify potential consumers to our services.
  - Require all job seekers to register and to utilize the ohioeansjobs.com system.
  - Operate an effective CCMEP enabling approximately 100 young adults (age 16-24) on TANF to move into jobs with continued support and training and provide career services to approximately 50 WIOA young adults, annually.
  - Facilitate an effective WorksFirst Program for TANF adults over age 25 to move into jobs with continued coaching support, and training when appropriate.
  - Continue to place between 150-200 Adults and Dislocated Workers into jobs annually.
  - Provide Priority of Service to valuable, talented Veterans as a “ready workforce”.
- Assist low-skilled workers to improve their skills to meet workforce demands in the labor marketplace:
  - Encourage and assist school-aged youth to remain through graduation.
  - Promote the use of ABLE Services to help reduce the number of residents without a high school diploma/GED.
  - Perform statewide common assessment strategies to identify literacy and numeracy deficiencies and other barriers that deter employment.
  - Provide and promote case management programs that offer assistance in mitigating barriers to those that have the potential of entering the workforce and retaining employment.
  - Promote paid and unpaid work experience opportunities.
  - Fund soft skills and skills training when appropriate for in-demand occupations
- Assist workers to improve their skills to meet employer demand for talent and to earn better wages:
  - Provide labor market data so consumers can understand workforce needs and have confidence in their career decisions.
  - Ensure career counseling opportunities for individuals accessing workforce programs.
  - Promote “learn and earn” opportunities, including apprenticeships, try-out employment, on-the-job and incumbent worker training with businesses.
  - Embed job readiness and soft-skills preparation in all workforce training programs.
  - Provide programs that allow co-enrollment between programs and services.
  - Identify and develop career pathways and promote awareness of good “middle-skills” jobs and careers for in-demand industries.

- Pursue the acquisition of non-traditional sources to fund new and innovative program offerings.
- Assist dislocated workers with timely and effective re-employment services to limit the duration of their unemployment.
- Work with employers to develop and implement employer specific on-the-job training, customized training and incumbent worker training opportunities;
  - Work with industry groups and clusters to define and promote careers.
  - Operate a high performing demand facing business services unit to assist employers with talent needs.
  - Identify, develop and initiate career pathways opportunities
  - Collaborate with economic development entities to identify avenues to new and expanding employer needs.
  - Provide skills training for in-demand occupations for new job seekers and upskilling employees.
  - Promote the use of [ohiomeansjobs.com](http://ohiomeansjobs.com) to employers as a resource for finding candidates and posting job openings.

The Lake County Workforce Development Board (LCWDB) will implement the action strategies identified below within the next four years to work toward the following workforce **goals**:

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

Additionally, LCWDB will ensure compliance with all requirements of WIOA, will oversee the operations and performance of programs provided through the OMJ|LC centers and other contractors and operators, and will provide local leadership on workforce issues. There are five categories of Action Strategies:

- Regional Action Strategies developed in the NOW Regional Plan.
- Lake County Workforce Development Board Strategies.
- Business Strategies.
- Strategies for Adults, including Dislocated Workers.
- Youth Strategies.