



The LMI Training Institute



LMI Marketing Pilot Project: City of Cleveland/Cuyahoga County

From theory to implementation: Building value in the Workforce System through LMI

September 9, 2004

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Acknowledgments

Great projects start with great vision. The LMI Marketing Pilot Project was fueled by the LMI Training Institute's Board members' vision to elevate the success of local workforce areas using labor market information. The Institute has a long-standing history of creating innovative training tools and products for labor market and workforce development professionals. The Pilot Project was testing ground for how to integrate labor market information at a local level to raise community awareness and build value with the employer customer. A special thanks goes to the LMI Training Institute Board members and associated staff for this vision.

Focusing on business as a primary customer requires a shift in how workforce development professionals think about their job and how they communicate about the system. There are many misconceptions around the use of marketing in the world of workforce development. This project clearly defines how to use a strategic marketing plan and labor market information to overcome the challenges of building a cohesive employer outreach initiative among teams that generally compete for the same market. Two employer outreach teams, two workforce development boards, two One-Stop Career Centers' staff and partners, a state labor market team, and multiple community organizations and private sector partners collaborated on one single, clearly defined vision. Based on workforce development philosophies and driven by private sector marketing principles, the LMI Marketing Pilot Project engaged hundreds of people that were directly responsible for the employer initiatives. It is a clear example of how to use marketing successfully to drive a vision into implementation using labor market information as a centerpiece. The City of Cleveland and Cuyahoga County teams receive a special acknowledgement for their dedication and commitment to the project.

A special thanks to Tony Dais and Michelyn Burke-Lee, U.S. Department of Labor, Employment and Training Administration (DOL-ETA), for their continued drive and vision in helping the workforce system use labor market information in a timely, efficient manner that supports operations and customer service, and for their support of the LMI Marketing Pilot Project. Many thanks to Byron Zuidema, Regional Administrator, DOL-ETA Region 5, for supporting the work of the teams in this region.

The workforce system, in general, is making great strides in becoming a demand-driven system and valuing employers as a priority customer. This summary report is intended to provide insight into the details of the pilot project so that other workforce areas can model the successes to create a vision and an operational structure that positions the workforce system with local employers.

Celina Shands
Project Consultant

Introduction and Purpose

In a recent report by the Center for Workforce Preparation, awareness of the workforce system among businesses was at 28 percent. Why is the workforce system in a brand identity crisis? Building a great brand has long been a primary focus in the private sector. However in the world of workforce development, brand management has not been an integrated strategy, leading to low community awareness levels in the system.

Private sector companies spend millions of dollars each year to get a potential customer to sit up and take notice of their brand. Companies know that to impact their bottom-line, customers must value the brand and become loyal users of the product or service. To that end, workforce development organizations are no different; they need an identity in the community that employers recognize and value.

Many reasons contribute to the vast disconnect between workforce development customers and the services provided through the workforce investment system. One of the primary issues is the way in which the system approaches marketing and outreach to employers. In general, there is a lack of research-based strategies, budget and staff that challenges implementation of marketing and outreach tactics.

Many workforce investment boards (WIBs) have struggled with understanding what a marketing program is supposed to do and how it should support operational goals. Some opt to hire costly advertising agencies that may result, at best, in a successful one-time campaign. This strategy poses multiple long-term challenges, in that the WIB becomes dependent on these firms to continue advertising efforts and build a strong brand in the customers' eyes. This costly strategy contributes little to building the sustainability of the workforce system and has statistically proven to be a poor choice of tactics.

With limited outreach dollars in the workforce system, branding efforts must focus on grassroots tactics which involve the entire organization, including Board members, staff, partners, and labor market teams. Effective marketing is about building strategic relationships and positioning workforce services so that employers understand the value of the system. Everyone associated with service delivery to the employer must understand marketing roles and responsibilities and how to help "deliver" the brand and its promises. If this is successful, the end result will be a greater share of the employer market and an increase in brand awareness of the workforce system among customers.

One of the primary ways in which WIBs can position the One-Stop system is through labor market information (LMI). If packaged appropriately and communicated effectively to specific target segments, LMI can serve as a powerful tool to build value in One-Stop services. LMI can be used as a key marketing and communications strategy to showcase the depth and importance of workforce development across the country.

To that end, the Board members of the LMI Training Institute developed and implemented a vision for helping a local workforce investment area collaborate with its state labor market team to design an effective employer outreach initiative, using LMI as the focal point.

The LMI Marketing Pilot Project

Through funding from the U.S. Department of Labor's Employment and Training Administration, the LMI Training Institute provides training to LMI professionals and users across the United States. In October 2003, the Institute solicited applications for a LMI Marketing Pilot project (Appendix 1). The selected One-Stop site(s), and the associated workforce investment boards (WIBs), would work with their respective LMI State Office to deploy marketing tactics, using LMI to gain a greater market share of employers and increase employer awareness of the workforce system.

The pilot project would include selection of a WIB [or several WIBs within a centralized area] that would implement key marketing tactics using LMI to attract businesses to the One-Stop Career Centers. WIBs across the country competitively bid for the grant and completed an extensive application. Applicants were asked to devise a plan for implementing several tactics including an online employer LMI newsletter, a Workforce Summit event, and PR and news media tactics.

General criteria for selection included the following:

- Current and planned employer outreach efforts
- Current and planned marketing tactics to date
- Staff expertise in marketing and LMI research
- Available LMI products, data and services.

Outcome measurements for the project included the following:

- a percentage increase in the One-Stop/WIB brand awareness
- a percentage increase in the LMI Office's brand equity as perceived by workforce system users
- number of subscriptions to the online LMI newsletter
- a percentage increase in employer market saturation
- a percentage of business participation at the Workforce Summit
- a dollar value for proactive news media stories placed about the initiative.

City of Cleveland/Cuyahoga County

Thirty-one applicants applied for the LMI Marketing Pilot project. The City of Cleveland and Cuyahoga County were awarded the grant to implement the program. These teams had taken many strides to build a foundation, in order to serve business customers. Recognizing that there were many partners and staff duplicating efforts with employers, both organizations merged their employer services outreach teams as one unit. As a first step in building an operations plan, they met with the Ohio Department of Job and Family Service's Labor Market Information Bureau to gather labor market information on key sectors that influenced economic growth in the Cleveland area. Using this data, they developed a segmentation strategy to focus efforts on four major sectors including healthcare, construction, manufacturing, and small business. The following describes their efforts in creating a multitude of employer initiatives around those sectors that culminated in a Workforce Summit event.

Employer Services Team – Single Brand Identity

The City of Cleveland and Cuyahoga County employer services teams merged together to create a single brand identity for local employers to help avoid duplication of services and confusion about the workforce system among customers. The team underwent a strategic planning process and used focus groups to create and implement a single operational plan that detailed a package of employer services and a staffing plan for delivering those services in a timely, efficient manner. The single brand identity, Employment Connection – *Your Competitive Advantage*, was developed and voted on by both WIBs. The identity was used on business cards, letterhead and collateral packages, and collective teams used this brand to promote employer services. The new identity design is pictured below.



LMI Employer Newsletter – Employment Connection

As a means to provide timely LMI to local employers, the City of Cleveland and Cuyahoga County worked with the Ohio Department of Job and Family Service's Labor Market Information Bureau to design a two-page concise LMI monthly newsletter. The newsletter contained information on current employer events at the One-Stop Career Centers, LMI factoids, information about local businesses and helpful tips from the employer outreach team. The Greater Cleveland Partnership, the local chamber for northeast Ohio, was approached to help provide a database of employers and to promote the LMI newsletter. Working collaboratively with their small business division called COSE (Council of Smaller Enterprises), Case Western Reserve, and the Governor's public relations office, teams developed a substantial database of businesses. This helped to build a brand awareness of Employment Connection and the new employer services team. The information contained in the newsletter served as a positioning strategy and highlighted the subject matter expertise of the team on employment and training issues. For a sample of the newsletter, see the attached PDF file.

Vision of the Workforce Summit

A major focus of the project was the development of a strategic Workforce Summit event that targeted specific sectors, with the goal to build relationships with key employers. The City of Cleveland and Cuyahoga County's Workforce Summit provided a forum to bring together top community leaders, employers, educators and the workforce development community to solve local issues impeding economic development. ***Inroads: Strategies for Economic Growth*** was selected as the Summit's theme. Inroads signifies the challenges facing job seekers and businesses as they try to understand the economy and navigate the road to success. Through the project, the community worked together to make inroads in creating a strong economic future through an empowered workforce that meets the demands of local businesses.

To take advantage of Labor Day, Governor Bob Taft proclaimed September as Workforce Development Month in the Cleveland area. This provided a framing opportunity with the news media to enhance coverage of the Summit and showcase political support of the workforce system. It also gave the employer services team an opportunity to create specialized "Workforce Development Month" events during the entire month of September after the Summit. For a complete list of events see Appendix 2. Several proclamations for Workforce Development Month were also provided by political leaders at the city, county and state levels (Appendix 3-4).

To attract the CEO/Executive level of local business leaders, teams felt that a high-level keynote speaker was important for the event. Steve Forbes, President/CEO of Forbes, Inc. and Editor-in-Chief of *Forbes* magazine was selected as the keynote. Mr. Forbes also provided a "meet and greet" session with executives in a special hospitality room. After a welcome from Mayor Jane L. Campbell, and Cuyahoga County Board of Commissioners Peter Lawson Jones, Tim McCormack and Jimmy Dimora, the morning keynote Chris Conner, local CEO, Sherwin-Williams, set the tone for the Summit. This was followed by four LMI break-out sessions targeting the key sectors, with business and educational leaders discussing workforce challenges and solutions. An outcomes report will be compiled and released to the community in the following months detailing insights into these discussions. Closing remarks were provided by Alex Machaskee, the president and publisher of *The Cleveland Plain Dealer*; Randell McShepard, Chairman, City of Cleveland Workforce Investment Board; and John Carter, Chairman, Cuyahoga County Workforce Investment Board.

The Workforce Summit event sold out with over 400 participants, 42 percent of whom were private sector businesses. Most importantly, the outcomes report will be used with the local workforce investment boards to drive the strategies for appropriate services, guide policy, and make decisions on resource allocations in the upcoming year. Teams hope to make this an annual event with business leaders, educators, economic development agencies, and the workforce development community.

To highlight LMI to job seekers, a Career EXPO took place immediately following the Summit. The EXPO showcased all of the services provided in a One-Stop career center and featured seminars and presentations on LMI, emerging jobs and career ladders. Over 3,800 job seekers attended the EXPO's job fair, with 80 participating employers. Other aspects of the EXPO included career counseling sessions, and a special partner section, which shared valuable information about the One-Stop and community partners that comprise the workforce system.

Use of Labor Market Information

The President's High Growth Job Training Initiative, as implemented by the U.S. Department of Labor's Employment and Training Administration, is a vision to fully engage employers in the public workforce system. Labor market information plays a vital role in this initiative. Local workforce investment areas must know what sectors to target in their local communities and need to understand demographic landscapes to ensure strategic direction.

Working with the Ohio Department of Job and Family Service's Bureau of Labor Market Information, the City of Cleveland and Cuyahoga County targeted four key sectors that are important to the area's economic growth and development: Manufacturing, Healthcare, Construction and Small Business. A centerpiece of the Workforce Summit was the Ohio Bureau of Labor Market Information's publication, *Inroads: Strategies for Economic Growth*, which evaluated the critical issues and trends in these four sectors. The publication was a valuable resource for area employers as they convened to discuss strategies for future growth.

Labor Market Analysts within Ohio's Bureau of Labor Market Information analyzed the sector data and authored the sector reports within *Inroads*. Three of the reports were written independently, giving each sector a unique perspective. The fourth sector report was written collaboratively by three analysts. The Bureau Chief wrote the introduction and epilogue, and a three-person team edited the documents.

An overview of the report is provided below; the full report can be found at <http://www.ohioworkforceinformer.org>.

Overview

- The Business Cycle
- Strengths/Outlook

The Case of Manufacturing: Down and Out?

- Overview
- Regional Manufacturing Employment Trends
- Gross State Product and Productivity
- Outlook for Manufacturing
- Emerging Opportunities
- Key Workforce Issues
- Manufacturing Summary
- Manufacturing Employment by Zip Code

The Case of Construction: Demand of a Cyclical Industry

- Overview
- Recent Cyclical Trends
- Housing Market in Ohio and the Cleveland Metropolitan Area
- Construction Industry Outlook to 2010
- Construction Summary
- Construction Employment by Zip Code

The Case of Healthcare: Regional Strengths

- United States Health Sector
- State of Ohio and Cleveland Area Health Sectors
- Export Industries
- Critical Labor Inputs
- Workforce Investments
- Health Sector Summary
- Hospitals, Nursing and Residential Care Facilities Employment by Zip Code
- Profiles of Health Sector Industries

The Case of Small Business: Differences and Common Needs

- Overview
- Differences
- Assistance
- Small Business Summary

Workforce Summit Committee Structure

All great strategic events are a result of people power and the ability to create and deliver a cohesive vision. The City of Cleveland and Cuyahoga County's Board members, staff and partners engaged fully with the planning and implementation of the Summit and established various committees to ensure that the multitude of details were handled in an efficient manner. Planning began in January 2004 and committee work continued until the day of the Summit [September 9, 2004]. Each committee's roles and responsibilities are outlined below.

Sponsorship Committee

The Sponsorship Committee was established to raise money for the Summit and its ongoing efforts. The target for the Workforce Summit was set at \$50,000. Sponsorship packages were designed, along with contact lists, assignments and tracking grids. A lead person was assigned to obtain company logos, write thank you letters and coordinate all activities with the sponsors. Bob Paponetti, Director of Workforce Services for Cuyahoga County, spearheaded efforts for this committee. Private sector businesses contributed over \$90,000 in sponsorship monies, securing funding for the 2005 Workforce Summit.

Speakers Committee

This committee provided the vision and theme for the Workforce Summit and decided on speakers, topics and the agenda. Allison Motz, Director of Workforce Services for the City of Cleveland, spearheaded this committee. A cross section of Board members, private sector businesses, workforce staff and community organizations comprised this committee. A full agenda of speakers and topics can be found in the Summit's brochure (see attached PDF file).

News Media and PR Committee

This committee was responsible for developing partnerships with the local news media, negotiate media buys, and develop cause-related marketing proposals (see Cause-related Marketing Strategies section). Media kits and press releases were developed (see Appendix 5) and the event was pitched to the local media for ramp-up and day-of coverage. Celina Shands, Project Consultant and Mary Kay Bitterman, Program Office for Cuyahoga County, led efforts for this committee. The city and county press secretaries, David Fitz and Kim Galleck respectively, assisted greatly with news media contacts and coordination at the event. Results are provided in the News Coverage section.

Marketing Committee

The Marketing Committee was responsible for all collateral and communications materials for the Summit. This included brochures, PowerPoint presentations, registration packages, promotional email blasts, advertising, etc. Fran Kerg, Public Information Officer, City of Cleveland, led the efforts for this committee. The attached PDF files contains the Summit's brochure and the Save-the-Date card. Additionally, the City of Cleveland's City Television Network Team, led by Kathy Allen, donated their services to produce a 5-7 minute video package of the event.

Logistics Committee

The Logistics Committee, led by Fran Kerg, Mary Kay Bitterman and Marilyn Henderson, devised a budget and designated a team to handle logistics including registration, food, audio-visual, volunteers, sales calls, equipment, parking etc.

Job Fair and Career EXPO Committee

Dave Maynard, Account Executive for the Ohio Job and Family Services Cuyahoga County, and Allan Dreyer, Program Administrator for Cuyahoga County, led the efforts for these two committees. They were responsible for developing a vision for the Career EXPO, job seeker seminars, career counseling sessions, information and materials, and recruitment for the job fair component.

Mary Kay Bitterman and Fran Kerg attended all of the committee meetings and played a vital role in coordinating the multitude of details. Weekly conference calls were held with these two staff members, along with Bob Paponetti and Allison Motz to make weekly decisions on behalf of all committees. Board members were briefed thoroughly and were enlisted to support the project, with specific tasks.

Creating Community Partnerships

Ultimately the Workforce Summit 2004 signified the start of new partnerships with organizations in the Cleveland area working together to build a strong local workforce and a better community. One of the primary partners of the Workforce Summit 2004 was the local chamber of commerce, The Greater Cleveland Partnership, who provided support not only for the Summit, but throughout the year to support the new employer program. Industry associations, local chambers and SHRM (Society for Human Resource Management) also supported the event through promotions and volunteers.

Cause-related Marketing Strategies

One of the greatest disadvantages to a public awareness campaign is the cost. Media buys, such as radio, TV, billboards and ads, are very costly and can create great stresses on already limited workforce development budgets. However, these campaigns are of vital importance to the ultimate success of an initiative, like the Workforce Summit. If employers aren't aware of the event and services, how can they participate in the system?

One solution to this challenge is to use cause-related marketing (CRM) as a strategy to position the event and initiatives. CRM dates back to 1887 in the UK, but started gaining clear recognition in the 1970's when American Express decided to donate a portion of its proceeds to the Statue of Liberty's renovation efforts. For-profit companies have long understood the value of linking to a non-profit cause to show the community good corporate citizenship.

Workforce development can and should be positioned as an important CRM initiative to build successful partnerships with the news media and to gain corporate sponsorships and valuable dollars for the WIB. There have been prime examples in our workforce system in which CRM was used to garner millions of dollars in free news media coverage and corporate sponsorships of special events. These tactics have significantly impacted brand awareness at a fraction of the cost of customary ad campaigns.

A cause-related marketing proposal was developed for the Cleveland/Cuyahoga project with local news media to garner coverage and promote the event to the community. Seed monies of \$13,500.00 was used to secure a package with *The Plain Dealer* and Cleveland.com that was valued over \$189,700.00. Components of this package included:

- A special 12-page insert that promoted the Summit and EXPO
- A special 12-page outcomes report from the Summit
- Advertorial writers to prepare and edit all articles
- Creative staff to prepare a cover design for the both pre-event special section and post-event Summit outcomes report special section
- Photographer on site the day of the event to take photos to be used in post-Summit report section and online
- Online and print advertising campaign for the Summit and EXPO
- Bold listings in the Sunday Best Local Jobs section announcing the event
- 30-second spots and 5-second references on The Plain Dealer Best Local Jobs TV
- *The Plain Dealer* hosted a pre-event kickoff dinner with Workforce Summit sponsors
- *The Plain Dealer* Hosted a special luncheon for the Workforce Summit Executive Committee
- Special sections for both job seekers and employers on the Cleveland.com web site
- Banner ads on cleveland.com web site
- *The Plain Dealer* formally requested that industry association partners include announcements to their general membership of the Workforce Summit through email or newsletter distribution on behalf of the Workforce Summit team.

The Plain Dealer was motivated to provide these extra incentives, as the team entered a partnership to sell advertising as part of the sponsorship packages for the Summit. This was a win-win, as the advertising packages added significant value to the sponsorship packages, and all teams were motivated to sell. Additionally, *The Plain Dealer* dedicated a team to help sell job fair booth space at the Career EXPO. A revenue split was agreed upon for both sponsorship and job fair booth packages and teams worked collectively to sell to area businesses.

There were several key positioning strategies used to secure this cause-related marketing partnership. All news media in the Cleveland area were approached simultaneously with several objectives in mind. One was to brief them on the grant and the importance of the project. This helped secure news media coverage, regardless of whether they were selected as the news media partner. Secondly, they were approached to ascertain their interest level in becoming an exclusive media partner. Some of the questions and main message points in this briefing included the following.

Why was Cleveland awarded the grant?

- The competition for the grant included 31 applicants
- Cleveland has exemplified innovative approaches in bringing employment and training programs and services to the community
- The City/County have signed an agreement that merges the Employer Services Team and streamlines operations to enhance customer service
- Teams are underway to create one unified brand for both employer services units, along with an operational structure and an outreach plan to inform them about the multitude of available services through the government-funded Career Centers

What are the goals for the grant?

- Develop the unified team and customized employment and training services for area employers
- Create an outreach strategy to inform employers about available services
- Develop a labor market outlook report for employers
- Launch the program at a Workforce Summit event
- Use the outcomes from the Summit to help local workforce investment boards drive policy and build meaningful workforce programs and services in the community

What is the vision for the Summit?

- The Summit will provide the community with a forum to address key local workforce issues and a roadmap for how we can develop strategies for future growth
- Four sectors have been targeted for the Summit due to their economic impact in the region:
 - Healthcare
 - Construction
 - Manufacturing
 - Small Business
- A Career Expo and Job Fair will take place the same day for local job seekers

What is the theme of the Summit?

- Inroads: Strategies for Economic Growth
- Whether as job seekers or businesses, understanding the economy and navigating the road to success is a difficult task
- The economy is fraught with business cycles and unexpected economic events or shocks
- Both groups need information in order to take strategic steps towards the road of economic well-being
- The Workforce Summit 2004 provides inroads to gaining insight and knowledge on how to come together as a community and build our economic future through an empowered workforce that can meet the demands of local businesses

Why is the grant important?

- The grant signifies a new way of helping local employers succeed
- During this election year, jobs and the economy are at the forefront of every American's mind
- Cleveland has had its significant share of challenges pertaining to the job market
- The Summit provides an opportunity for the community to get involved in creating jobs and building economic growth

All interested news media were asked to submit proposals for consideration of becoming the exclusive media partner for the Summit. Four print and four broadcast proposals were reviewed and evaluated for best possible partnering opportunities. *The Plain Dealer* and Cleveland.com offered the best partnership and proved to be an outstanding team player. An additional \$6,500.00 was spent with Clear Channel Communications to run 60-second spots about the Summit approximately three weeks prior to the event, along with two ramp-up stories and interviews. Billboards, bus signs and additional print ads were placed for around \$10,000.00. Below is the special section of the Web site that was designed for the project with the selected news media partner. One section is for businesses, and the other for job seekers.

News Media Partner – Cleveland.com Web Site Page

Special advertising section provided by **BEHAVIOR**
 Cleveland.com is the online home of THE PLAIN DEALER

BUSINESSES CLICK HERE **JOB SEEKERS** CLICK HERE

Inroads:

Strategies for Economic Growth

Workforce Summit 2004

September 9, 2004

PRESENTED BY:

Official Media Partner
The Best Local Jobs
 In Print and Online
 THE PLAIN DEALER | **BEHAVIOR**

SAVE-THE-DATE!
Inroads: Workforce Summit 2004 and Career EXPO
September 9, 2004

Workforce Summit 2004 Career EXPO is an opportunity for area job seekers to shine. Dress for success and bring your resume and meet with local employers who are hiring. Learn from career specialists how to gain an understanding of today's job trends and market needs. Attend seminars on how to compete in today's job market. Meet with community organizations that have valuable training resources. Inroads: Workforce Summit 2004 Career EXPO is the place for job seekers. Stay tuned for more information and the detailed schedule.

We now have a confirmed list of topics for the workshops that will be available to job seekers during the EXPO. These include the following:

- Labor Market Resources for Your Job Search
- Networking
- Interviewing
- Resume Writing
- Orientation to the One-Stop

Cleveland Convention Center
 September 9, 2004
 1:00 p.m. - 4:00 p.m.

Employers - Reserve your table at the Career EXPO the day of the Summit - 1:00 p.m. - 4:00 p.m.

Click [here](#) for more info about registering for a job fair booth.

Jobseekers Web Page

Special advertising section provided by **BEHAVIOR**
 Cleveland.com is the online home of THE PLAIN DEALER

BUSINESSES CLICK HERE **JOB SEEKERS** CLICK HERE

Inroads:

Strategies for Economic Growth

Workforce Summit 2004

September 9, 2004

PRESENTED BY:

Official Media Partner
The Best Local Jobs
 In Print and Online
 THE PLAIN DEALER | **BEHAVIOR**

SAVE-THE-DATE!
Inroads: Strategies for Economic Growth
Workforce Summit 2004
September 9, 2004

Inroads: Workforce Summit 2004 brings together the best and brightest of Northeast Ohio to create strategies that build a strong economic presence through our local workforce. Participate in interactive sessions with local business experts, economists, workforce development professionals and educators - all committed to achieving real-time solutions that will help us prosper now and in the future. Executives can "meet and greet" Steve Forbes in the VIP Executive Hospitality Room.

Keynote Speaker: Steve Forbes
 President/CEO - Forbes, Inc.
 Editor-in-Chief - Forbes Magazine

Cleveland Convention Center
 September 9, 2004

Workforce Summit - 7:30 a.m. - 2:00 p.m.
 \$100.00 per person
 Includes continental breakfast, keynote luncheon program and copy of *Inroads* labor market report

VIP Executive Meet & Greet with Steve Forbes
 11:15 a.m. - Noon
 \$200/person - includes VIP room attendance, Summit activities, and Keynote Luncheon (limited tickets available)

Career EXPO - 1:00 p.m. - 4:00 p.m.

For more information or to register: click [here](#)
 Or call the Workforce Summit 2004 Hotline at 216-987-3322.

Employers Web Page

Promoting the Summit

Developing creative materials that are professional and speak to important benefits are key to making an event successful. A logo was designed to represent the theme of the Summit, *Inroads: Strategies for Economic Growth*. Content was developed for a brochure and a save-the-date postcard. The Ohio Department of Job and Family Service's Labor Market Information Bureau provided a list of employers in the selected four sectors and the Save-the-Date card was mailed to this list in June 2004. The brochures were used as a leave-behind when promoting the Summit in person, either one-to-one or in large group settings. A special Hotline was established and staff monitored the line daily to return calls within 24 hours. Mary Kay Bitterman coordinated with Cuyahoga County's IT Department to create a special Summit Web page (shown below), that was hosted on the county's site. A URL was purchased for the event, www.workforcesummit2004.com, so that potential registrants did not have to sift through unnecessary information and could access specific information about the Summit.



Partnerships were developed with The Greater Cleveland Partnership (the local chamber of commerce), industry associations and community groups, and a special newsletter article (Appendix 6) was inserted into these organizations' publications to promote the event. These relationships were leveraged as a marketing arm, as the organizations also sent special email blasts to members informing them about the Summit and Career EXPO. A partnership with SHRM (Society for Human Resource Management) was created and teams were utilized for follow-up sales calls and promotions.

The Role of the Workforce Investment Board

Both workforce investment boards for the City of Cleveland and Cuyahoga County played an integral role in promoting the Summit and advancing the employer initiatives. Board members volunteered to give community presentations about the importance of the Summit and the collaborative efforts taking place to create employer services between the city and county teams. Dennis Roberts, Esq., Deputy Director, Department of Workforce Development Cuyahoga County, led efforts with the Boards, assisted by Cathy Eberhart-Warren, Business Services Consultant, Department of Workforce Development. Teams recruited Board members, researched and scheduled opportunities to speak, and provided briefings to Board members about key message points. Board members were provided the address of the Summit's Web site and hard copy brochures to help secure registrations. A total of twenty community presentations were given and a mass mailing was completed to over 200 various trades associations, professional groups and organizations with information for their members.

Staff Training and Communications

A well-trained team can deliver on the promises that are communicated during the course of an outreach campaign. A cohesive, well-briefed team is a critical component to the overall success of any outreach project. Research shows that a dissatisfied customer tells at least seven other people about their experience. A series of broken promises is not the way to build a reputable organization. Marketing messages must match customer expectations and it's the internal staff that "delivers" the brand to the community to support the external efforts.

An internal communications campaign was undertaken so that all staff, partners and Board members understood the value and importance of the project. Key message points were provided to all staff and partners in several briefings so that teams could explain the Summit and assist in recruitment efforts for participants. Committee structures were explained in detail and leads were identified, in case questions or issues arose during the course of preparing for the launch of the employer initiatives at the Summit. All staff and partners were considered project "marketing champions".

Special sales and marketing trainings were provided to various committees. The Job Fair and Sponsorship committee members were provided key points on selling booth spaces and sponsorship packages. Framing the project was of utmost importance to maintain consistency about why the event was important, benefits to participation and the importance of the Employment Connection employer outreach team services.

Key message points to internal staff included the following:

- The City and County of Cleveland are the recipients of a national labor market information (LMI) marketing pilot project. As the sole winner selected out of a competitive field of 31, this project is helping us build a united brand for our local employers.
- The LMI Marketing Pilot Project provides an opportunity for our Career Centers to work closely with the Ohio Bureau of LMI Office to develop a comprehensive marketing plan using LMI to reach targeted business customers and build value in the workforce system.
- Working with a consultant this year, we've developed collaborative teams to implement public relations and news media strategies and an online LMI newsletter targeting businesses.
- In September 2004, we'll hold what we hope will become an annual tradition in Cleveland – a Workforce Summit targeting businesses, educators, economic development agencies, and workforce development professionals to address key local workforce issues.
- The one-day Summit will target healthcare, manufacturing, small business and construction sectors. A Career EXPO and job fair will be held in the afternoon.
- Many City and County staff, including our job development teams, are involved in the project. Stay tuned for our bi-weekly email blast and updates on this exciting initiative.

The success of this project was due, in large part, to the fact that many staff and partners were fully engaged in the vision and supported the work. They understood key message points and were able to articulate them. This connection is the only way to link external outreach efforts with customer perceptions and underscores a valuable point that marketing is a team sport.

Project Budget

The budget below reflects all items purchased for the Summit and revenues incurred via Job Fair booth sales and sponsorship packages. A net profit of \$42,622.00 was garnered via revenue-generation activities for the Summit. The break-down is reflected below.

In-kind Donations:

Keynote discount on presentation	\$ 23,000.00
City of Cleveland Video Production Team	\$ 2,500.00
Cuyahoga County IT Dept. development of web page	\$ 1,900.00
Greater Cleveland Partnership – fiscal administrator fees waived	\$ 8,920.00
Venue discount	\$ 1,400.00
Total In-kind Donations	\$ 37,720.00

Revenue:

Grant from the LMI Training Institute	\$ 20,000.00
Ohio Department of Job and Family Service's Labor Market Information Bureau	\$ 60,000.00
Online Ticket Sales	\$ 7,900.00
Sponsorship Committee & VIP Ticket Sales	\$ 90,500.00
Job Fair Booth sales	\$ 9,375.00
Total Revenues	\$187,775.00

Expenses:

Keynote/travel	\$28,000.00
Percentage paid to media sales teams	\$16,875.00
Graphic design for logos and collaterals	\$ 4,050.00
LMI report cover	
Theme logo	
Brochures	
Save-the-Date mailer	
Print costs	
Summit program	\$ 4,800.00
Save-the-date cards	\$ 343.00
Brochures	\$ 1,872.00
LMI report	\$ 5,985.00
Plain Dealer Media Seed Money	\$ 13,500.00
Clear Channel Radio Spots	\$ 6,500.00
Billboard	\$ 1,100.00
Bus Signs – Print costs and media buys	\$ 2,644.00
Additional Print Ads	\$ 8,535.00
Postage for mailer	\$ 340.00
Venue and associated costs	\$ 38,780.00
News Monitoring services	\$ 1,000.00
Name badges	\$ 70.00
Signage	\$ 2,759.00
Giveaways	\$ 7,000.00
Staff Shirts for Event	\$ 1,000.00
Total Expenses	\$145,153.00

Project Outcomes

Below is a detailed description of each outcome measurement, including baselines, targets and actuals achieved in the project.

Brand Awareness

Aided brand awareness is defined as a customer being able to recognize an organization's logo and understand its associated products and services. Aided brand awareness baselines were already established in this project, via a random employer telephone survey. The Greater Cleveland Partnership participated in a survey that asked brand awareness questions about the local One-Stop Career Centers and the Workforce Investment Boards. The data was used as the brand awareness baseline and compared with follow-up random telephone surveys taken at the end of the project. The results are shown below.

Brand Awareness Data [targeted sectors: manufacturing; health care; construction]

Baseline Brand Awareness – 14.2%

Brand Awareness Targets – 24.2%

Post-Summit Brand Awareness – 56.1%

Building a strong local brand awareness is the first step in a successful marketing initiative. Employers can't engage in the system without knowing about the system. Brand awareness can lead to an increase in market penetration.

The increase in brand awareness in the Pilot Project was a result of teams engaging in a diverse marketing mix of media buys and public relations. A multitude of community partners contributed to overall efforts, along with the cause-related marketing (CRM) partnership with the local news media. The total cost of this project, at approximately \$145,000.00, shows that a substantial ROI can be garnered on a relatively low budget, using CRM and public relations tactics. Out of the \$145,000.00, only \$31,000.00 [approximately 21 percent] was used for media buys. An additional 38 news media stories ran about the project, with an ad equivalency value at over \$178,000.00 (see News Media coverage section below). This coverage added third-party credibility that supported the actual ad campaign.

There have been cases in workforce development in which WIBs have spent over a million dollars on media buys (radio, TV, billboards, etc.) to launch a new brand. As a result of the million dollar campaign, there was an increase in brand awareness from 4 percent to only 12 percent within a three-month time frame. The Cleveland/Cuyahoga project shows that brand awareness can be impacted with limited budgets and that efforts can be sustained via strategic partnerships long after the campaign is completed. Outside of increasing brand awareness of the One-Stops and WIBs from approximately 14 percent to 56 percent, the teams raised over \$42,000.00 in net profit, funding next year's Summit and building on the opportunity to create long-lasting strategic partnerships with those businesses participating in the Workforce Summit.

Brand Equity

The Ohio Department of Job and Family Service's Labor Market Information Bureau provides labor market information and training services to local areas. A brand equity measurement was taken to see if One-Stop staff and WIB members valued services provided by the LMI teams. Two groups were surveyed; one group that utilized the LMI training and one group that did not have training. Approximately 79 percent of those workforce investment system stakeholders who participated in LMI training rated their satisfaction levels 8.0 or higher [on a scale of 1-10]. Seventy percent of those who did not receive training, ranked their satisfaction levels 7.0 [on a scale of 1-10]. A substantial 92 percent of those who attended training used the office 1-5 times per month, compared to only 19 percent of non-training customers that used services 1-5 times/month. This may suggest to State Labor Market Teams across the country that training for WIBs and their staff is a way to build brand equity and value in LMI services.

The Ohio Department of Job and Family Service's Labor Market Information Bureau has provided several types of training classes including a three day "LMI Pro Suite for Workforce Professionals". Additionally, Ohio's LMI Bureau offers continuing workshops for both job seekers and employers promoting the awareness and uses of labor market information. When asked if LMI information helped support the job of WIB and staff, an overwhelming 99 percent agreed, whether they had taken training or not. This shares insights from WIB and One-Stop staff as to how they perceive and value labor market information

Market Saturation

Impacts in the selected employer markets were ascertained by taking baseline measurements and comparing them with post-campaign measurements. Market saturation percentages were calculated by dividing the number of active employer customers by the total number of employers in the service area. An active customer was defined as an employer who accessed a Career Center service from the employer services team. This could include placing a job order, attending an employer seminar, receiving a consultation by the team, etc. The baseline measurement used active employer data from September 2003 – February 2004, with post-Summit measurements including data from March 2004 – August 2004. Results are shown below.

Market Saturation Data targeted sectors]

Baseline Market Saturation Percentages – 1.70%

Market Saturation Targets – 3.50%

Post-Summit Market Saturation – 12.1%

The increase in market saturation can be attributed to several factors. One of the biggest factors was the collaboration between the city and county employer services teams and the development of a strategic segmentation strategy that focused efforts in four sectors. Other reasons for the increase include the fact that new employer customers attended the Workforce Summit event and accessed the online LMI newsletter. Partnering with the local chambers and industry associations and tapping into existing customer databases allowed the teams to increase market share among the selected sectors. This strategy exemplifies the power of using LMI to segment audiences and target employer outreach efforts.

Online LMI Employer Newsletter

Teams developed a template and newsletter to proactively push to interested employers. The newsletter served as a positioning strategy to showcase the team's expertise in employment and training issues and highlight employer activities, services and educational forums at the One-Stop Career Centers. It was anticipated at the start of the project that team's would release two editions prior to the Summit, one in April with a goal of 850 employers and one in July with a goal of 1250 employers. However, the teams needed additional time to build relationships with partnering organizations to assist them with building databases. Therefore, teams launched one newsletter prior to the Workforce Summit, with others to follow quarterly. However, with the help of Case Western Reserve, the Governor's public relations office and the Greater Cleveland Partnership's small business division, teams exceeded their goals with a database of 2250 employers.

Business Participation

The target for participants at the Workforce Summit was established at 300, with 50 percent being comprised of businesses. There were 405 total Summit participants, 42 percent comprised of businesses.

Revenues

The Sponsorship Committee had a goal of \$50,000.00 in secured sponsorship funds. They exceeded this goal, totaling \$90,500, which will assist in funding next year's 2005 Summit.

News Media Coverage

Targets for news media coverage were established at 15 proactive stories at an ad equivalency value of \$30,000.00. The team exceeded their goals by proactively pitching and placing 15 broadcast and 23 print stories and garnering over \$178,075.00 in news media coverage. The ramp-up special edition and outcomes report in *The Plain Dealer* increased the ad equivalency value greatly, as well as positioning and communication strategies used via the cause-related marketing proposal, and building relationships with the local news media.

Lessons Learned

There is no doubt that it is in the workforce system's best interest to make business a priority customer. Businesses continue to ask the system to better inform them about the available products and services and stand ready to participate. The LMI Marketing Pilot Project provides a clear-cut case study on how a local area can work with a state labor market team to create a demand-driven system in a cost-effective manner. With seed monies of only \$80,000.00, the project exemplifies how to approach marketing and outreach as a "team sport", involving workforce staff, board members, LMI teams, and private sector partnerships. The initial monies were leveraged with a net result of over \$42,000 in available monies to fund future events. Marketing does not have to cost millions of dollars in expensive advertising campaigns to build a brand awareness and create a greater market share. Strategic relationships and community building events prove to be a viable option in attracting and engaging businesses to the system.

Cause-related marketing was a pivotal strategy in leveraging small budgets into large partnerships with the news media and private sector businesses. WIBs and One-Stop staff should learn to use this as an integral part of doing business.

The Summit rallied teams to create a collaborative brand and shape their operational structure. Because the Summit was positioned as a community event, the outcomes report will be a valuable tool for sustaining relationships and providing the vision necessary to move the Boards forward in a direction that serves the higher good of the community.

Because of the extraordinary amount of detail involved in this project, it is recommended that teams allow at least one year of lead time in planning. The Cleveland/Cuyahoga project was very dynamic in that the teams launched a multitude of initiatives outside of the Summit itself including:

- Development of one unified brand including name, tag, logo
- Creation of a single operational plan for the merged employer services team
- An extensive LMI outlook report on targeted sectors
- A LMI newsletter
- Employer events for Workforce Development Month that occurred during the month of September 2004

Creating a community event can mean that many partners will participate, and lead times need to be extended due to the consensus-building process. A core team of individuals should ultimately have the authority to make decisions quickly and move the committees and teams forward through all project plans.

It is also recommended that the teams set up for the Summit and train volunteers at least one day in advance. The Cleveland/Cuyahoga teams set up the day before the Summit and provided all volunteers with a walkthrough and a debriefing on specific tasks. This ensured that when registrants entered the event, everyone was prepared to provide good customer service. Remote headsets were used with a core team of people to communicate issues and resolutions, and at least three people were assigned to work with the news media. Clearly designed project plans and briefings are crucial for smooth implementation.

Next Steps

The LMI Training Institute plans to use this project as a model to share with other state labor market teams and local workforce investment areas on how to create and implement employer outreach initiatives, using LMI as a focal point. A three-hour workshop is planned for the LMI Training Institute's Conference in Portland, Oregon, on October 26, 2004. For more information about the workshop and plans for the upcoming training course, go to www.lmi-net.org.

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Ohio Rehabilitation Services Commission - Bureau of Vocational Rehabilitation
E-Zone
United Way Services of Greater Cleveland
Cuyahoga Community College
Sisters of Charity of St. Augustine Health System

Appendix 1 – LMI Training Institute Application

LMI Marketing Pilot Project *From Theory to Implementation*

Background

In a recent report by the Center for Workforce Preparation, awareness of the Workforce system among businesses was at 28 percent. Many reasons contribute to the vast disconnect between our customers and the services provided through the Workforce Investment Boards (WIBs). One of the primary issues is the way in which the system approaches marketing. There is a lack of research-based strategies, budget and staff that challenges implementation of marketing tactics.

One of the primary ways in which WIBs can position the One-Stop system is through labor market information (LMI). If packaged appropriately and communicated effectively to specific target segments, LMI can serve as a powerful tool to build value in the One-Stop services. LMI can be used as part of a key marketing and communications strategy to showcase the depth and importance of workforce development in communities across the country.

The LMI Marketing Pilot Project will provide an opportunity for WIB(s) and their respective State LMI Office to develop a comprehensive marketing plan using LMI to reach targeted business customers and build value in the workforce system. Training and technical assistance will be provided to the selected WIB(s) and the State LMI Office collaborative.

Project Details

The LMI Training Institute will award competitive funding in the amount of \$20,000.00, to the selected WIB(s) to implement a LMI marketing plan for business customers. The WIB(s) will work collaboratively with their respective State LMI Office on this project. The selected teams will be assisted by a marketing consultant specializing in workforce development [www.fullcapacitymarketing.com], who will help develop targeted marketing tactics and implement ongoing marketing systems as part of the WIB(s) including:

- Public relations and news media strategies;
- An online LMI newsletter for business customers; and
- A Workforce Summit event including local businesses, economic development, educators and workforce development professionals.

The outcomes of the marketing program include the following:

- a percentage increase in the WIB(s) brand awareness from segmented customers;
- a percentage increase in the State LMI Office brand equity as perceived by partners;
- number of contacts between the participating WIB(s) and the State LMI Office;
- number of business referrals from the State LMI Office to the participating WIB(s);
- number of subscriptions to the online LMI newsletter;
- a percentage increase in market saturation for One-Stop business customers;
- number of participants at the Workforce Summit event;
- a percentage of business participation at the Workforce Summit; and
- a dollar value for proactive news media stories.

Baselines and appropriate goals will be established at the beginning of the project.

Applications are being accepted from October 13, 2003 – November 28, 2003. The winner will be announced the week of December 15, 2003, with the program beginning January 2004 and culminating in a Workforce Summit Event in August 2004.

Criteria Process

The WIB(s) and their respective State LMI Office would form a collaborative partnership to compete as the pilot site for this project. An impartial committee will evaluate and select the winner based on the submitted application. The selected team would implement key marketing tactics using LMI to attract businesses to the One-Stop Career Centers, with technical assistance and training from a marketing consultant specializing in workforce development [www.fullcapacitymarketing.com]. The application will be evaluated on several criteria as listed below.

Employer outreach efforts

The WIB(s) and its respective State LMI Office should demonstrate how they have operationalized an employer services program including types of services offered to local businesses, staff servicing the businesses, outcomes and measurements to date.

Marketing tactics to date

The WIB(s) and its respective State LMI Office should provide information on their business marketing tactics to date and results. This can include use of LMI, collateral materials, PR and the news media, special events and the like. The collaborative may also include any strategic employer marketing plans and/or any surveys or focus groups conducted with businesses in this section.

Staff expertise in marketing and LMI research

The WIB(s) and its respective State LMI Office should provide information on the level and type of expertise of the staff that will be involved in the project.

An inventory of available LMI

The WIB(s) and its respective State LMI Office should provide information on how LMI is currently packaged and distributed to the business community.

Relationship and current projects with State LMI Office

The WIB(s) and its respective State LMI Office should provide any examples of how the two entities have worked together to date.

Proposed strategy

The WIB(s) and its respective State LMI Office should provide a description on how they would target a specific segment of the business community using LMI to implement the following marketing tactics:

- Public relations and news media strategies
- An online LMI newsletter for business customers
- A Workforce Summit event for local businesses, economic development educators and workforce development professionals

Budget

The LMI Training Institute will provide \$20,000.00 in funding for the marketing tactics and technical assistance and training through August 2004. The WIB(s) and its respective State LMI Office should provide information on any additional funds that could be utilized for the marketing plan and potential partners that would bring resources. Proposals shall be evaluated on the following categories and may include consideration of any or all of the listed factors.

Scoring Methodology

Demonstrated Ability [Experience/Expertise]– 25 points

- a) Experience in providing employer services.
- b) Experience in using market research (focus groups/surveys), developing marketing plans and implementing tactics for the business sector using LMI, PR, news media, special events and the like.
- c) Experience in collaborative efforts with State LMI Office on projects.

Quality of Proposal [Approach/Methodology]– 55 points

- a) Details on how the WIB(s) and State LMI Office would target a specific segment of the business community using LMI to implement with the following marketing tactics:
 - Public relations and news media strategies
 - An online LMI newsletter for business customers
 - A Workforce Summit event for local businesses, economic development educators and workforce development professionals

Budget [Leveraging Resources]– 20 points

- a) Description on how seed money of \$20,000.00 can be leveraged.
- b) Past experience with corporate sponsorships and/or relationships with the news media to garner no-cost media coverage.
- c) Other collaborative partners and/or resources for the project.

Project Timeline

October 2003

- Announce grant
- Begin application process

November 2003

- Review applications

December 2003

- Award grant
- Identification of key staff at awarded site
- Conference call with key staff and consultant
- Schedule dates for initial orientation with consultant
- Develop survey tool for brand awareness measurements with consultant
- Develop baseline measurements with consultant

January 2004

- Initial orientation meeting with selected site
- Creation of strategic marketing plan with consultant
- Develop workplans and tasks for the Workforce Summit, electronic business LMI newsletter and PR and news media strategies with consultant
- Finalize baseline measurements with consultant

February 2004 – July 2004

- Implement marketing tactics with consultant
- Preparation for Workforce Summit with consultant

August 2004

- Workforce Summit held with consultant
- Post measurements and final report with consultant

Application

Applicants are asked to complete an Application Cover Sheet (Attachment) and prepare a three-part application, no longer than ten pages total, 12-point font, single spaced [excluding sample materials] that includes the following sections:

Demonstrated Ability - Experience/Expertise

As a collaborative partnership, the WIB(s) and their respective State LMI Office should describe their collective experiences in providing and tracking employer services to the community. They should provide information on marketing tactics that have been deployed to date and results when targeting businesses. This can include use of LMI, collateral materials, PR and the news media, special events and the like. Sample of marketing materials, marketing research (focus groups, surveys, etc.) and strategic marketing plans may be included. List staff that will be involved in the project and years of experience in their respective fields. Provide a list of available LMI products and a description of any collaborative projects/initiatives between the LMI State Office and the WIB(s).

Quality of Proposal – Approach and Methodology

The WIB(s) and its respective State LMI Office should provide a description on how they would select a segment of the business community using LMI and target that segment with the following marketing tactics:

- Public relations and news media strategies
- An online LMI newsletter for business customers
- A Workforce Summit event for local businesses, economic development educators and workforce development professionals

Include a timeline of proposed events from January 2004, culminating in the Workforce Summit in August 2004, showing how the WIB(s) and the respective State LMI Office will collaborate.

Include a plan to measure goals and objectives.

Budget – Leveraging Resources

The LMI Training Institute will provide \$20,000.00 in funding for the marketing tactics and training and technical assistance through August 2004. The WIB(s) and its respective State LMI Office should provide information on how these monies will be leveraged. Describe any past experience with corporate sponsorships and/or relationships with the news media to garner no-cost media coverage. List any other collaborative partners and/or resources that will support the project.

APPLICATION FORM

LMI Marketing Pilot Project
From Theory to Implementation

Please complete below and include five hard copies of each of the following:

- ✓ Application Form
- ✓ Narrative application including three main sections (Demonstrated Ability; Quality of Proposal; Budget) – not to exceed 10 pages, 12 point font
- ✓ Samples of work [as indicated in application]
- ✓ Letter of intent to participate in the pilot from State LMI Office

Lead WIB: _____

Address: _____

City, State: _____ **Zip Code:** _____

Phone: _____ **Fax:** _____

Contact Person: _____

LMI State Office : _____

Address: _____

City, State: _____ **Zip Code:** _____

Phone: _____ **Fax:** _____

Contact Person: _____

Send all five hard copies of the package to:
South Carolina Employment Security Commission
Att: Joe Ward, LMI Training Institute
P.O. Box 995
Columbia, SC 29202
Application Deadline: November 28, 2003 – 5:00 P.M. EST – no exceptions

Email questions to Joe Ward, at jward@sces.org. FAQ's will be posted on the LMI Training Institute's Web site at www.lmi-net.org

Appendix 2 – Workforce Development Month Employer Events



In celebration of Labor Day, Governor Bob Taft, County Commissioners Peter Lawson Jones, Jimmy Dimora, and Tim McCormak, and Mayor Jane Campbell have proclaimed September as Workforce Development Month in northeast Ohio.

Workforce Development Month will showcase the public workforce system and its local “One-Stop Career Centers”, which provide employment and training services to both employers and job seekers. A skilled and flexible workforce is vital to local business performance and supports Ohio’s competitive advantage.

Employment Connection, the new brand between the City of Cleveland and Cuyahoga County Workforce Development Divisions, is celebrating Workforce Development Month through a host of employer events throughout this month. Learn how to keep *your competitive advantage* and meet our new team at one of these exciting events.

Workforce Development Month - Employer Events 2004

Liability Issues: From Hiring to Firing. “We Put You Back In Control Of Your Business”
Wednesday, September 15, 2004
8:30 a.m. until 10:00 a.m.
11699 Brookpark Road

E-Vantage-Successfully Merging Technology into Your Business
Thursday, September 16, 2004
12:00 noon to 2:00 p.m.
11699 Brookpark Road

Financial and Employment Incentives for Hiring and Expanding Your Business
Tuesday, September 21, 2004
12:00 noon until 1:30 p.m.
11699 Brookpark Road

Federal Bonding- Incentives and benefits of Hiring Ex-Offenders
Wednesday, September 22, 2004
11:00 a.m. until 1:30 p.m.
Visiting Nurse Association
2500 East 22nd Street

Career Center Open House
Friday, September 24, 2004
11:00 a.m. until 3:00 p.m.
11699 Brookpark Road

Appendix 2 – continued....Workforce Development Month Employer Events



Workforce Development Month - Employer Events 2004

Starting Your Own Business Informational Session
Tuesday, September 28, 2004
8:30 a.m. until 10:30 a.m.
11699 Brookpark Road

Job Growth in the Manufacturing Industry
Tuesday, September 28, 2004
8:00 a.m. until 10:00 a.m.
1701 East 13th Street

Incentives and Benefits of Employing Someone With a Disability
Wednesday, September 29, 2004
9:00 a.m. until 11:00 a.m.
11699 Brookpark Road

Career Center Open House
Thursday, September 30, 2004
11:00 a.m. until 3:00 p.m.
1701 East 13th Street

Work Experience vs. On-The-Job Training in the Trade Industry
Wednesday, October 6, 2004
8:00 a.m. until 9:30 a.m.
1701 East 13th Street

Appendix 3 – Workforce Development Month Proclamation – Cuyahoga County

Cuyahoga County Commissioners
Peter Lawson Jones – Jimmy Dimora – Tim McCormack

September of 2004
Workforce Development Month

WHEREAS, in celebration of Labor Day, the Cuyahoga County Department of Workforce Development and the Workforce Investment Board salute the men and women who comprise the workforce of Cuyahoga County and Northeast Ohio and recognizes that a skilled and flexible workforce is vital to local business performance, continued economic growth and supports Ohio's competitive advantage; and

WHEREAS, the Cuyahoga County Department of Workforce Development and Workforce Investment Board have worked very diligently to support and encourage workforce development while gaining insight and knowledge on how to come together as a community to build our economic future through an *empowered* workforce and an unprecedented public/private partnership with area employers that can meet the demands of local businesses while meeting the needs of future business in Northeast Ohio

WHEREAS, Cuyahoga County being the first One-Stop system in the State of Ohio to receive *Full Certification* of its One-Stop Career system, will now enable area job seekers to reap the rewards of this newly certified system through increased exposure to job openings and on-site employer recruitment; and

WHEREAS, *Employment Connection*, the new unifying brand shared equally by Cuyahoga County and the City of Cleveland, is celebrating Workforce Development Month 2004 through a host of employer and job seeker events.

NOW THEREFORE, BE IT RESOVLED by the Board of County Commissioners of Cuyahoga County, Ohio, that said board hereby proclaims September of 2004 as Workforce Development Month in Cuyahoga County and encourages participation in scheduled events.

BE IT FURTHER RESOLVED that the board of Commissioners of Cuyahoga County, Ohio is pleased to officially recognize the many persons both with Workforce Development and with the Workforce Investment Board as well as the local business community, who have shared their time and talents while providing support, encouragement and efficiencies on behalf of our employers, employees and jobseekers. We are honored to proclaim the month of September 2004 as Workforce Development Month in Cuyahoga County.

Appendix 4 – Workforce Development Month Proclamation – City of Cleveland

Workforce Development Proclamation

Whereas, the City of Cleveland recognizes that work is integral to an individual’s dignity, quality of life, and one’s sense of self worth within the community

Whereas, a highly trained and motivated workforce is a critical component for a healthy and vibrant economy

Whereas, an urgent need exists to enhance and expand the competitiveness of our local workforce within the global economy

Whereas, the collaboration of local businesses, educational institutions, government, and community groups are essential to the process of promoting and developing substantive job opportunities with livable wages

Whereas, the City of Cleveland is committed to developing working relationships with businesses, the public sector and local academic institutions for the purpose of enhancing the skills of the local workforce

Whereas, Employment Connection, represented by the City of Cleveland Workforce Investment Board, Cuyahoga County Workforce Investment Board and many public employment, education and training providers, and supportive services, works in spirited cooperation to improve the workforce in our region

Whereas, Employment Connection has recognized the immeasurable contributions to our area of local employers in the Healthcare, Small Business, Construction, and Manufacturing sectors by dedicating **Workforce Summit 2004** to these industries

Whereas, Labor Day, the first Monday in September, is recognized as being unique by the US Department of Labor as it "...is devoted to no man, living or dead, to no sect, race, or nation, instead it is dedicated to the social and economic achievements of American workers and constitutes a yearly national tribute to the contributions workers have made to the strength, prosperity, and well-being of our country"; and now therefore be it,

Resolved,

That the month of September be proclaimed Workforce Development Month.

Appendix 5 – Workforce Summit News Media Kit



FOR IMMEDIATE RELEASE

September 7, 2004

Contact: Celina Shands (858) 735-2883

Mary Kay Bitterman (216) 698-2887

Steve Forbes Kicks-off Workforce Summit 2004 *City of Cleveland and Cuyahoga County partner to aid local businesses*

What: The City of Cleveland and Cuyahoga County are the sole recipients of a national labor market information marketing pilot project grant to support local businesses with employment and training resources and services. Thirty-one other workforce agencies across the country vied for this opportunity. The new initiative will be launched at the Workforce Summit 2004 event entitled **Inroads - - Strategies for Economic Growth**, which signifies the challenges facing job seekers and businesses as they try to understand the economy and navigate the road to success. A Career EXPO follows in the afternoon for local job seekers.

Who: Governor Bob Taft
Mayor Jane Campbell
Cuyahoga County Commissioners Peter Lawson Jones, Jimmy Dimora, and Tim McCormack
Keynote Steve Forbes - President/CEO of Forbes, Inc.
Chris Connor, Chairman and CEO of Sherwin Williams Co.
Local business leaders from four vital sectors including Manufacturing, Healthcare, Construction and Small Business

When: Thursday, September 9, 2004
Workforce Summit 2004 – 7:30 a.m. – 2:00 p.m.
Career EXPO – 1:00 p.m. – 4:00 p.m.

Interviews with Steve Forbes available 11:00 a.m.– noon – check-in @ Media Registration Table for special access

Where: Cleveland Convention Center
500 Lakeside Avenue, Cleveland, Ohio

Why: In this election year, the number one issue among voters is jobs and the economy, the City of Cleveland and Cuyahoga County Workforce Development Divisions are responsible for administering employment and training funds for local businesses and job seekers under the Workforce Investment Act of 1998. These teams have partnered on a dynamic program that assists local employers with their hiring and recruitment needs, which will consolidate efforts and maximize funding. A new labor market report will be released providing an outlook for Northeast Ohio.

PHOTO OPPS: Steve Forbes, Chris Connor, along with local elected dignitaries, will be available for comment.



FOR IMMEDIATE RELEASE

September 9, 2004

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City of Cleveland and Cuyahoga County Partner to Aid Local Businesses *Keynote Steve Forbes kicks off program at Workforce Summit*

The City of Cleveland and Cuyahoga County are the sole recipients of a national labor market information (LMI) marketing pilot project grant to support local businesses with employment and training services. Thirty-one other workforce agencies across the country vied for this opportunity. The new initiative was launched today at the Inroads: Workforce Summit 2004 event at the Cleveland Convention Center.

Over 300 business leaders attended today's event that focused on four key sectors that are very important to Cleveland's economic growth and development: Manufacturing, Healthcare, Construction and Small Business. The event began with key leaders from the community shaping the vision, followed by interactive sessions to identify the main issues facing the community in the four vital sectors. The keynote speaker for the event was Steve Forbes, President/CEO of Forbes, Inc. and Editor-in-Chief – *Forbes* Magazine. Bob Paponetti, Director of Workforce Development, Cuyahoga County, said, "The Summit provided our community with a forum to express their concerns about key industry sectors, as well as an opportunity to collaborate for future strategies. We'll use the outcomes from the Summit to drive strategies and design appropriate services in the upcoming year."

Immediately following the Summit, a Career Expo served local job seekers via a job fair, seminars, career counseling and an opportunity to meet community partners to discover valuable employment and training resources.

Both the City of Cleveland and Cuyahoga County Workforce Development Divisions are responsible for administering employment and training funds for local businesses and job seekers

under the Workforce Investment Act of 1998 (WIA). The goal of WIA is to help employers increase productivity by increasing the skills, knowledge and commitment of their workforce.

To that end, these divisions have collaborated on a dynamic program that assists local employers with their hiring and recruitment needs. By working as a team they can maximize funding. The team is charged with identifying specific workforce development challenges such as: training, retention, career ladders, recruitment, labor availability and skills, and costs of doing business in Cleveland. “Part of creating a strong economy is making sure our workforce is prepared,” said Mayor Jane L. Campbell. “By partnering with the County we are making our One Stop Career Services more attractive to the business community. When businesses take advantage of our employee base, it means more jobs and a boost to our economy.”

The team unveiled its new brand, Employment Connection, at today’s Summit. “It makes sense to merge the city and county’s Business Services Teams,” said Allison Motz, Director Workforce Development, City of Cleveland. “It improves customer flow for the businesses and helps maximize funding.” Commissioner Peter Lawson Jones concurred by saying, “The joint application by Cuyahoga County and the City of Cleveland for the grant underscores not only the benefits of collaboration for both our business citizens and job seekers, but also the effectiveness of pooling our strengths and resources for the greater good.”

“Cuyahoga County has worked very diligently to support and encourage workforce development,” said Commissioner Jimmy Dimora. “Our bottom line objective is to develop a workforce that will meet the demanding needs of future business in Northeast Ohio. Our goal is to eventually help workers in any situation receive the job training they need to open opportunities for their futures. This city/county partnership, along with the grant money, will help create a seamless, one-stop system without duplication. In this age of regionalism, collaboration is critical to the success of our community. And people getting the jobs they need is the end result.”

The theme for today’s Summit was *Inroads – Strategies for Economic Growth*. Inroads signifies the challenges facing job seekers and businesses as they try to understand the economy and navigate the road to success. Workforce Summit 2004 provided inroads to gaining insight and knowledge on how to come together as a community and build an economic future through an empowered workforce that can meet the demands of local businesses. The Ohio Bureau of Labor Statistics unveiled a labor market report for the Cleveland area at today’s Summit, detailing important forecasting information for the identified employment sectors.

Ultimately, Inroads: Workforce Summit 2004 signified the start of new partnerships working together for a better community. One of the primary partners of the Workforce Summit 2004 included The Greater Cleveland Partnership, who will be working with the City of Cleveland and Cuyahoga County throughout the year to support the new employer initiative. "This important collaboration will combine the strengths of the county and the city creating a stronger more viable One-Stop system for employers," said Commissioner Tim McCormack.

The Plain Dealer and Cleveland.com will be publishing an outcomes report from today's Summit over the next month. More information can be found at www.workforcesummit2004.com

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Appendix 6 – Newsletter Article for Promotional Purposes

City and County Partner to Aid Local Businesses through National Grant ***Keynote Steve Forbes kicks off program at Workforce Summit***

The City of Cleveland and Cuyahoga County are the sole recipients of a national labor market information (LMI) marketing pilot project grant that culminates this September with several local initiatives that support local businesses. Thirty-one other workforce agencies across the country vied for this opportunity.

Both the City of Cleveland and Cuyahoga County Workforce Development Divisions are responsible for administering employment and training funds for local businesses and job seekers under the Workforce Investment Act of 1998 (WIA). The goal of WIA is to help employers increase productivity by increasing the skills, knowledge and commitment of their workforce.

To that end, these teams have collaborated on a dynamic program that assists local employers with their hiring and recruitment needs, which will consolidate efforts and maximize funding. The team is charged with identifying specific workforce development challenges such as training issues, retention of good employees, career ladders, how to recruit top talent, labor availability and skills, and costs of doing business in Cleveland. “Part of creating a strong economy is making sure our workforce is prepared,” said Mayor Jane L. Campbell. “By partnering with the County we are making our One Stop Career Services more attractive to the business community. When businesses take advantage of our employee base, it means more jobs and a boost to our economy.”

The team, and its new brand, will be unveiled as part of the 2004 Workforce Summit, an event to be held September 9, 2004, at the Cleveland Convention Center. The Summit will provide a forum to bring together top community leaders, employers, educators and the workforce development community to solve local issues impeding economic development.

The LMI grant will be used to promote awareness among local business customers of workforce development services that are available to them through the Workforce System in Northeast Ohio. The LMI Training Institute is providing this \$20,000 grant with funding from the U.S. Department of Labor. The State of Ohio Bureau of Labor Market Information has also pledged \$60,000 in support of this joint campaign. “The joint submission by Cuyahoga County and the City of Cleveland for this grant underscores not only the benefits of collaboration for both our business citizens and job seekers, but the effectiveness of pooling our strengths and resources for the greater good,” said Commissioner Peter Lawson Jones.

“Cuyahoga County has worked very diligently to support and encourage workforce development,” said Commissioner Jimmy Dimora. “Our bottom line objective is to develop a workforce that will meet the demanding needs of future business in Northeast Ohio. Our goal is to eventually help workers in any situation receive the job training they need to open opportunities for their futures. This city/county partnership, along with the grant money, will help create a seamless, one-stop system without duplication. In this age of regionalism, collaboration is critical to the success of our community. And people getting the jobs they need is the end result.”

The Summit's theme is *Inroads – Strategies for Economic Growth*. Inroads signifies the challenges facing job seekers and businesses as they try to understand the economy and navigating the road to success. The Workforce Summit 2004 provides inroads to gaining insight and knowledge on how to come together as a community and build our economic future through an empowered workforce that can meet the demands of local businesses.

The Summit will target four key sectors that are very important to Cleveland's economic growth and development: Manufacturing, Healthcare, Construction and Small Business. The event will begin with key leaders from the community shaping the vision, followed by interactive sessions to identify the key issues facing the community. The keynote speaker for the event is Steve Forbes, President/CEO of Forbes, Inc. and Editor-in-Chief – *Forbes* Magazine, who will also meet with Executive business leaders in a hospitality room during the event. Bob Paponetti, Director of Workforce Development, Cuyahoga County, said, "The Summit will give our community a forum to express their concerns about key industry sectors, as well as an opportunity to collaborate for future strategies. We'll use the outcomes from the Summit to drive the strategies to design appropriate services in the upcoming year."

A Career Expo will serve local job seekers via job fair, seminars, career counseling and an opportunity to meet community partners to discover valuable employment and training resources. Lastly, the Ohio Bureau of Labor Statistics will unveil a labor market report for the Cleveland area, detailing important forecasting information for the identified employment sectors. There will be a multitude of resources available to create a win-win partnership and support an ongoing method of referrals for local manufacturing and other businesses with the new consolidated Workforce Initiatives Division. "Whether you're a job seeker or an employer, the Workforce Summit 2004 has something important to offer everyone. This is the start of an exciting and ongoing initiative forming partnerships that will improve our ability to develop a skilled workforce," said Allison Motz, Director of Workforce Development, City of Cleveland.

Ultimately the Workforce Summit 2004 will signify the start of new partnerships working together for a better community. One of the primary partners of the Workforce Summit 2004 is The Greater Cleveland Partnership, who will be working with the City of Cleveland and Cuyahoga County throughout the year to support the new employer program. "This important collaboration will combine the strengths of the county and the city creating a stronger more viable One-Stop system for employers," said Commissioner Tim McCormack.

The Plain Dealer and Cleveland.com have recognized the importance of this event and are assisting the community via a special outreach campaign. For more information, go to www.cleveland.com/workforcesummit or call our Summit Hotline at (216) 987-3303.

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