



A Partnership Between Huron, Ottawa, Sandusky & Seneca Counties

Regional Strategic Workforce and Economic Development Strategy

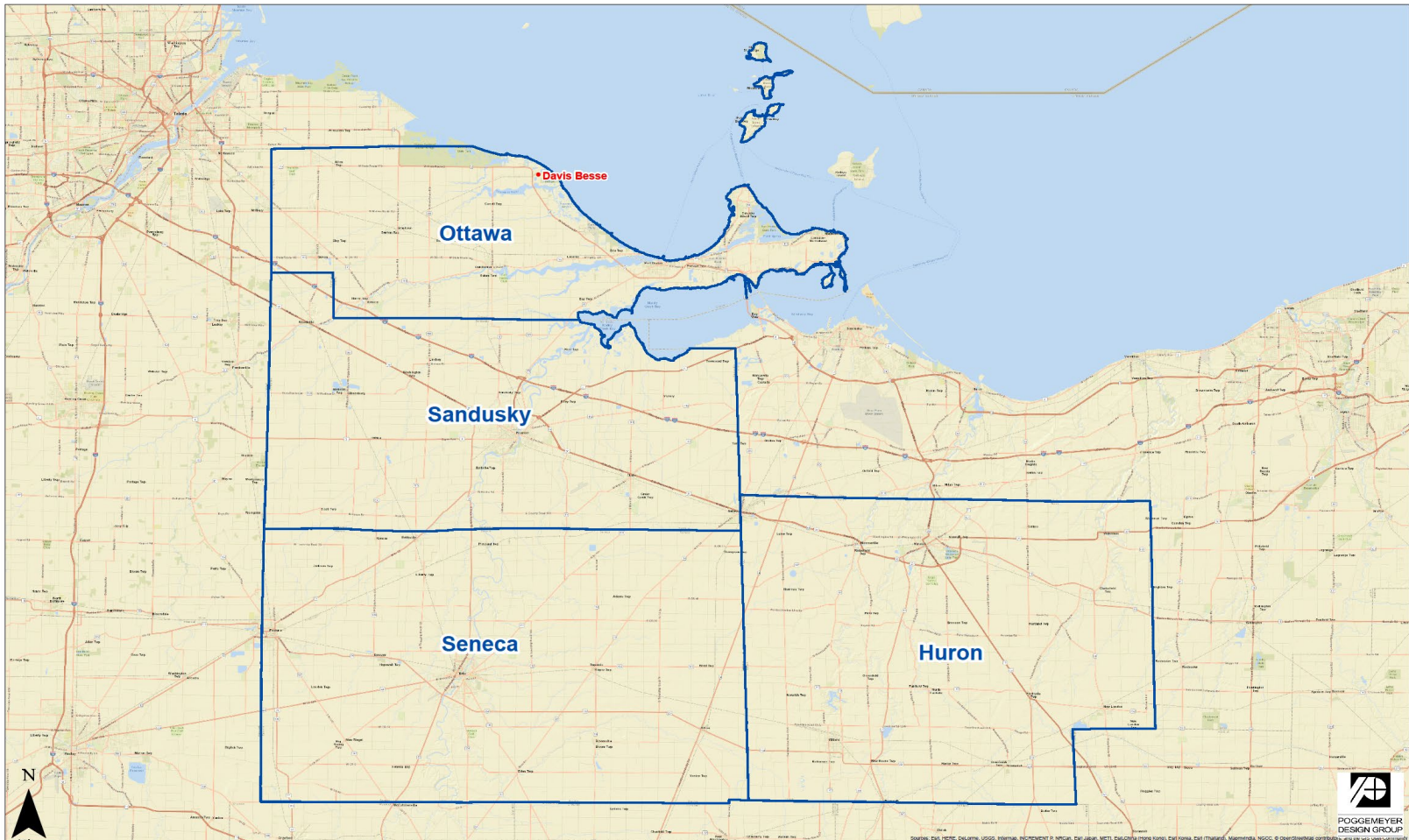
June 23, 2020





Regional Strategic Workforce & Economic Development Strategy

Huron, Ottawa, Sandusky, and Seneca Counties



0 5 10 20 Miles



Regional Strategic Workforce & Economic Development Strategy

- Population of 4 counties: 214,374 (2017)
- Population of 4 counties projected to be 196,580 (2040), an 8.30% decrease
- Workforce of 100,676 (2017); down from 103,882 in 2010
- 4CG area between Toledo and Cleveland metro areas
- Bisected by the Ohio Turnpike
- Situated along the 312 mile long Lake Erie shoreline



Planning/Report completed pre-Covid-19 Pandemic

- Unemployment rate has spiked
- Hardest hit industries nationally include:
 - Leisure and Hospitality
 - Professional Services
 - Retail
 - Healthcare
 - Manufacturing
 - Construction
 - Transportation



Regional Strategic Workforce & Economic Development Strategy

- WIOA Rapid Response Funding
- Goal of expanding workforce and economic opportunities for four county region
- Public Participation Events





Phased Project Approach

- Phase I- Discovery
 - Project Familiarization
- Phase II- Project Design
 - Regional Economic & Background Assessment
 - Industry Specific Workforce Needs Assessment
 - Training Partners
 - Data Summary
- Phase III- Collaborative Input
 - Focus Groups
 - On-line Surveys
 - Key Person Interviews
- Phase IV- Visioning
- Phase V- Planning Document
 - Economic Development Strategy
 - Talent, Attraction and Implementation Regional Plan
 - Industry Spotlights
- Phase VI- County Review/ Adoption



Common Themes

- An understanding that strong collaboration and communication is critical
- There is an excellent quality of life with attractive natural resources to work/play/live in 4 counties
- Lack of public transportation is a commonality
- Lack of skilled workforce is a commonality
- The 4 counties have good economic development organizations
- Declining and/or aging population is a perceived threat by all 4 counties
- A current “status quo” that resists change



Eight Pillars of Report

1. Education/ Life Long Learning
2. Marketing/Branding
3. Infrastructure/Capital Resources
4. Regional Collaboration/Continued Partnerships
5. Tourism
6. Business/Industry Activities
7. Quality of Life
8. Legislative Action



Phase I-Summary of Existing Documents

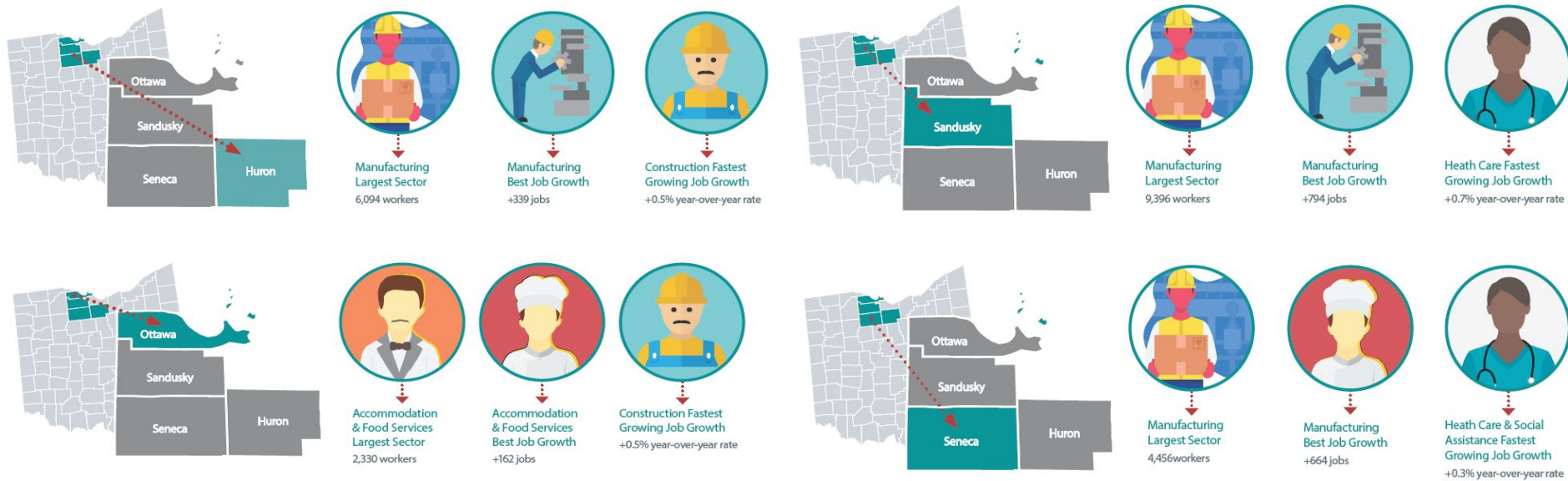
All 4 counties have a strong history of planning/implementation

- Transportation Plans
- Economic Development Plans
- Comprehensive/ Master/ Land Use Plans
- Business Advisory Council Plans
- Educational Plans
- Housing Analysis



Phase II- Economic & Demographic Profile

Key component to an economic development strategy is the strengthening of economic clusters





Phase III- Public Participation

- SWOT Analysis
- Stakeholder Interviews
- Focus Groups
- Survey Monkey
 - Business/Industry Owners
 - Students
 - Workforce Partners
 - Citizen Survey
 - Wage & Benefit





SWOT Results

KEY COMMON TAKE AWAYS FROM ALL FOUR COUNTIES



S

STRENGTHS

Overall Common Strengths

- Communication
- Collaboration
- Quality of life/culture/natural resources
- Education- opportunities, secondary education, school system, resources

W

WEAKNESSES

Overall Common Weaknesses

- Public transportation- accessibility, lack of public transportation
- Lack of workforce/skilled employees/ training center/ programs physically located in County

O

OPPORTUNITIES

Overall Common Opportunities

- Economic development
- Job opportunities/ marketing/ connections
- Commerce development (industrial, manufacturing, commercial, residential)

T

THREATS

Overall Common Threats

- Youth migration/declining population
- Aging population/workforce
- Brain drain
- Businesses leave or not grow due to lack of workforce
- Culture/lack of forward thinking/ pushing college degree over skilled trade



Key Stakeholder Results

Key Stakeholder Interviews November/December

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Location/Education• Low Cost of Living/ Strong Work Ethic• Tourism/Travel• Strong Organizations• Partnerships• Collaboration	<ul style="list-style-type: none">• Some Services Not Well Marketed• Territorial Entities• Deteriorating Family Structure• Aging Population• Lack of Housing	<ul style="list-style-type: none">• Collaboration/ Communication/ Partnerships• Recreational/ Tourism Economic Development Partners• Infrastructure/ Transportation Education	<ul style="list-style-type: none">• Lack of Available Work Force• Public Utility Uncertainty• Generational Differences in Workforce• Drug Use• Job Poaching• Politics/Political Infighting



8 Focus Groups

1. Manufacturing
2. Agriculture
3. Healthcare
4. Construction
5. Service/Travel/Tourism
6. Transportation/Logistics
7. Davis Besse
8. Education



Focus Group Results

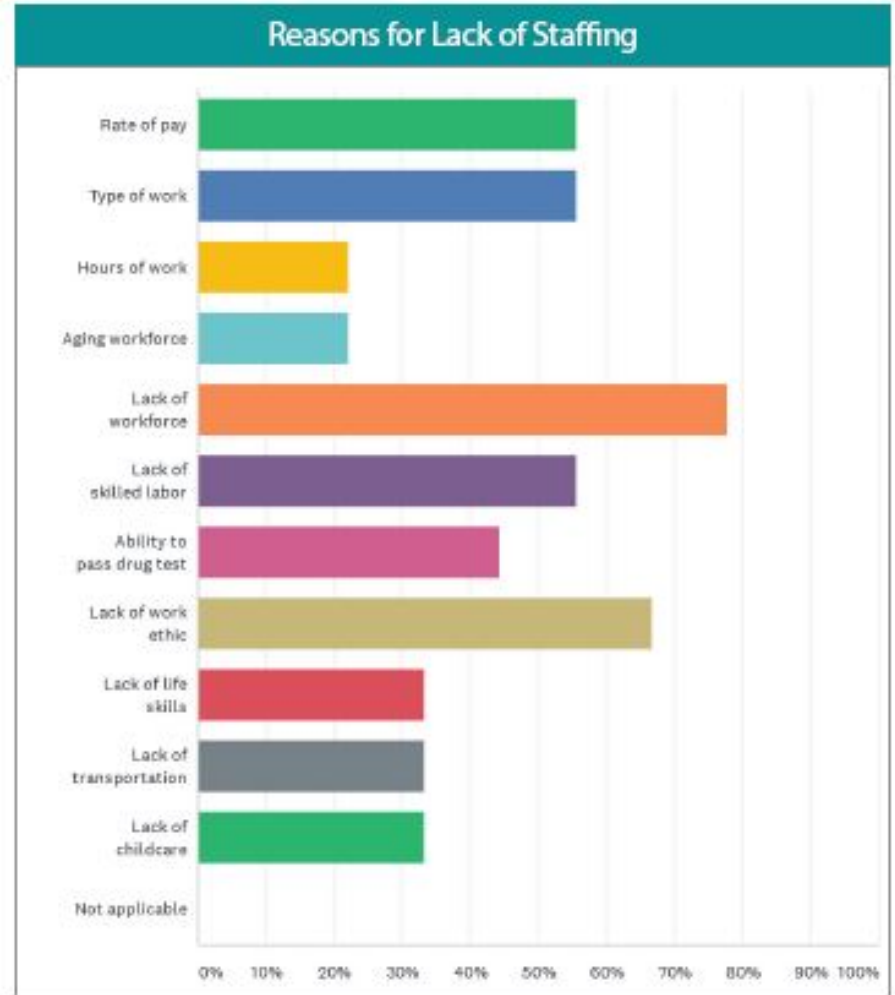
- Specific recommendations were made in each focus group and can be found in Chapter 5 of the report
- Utilized these recommendations in regional goals and objectives and final action table



Survey Results

Five On-Line Surveys

- Citizen
- Plant Manager
- Human Resource Managers
- Economic Development Partners
- High School Seniors





Survey Results

- Citizens were satisfied with their jobs
- Majority of citizens thought they would be in the same job next year
- Plant Managers can't find employees due to lack of workforce, lack of work ethic, lack of skilled labor, rate of pay, type of work
- Excessive absenteeism major reason for termination
- Businesses are offering flexible schedules, if able
- Economic Development Partners routinely collaborate with other service providers
- Students are deciding their career fields based on internet research, parents/family in that field or job shadowing in that field
- Majority of students have considered moving away after high school



Phase IV- Visioning Results

All partners in economic development and workforce development will strive to:

- Value collaboration, communication and maintain knowledge of resources
- Be apolitical
- Meet the needs/voices of existing businesses related to workforce
- Stay nimble with the ability to prioritize retention, while continuing attraction efforts



Phase IV- Visioning Cont.

- Provide partnerships and avenues for education to focus on life-long learning and increasing strong work ethic and life skills
- Be proactive, not reactive in all things related to workforce and economic development
- Cultivate a strong manufacturing climate within the region
- Cultivate a culture of open-mindedness within the region, related to all workforce partners, especially businesses as they work with a new generation of workers



Phase IV- Visioning Cont.

- Provide support to all partners, top down and all over, including businesses, workers, students, organizations, elected officials and staff
- Facilitate networking between all partners, focusing on what can be implemented as best practices with both economic development partners and business industries



Phase IV- Visioning Cont.

- Promote what is unique to the region, a work/life balance that includes recreation and natural environmental assets
- Promote engaged/compassionate/ creative brainstorming and related ideas for economic development and workforce development
- Encourage workforce cultural diversity



Phase V- Economic Development Strategy

1. Background & Current Conditions
2. Analysis of Strengths, Weaknesses, Opportunities & Threats
3. Mission, Objectives & Goals
4. Public & Private Partnerships
5. Strategic Projects
6. Plan of Action
7. Performance Measures



Phase V- Economic Development Strategy

Key Takeaways/Big Picture

- Outline largest employers in the region
- Outline top 5 industries in the region
 - Manufacturing
 - Health Care/Social Assistance
 - Retail Trade
 - Accommodation/Food Service
 - Educational Services

4CG MAJOR EMPLOYERS

Huron County	Huron County	Sandusky County	Seneca County
Berry Global (Mfg)	Benton-Carroll-Salem Local Schools (Govt)	Auria Fremont, LLC (Mfg)	American Fine Sinter (Mfg)
Pepperidge Farms/Campbell Soup, Co (Mfg)	First Energy Corp/Davis Besse (Utility)	Bellevue Hospital (Serv)	Dorel Industries/Ameriwood Ind (Mfg)
Fisher-Titus Medical Center (Serv)	Fenner Dunlop (Mfg)	Crown Battery (Mfg)	Fostoria City Schools (Govt)
Huron County Government (Govt)	Luther Home of Mercy (Serv)	ABC INOAC (Mfg)	Heidelberg College (Serv)
LSC Communication (Mfg)	Magruder Hospital (Serv)	Fremont City Schools (Govt)	Mercy Hospital of Tiffin (Serv)
MTD Productions/Midwest Inds (Mfg)	Materion Brush/Brush Wellman, Inc. (Mfg)	Kraft Heinz (Mfg)	National Machinery (Mfg)
New Horizons Baking, Co. (Mfg)	Ottawa County Government (Govt)	Memorial Hospital (Serv)	Roppe Corp (Mfg)
Norwalk Area Health Systems (Serv)	Port Clinton City Schools (Govt)	Revere Plastics (Mfg)	State of Ohio (Govt)
Norwalk City Schools (Govt)	US Gypsum, Co (Mfg)	Sandusky County Government (Govt)	Tiffin City Schools (Govt)
Norwalk Custom Order Furniture (Mfg)	Wal-Mart Stores, Inc. (Trade)	Style Crest/Poly-Foam Int'l (Mfg)	Tiffin University (Serv)
		Whirlpool Corp (Mfg)	Toledo Molding & Die (Mfg)
			Webster Industries (Mfg)

Source: Ohio Development Services Agency (ODSA) County Profiles



Key Takeaways/Big Picture

- Access to natural resources, lower cost of living, higher quality of life, strong community partnerships
- New mindset among businesses for more flexible work schedules, focus on soft and life skills
- To attract workforce, region must have sense of place, livability, availability of housing (all types, prices points) and infrastructure



Phase V- Economic Development Strategy

Key Takeaways/Big Picture

- Employment in 4CG region projected to contract by 4,094 jobs





Phase V- Economic Development Strategy



Key Takeaways/Big Picture

- Nimble responses to emerging conditions, challenges, opportunities
- Annual progress check-in on plan implementation
- Performance measures





Phase V- Regional Goals & Objectives

REGIONAL GOALS & OBJECTIVES CHART

	Goals	Objectives
  PILLAR 1 Education/ Life Long Learning	<p>Develop and retain a talented and skilled workforce so four-county region businesses (existing and future) can retain existing levels and expand to compete locally, regionally, nationally and internationally.</p>	<p>Future Workforce</p> <p>1.1 Continue to provide a range of non-traditional education opportunities to high school students and recent graduates.</p> <p>1.2 Educate all (students, parents, teachers, administrators, etc.) to the opportunities of vocational school, as well as entering the workforce from high school, removing any negative connotation to these two pathways.</p> <p>1.3 Educate for the future, not just those jobs in existence today. The majority of students entering the education system today will hold jobs that currently do not exist.</p> <p>1.4 Work to double the touch points between students and various industries in the counties.</p> <p>1.5 Continue to coordinate large scale events between schools and businesses, such as Career Showcases, FutureMaker Events, etc. to focus on opportunities for students to stay in the four-county region after graduation. Expand events to elementary and middle school students.</p> <p>1.6 Utilize the internet more for additional career exposure during school as this is how students are selecting their career paths.</p> <p>1.7 Promote the work of Pathways to Prosperity and its subcommittees.</p> <p>1.8 Work to include former students, those who started college, but did not finish, in all workforce initiatives.</p> <p>Existing Workforce</p> <p>1.9 Promote life-long learning by offering work skills training to existing workforce.</p> <p>1.10 Participate in a regional system of connecting workers and employers with programs, best practices and networks.</p> <p>1.11 Take advantage of the TechCred Program, InnovateOhio and micro-degrees.</p> <p>1.12 Examine development of new or revised training facility. Focus training on four-county footprint, but add life-skills training.</p> <p>1.13 Work to engage sector of the workforce who is not participating and work to remove their barriers.</p> <p>1.14 Utilize sector strategy pathways from Industry Spotlight data. Make sure it is understood what businesses need and determine which types of workers could be channeled into those job descriptions.</p>





Phase V- Regional Goals & Objectives

	Goals	Objectives
 <p>PILLAR 2 Marketing/Branding</p>	<p>Develop, create and maintain a multi-media marketing plan and campaign that will enable the region to sell itself regionally, state-wide and nationally.</p>	<p>2.0 Conduct campaign to live, work, play in the four-county region, targeting existing residents to stay (especially students and the younger population) and potential residents (tourists and those who already work in the region) to stay longer.</p> <p>2.1 Enhance the image of the region both internally and externally. Recognize that the area has many positive quality of life factors. Focus on these, instead of on any less positive factors.</p> <p>2.2 Better prepare economic development partners for business inquiries by streamlining and enhancing marketing materials, promotional materials and business prospect/client responsiveness. Materials should include representation of positive overall quality of life.</p>
 <p>PILLAR 3 Infrastructure/ Capital Resources</p>	<p>Ensure all infrastructure and capital resources are up to date to maintain existing business and appeal to existing and new workers.</p>	<p>3.0 Look for opportunities to add more starter homes, middle-income and senior housing, including condos, assisted living and other types of accessible housing.</p> <p>3.1 Review existing and future transportation plans to determine feasibility of adding routes to get workers or potential workers to employers.</p> <p>3.2 Find ways to fund additional transportation projects, including public transit.</p> <p>3.3 Improve the physical image of the counties, especially along key corridors and community entryways, as this is the first impression to a new resident/employee/employer.</p> <p>3.4 Work with townships, villages and cities to ensure all infrastructure (roads, water, sewer, storm, electrical, internet, etc.) are all up to date and ready to meet the needs of existing and future businesses and related expanded workforce.</p>



Phase V- Regional Goals & Objectives

	Goals	Objectives
 <p>PILLAR 4 Regional Collaboration/ Continued Partnerships</p>	<p>Strengthen existing and create new collaborative partnerships to operate effectively as one voice for regional economic success.</p>	<p>4.0 Remove politics from workforce and economic development. Solicit participation from all partners (economic development, non-profit, education, businesses, county, township, municipality administration/elected officials and State elected officials) in the four counties to ensure success.</p> <p>4.1 Develop an informational initiative for local governments on how to do workforce and economic development with hopes this group can meet regularly to share ideas, best practices and ways to collaborate on workforce development, economic development and overall marketing of the four-county region.</p> <p>4.3 Create a "recovery coordination initiative" to help the region focus on economic resiliency efforts to prepare for any downturns in the economy. Hire a regional recovery coordinator to work on implementation of all pillars.</p> <p>4.4 Create an economic development roundtable initiative or utilize existing groups with partner organizations, local government officials, education and social services agencies to develop strategies to address more social service aspects of workforce development/economic development.</p> <p>4.5 Recognize all partners in solving workforce shortage (businesses of all sizes, all levels of government, educators and economic development/workforce development partners) as equal pieces in the equation.</p> <p>4.6 Pursue listed funding sources to support projects with local and regional impacts related to retention and expansion.</p>
 <p>PILLAR 5 Tourism</p>	<p>Develop tourism to further enhance the local economy as a job creator, but also as a population generator.</p>	<p>5.0 Recognize tourism as a year-round industry and one of the region's economic generators.</p> <p>5.1 Work with existing organizations, such as Lake Erie Shores and Islands, to hire a tourism workforce development specialist for sole focus on the needs of this unique market and/or a regional recovery coordinator to work on the implementation of all pillars.</p> <p>5.2 Continue to market tourism resources within and outside the region, including waterfront, trails, parks and recreation facilities and programs.</p> <p>5.3 Improve use of social media through coordinated four-county region to promote local events and tourist opportunities.</p> <p>5.4 Improve access to technical assistance and financing for tourism-related businesses.</p> <p>5.6 Work to move visitors to full-time residents to increase population and support economic development and workforce needs.</p>



Phase V- Regional Goals & Objectives



PILLAR 6 Business/Industry Activities

Goals





Develop an ecosystem for creating, attracting, expanding and retaining businesses and the necessary existing and future skilled workforce.

Objectives

- 6.0 Recognize the top industries and top occupations in the region and work with these industries and educational partners to maintain and grow employment.
- 6.1 Recognize those industries with positive employment growth rates in the next ten years and work to promote these skills in the education of students and existing workforce.
- 6.2 Recognize those industries with negative employment growth rates in the next ten years and work to retrain these individuals to plug them into other employment growth industries in the region.
- 6.3 Recognize age distribution in industry cluster analysis to determine which industries are prone to retiring a large portion of employees and better prepare workforce for these open positions.
- 6.4 Organize and publicize local, state and federal incentives and technical assistance for development, redevelopment and workforce training.
- 6.5 Keep inventory of available properties for recruitment of new businesses to the four-county area.
- 6.6 Work to identify a collaborative "punch list" of what both employers and 4CG need to assist with creating, attracting, expanding and retaining businesses and the necessary skilled workforce.
- 6.7 Recognize industries with wage gaps from the industry spotlight data and determine ability to get closer to national average.
- 6.8 Examine make-up and meeting attendance of existing Business Advisory Councils to ensure proper balance of business, economic development partners and educational partners.
- 6.9 Work with workforce partners and the State to develop employment pre-screening drug tests, with drug counseling and job placement assistance for those who don't pass.
- 6.10 Start a "how to" program for H2A Visas. Secure funding to assist with the costly process.
- 6.11 Encourage business/Industry partners to communicate career path once employees are hired, utilizing on the job training and/or continued education.
- 6.12 Work with business/Industry partners to understand what motivates employees in order to retain existing workforce and attract new workforce.
- 6.13 Target certain demographics for open positions (e.g. stay-at-home parents, retirees, students, ex-offenders, etc.) with part-time and/or flexible schedules.
- 6.14 Recognize that a sizeable portion of the labor market is always looking for a better job option. Work to ensure best overall employment experience for employee to retain existing and attract new.
- 6.15 Follow larger industries in the State for best practices, such as Honda and Huntington, who have made substantial commitments to upskill their workers.



Phase V- Regional Goals & Objectives

	Goals	Objectives
  PILLAR 7 Quality of Life	<p>Create a unique identity and sense of community for the four-county region.</p>	<p>7.0 Determine why employees live in other counties and work in the four-county region and vice versa to assist in attracting people to live, work and play here.</p> <p>7.1 Target those students who have moved away, advertising quality of life, family ties and sense of community, to move back to the region to continue their careers and build a family.</p> <p>7.2 Continue to protect and improve recreational opportunities, including waterfront, trails, parks/ rec facilities and programs.</p>
  PILLAR 8 Legislative Action	<p>Stay current on regional, state and national trends, initiatives and funding for Workforce Development and Economic Development Policies.</p>	<p>8.0 Facilitate a meeting with all partners to tell the story of the 4CG and secure buy-in for proposed goals, objectives and action items.</p> <p>8.1 Stay actively involved in Governor's Office of Workforce Transformation.</p> <p>8.2 Initial asks should be for assistance with modifications to regulations and funding to implement goals, objectives and action items from plan.</p> <p>8.3 Work with local elected officials to put incentives in place for economic development.</p> <p>8.4 Work on specific items by industry that need legislative changes that came about as part of this planning process.</p>



Phase V- Action Table

Action	Priority	Responsibility
Education #1		
Rebrand to "career ready" instead of "college ready."	Immediate	Educational Partners
Promote "keys" to career ready such as life skills, driver's license, internships, mentorships.	Immediate	Educational Partners, 4CG, Business/Industry Partners
Articulate value to students and employers of the OMJ Seal, targeting specific high school classes and human resource managers.	Immediate	4CG
Invite parents to career showcases or at minimum, develop a career path on-line newsletter, highlighting various industries within the counties.	Short-Term	4CG
Continue to educate teachers to create awareness of opportunities for students related to businesses/industries within the counties.	On-going	4CG, Educational Partners, Business/Industry Partners
Modify curriculum to identify current and future workforce needs of employers, especially related to changes in technology and manufacturing.	Short-Term	Educational Partners, Business/Industry Partners
Provide life skill training, including "common sense curriculum": Communication/Interpersonal Skills, Decision-Making/Problem Solving, Creative/Critical Thinking, Self-Awareness/Empathy, Assertiveness/Self Control, Resilience/Ability to Cope, Ability/Willingness to Learn	Short-Term	Educational Partners
Work to double the amount of interactions between students and business/industry with guest speakers, business shadowing, on-site business visits, more apprenticeships/mentorships, etc. Focus on those growth industries in each county and start touch point process when students are younger, more engaged and more likely to be open to different pathways (e.g., focus on high tech nature of manufacturing).	Mid-Term	4CG, Educational Partners, Business/Industry Partners
Continue to coordinate large scale events between schools and businesses, such as Career Showcases, FutureMaker Events, etc.	On-Going	4CG, Educational Partners, Business/Industry Partners
Action		
Start social media campaign for #4CGCareer Ready, built on Twitter, Instagram and Snapchat. Get students excited to stay in the area after high school. This may also assist in reaching students whose parents aren't involved in the career ready process.	Short-Term	4CG, Educational Partners, Business/Industry Partners
Develop a visually attractive virtual kiosk/information center connecting students to jobs and internship opportunities.	Mid-Term	4CG, Educational Partners, Business/Industry Partners
Stay involved to assist with implementation of Pathways to Prosperity and look to assist with implementing recommendations into entire four-county region.	On-going	Educational Partners
Develop list of students who started college, but did not finish and offer placement services to them in order to get them to participate in the labor force.	Mid-Term	Educational Partners, Business/Industry Partners
Encourage business/industry to allow flexibility and/or incentives for existing workforce to continue life-long learning with additional training/certifications.	On-going	4CG
Continue to be the clearinghouse to connect workers and employers with programs, funding, best practices and networks.	On-going	4CG
Be first in line for new funding programs at the State, like TechCred, InnovateOhio and Microdegrees.	Immediate	4CG
Examine development of new or revised training facility for the region, focusing on four-county footprint, but add a life-skills boot camp.	Short-Term	4CG
Reach out to those not participating in workforce with survey to determine reasons not participating. Work to remove those barriers.	Mid-Term	4CG, Industry/Business Partners
Developing career pathways for existing industries, utilizing data from sector strategy industry profiles, as a strategy promotes industry employment growth and workforce engagement.	Long Term	4CG, Industry/Business Partners
Marketing/Branding #2		
Work with local partners to sell the positive quality of life in the 4CG Region. Build off Lake Erie Shores & Islands campaign and Ottawa County's It's All Here Campaign, utilizing Twitter, Instagram and Facebook.	On-going	Chambers, Visitors Convention Bureaus, 4CG
Prepare a standardized marketing packet for potential economic development leads. It should include important demographic data from this Plan.	Mid-Term	4CG, Chambers, Visitors Convention Bureaus
Strive to increase the number of workers living and working in the same county, from the current 40-51%, up to 75%, recognizing this is good for economic development and growing the workforce.	Long-Term	4CG, Local Elected Officials



Phase V- Partners

Initial Recommendations for Partner Development for Strengthened Regional Collaboration/Continued Partnerships

Facilitate a meeting with employers and elected local, state, and federal officials to:

- Give employers a platform to tell their story, what resources they need to stay competitive and the existing regulations that are onerous and excessive.
- Develop an action plan after the meeting to achieve the desired results.

Re-evaluate composition of current Business Advisory Councils (BACs) to ensure inclusion of a broad cross section of county representatives and that members are attending and participating in initiatives of the BAC:

- Make on-line platforms easy for all parties to participate and keep up-to-date with activities.
- Make in-person meetings at the most convenient times and locations for all participants.

Facilitate a meeting with economic development organizations, local government officials education and social services agencies to develop strategies to:

- Retain youth/families in the community.
- Develop effective public transportation options.
- Create strategies to provide affordable housing.
- Formulate strategies to provide daycare that meets the needs of the public.
- Address mental health/drug addiction that strain community resources and reduce the workforce.
- Continue to meet quarterly to coordinate efforts and identify success and areas for improvement.

Facilitate a stronger partnership between the entire business community and educational partners to train youth and adults for the current and future workforce needs, understanding that education and training is a life-long pursuit to remain competitive in the workforce.

Further discuss the hiring and funding of a "recovery coordinator" for the region, someone to coordinate and spearhead these regional recommendations.



Phase V- Funding

- Completed a funding source table with 27+ resources for funding recommendations for the plan
- Local, state, federal sources
- Non-profit/private sector sources



Report Attachments

- The Industry Spotlights provide a snapshot of industry employment and trends
- 9 industries for each county
 - Accommodation and Food Service, Agriculture, Construction, Educational Services, Healthcare and Social Assistance, Manufacturing, Retail Trade, Transportation and Warehousing, and Utilities or Nuclear Industry





Report Attachments

Manufacturing Sandusky County, Ohio – 2019Q3

EMPLOYMENT



9,396

Regional employment / 13,147,370 in the nation

WAGES



\$51,160

Avg Wages per Worker / \$69,449 in the nation

1.5% ↑

Avg Ann % Change Last 10 Years / +0.5% in the US



33.9%

% of Total Employment / 8.3% in the US



2.2% ↑

Avg Ann % Change Last 10 Years / +2.6% in the US

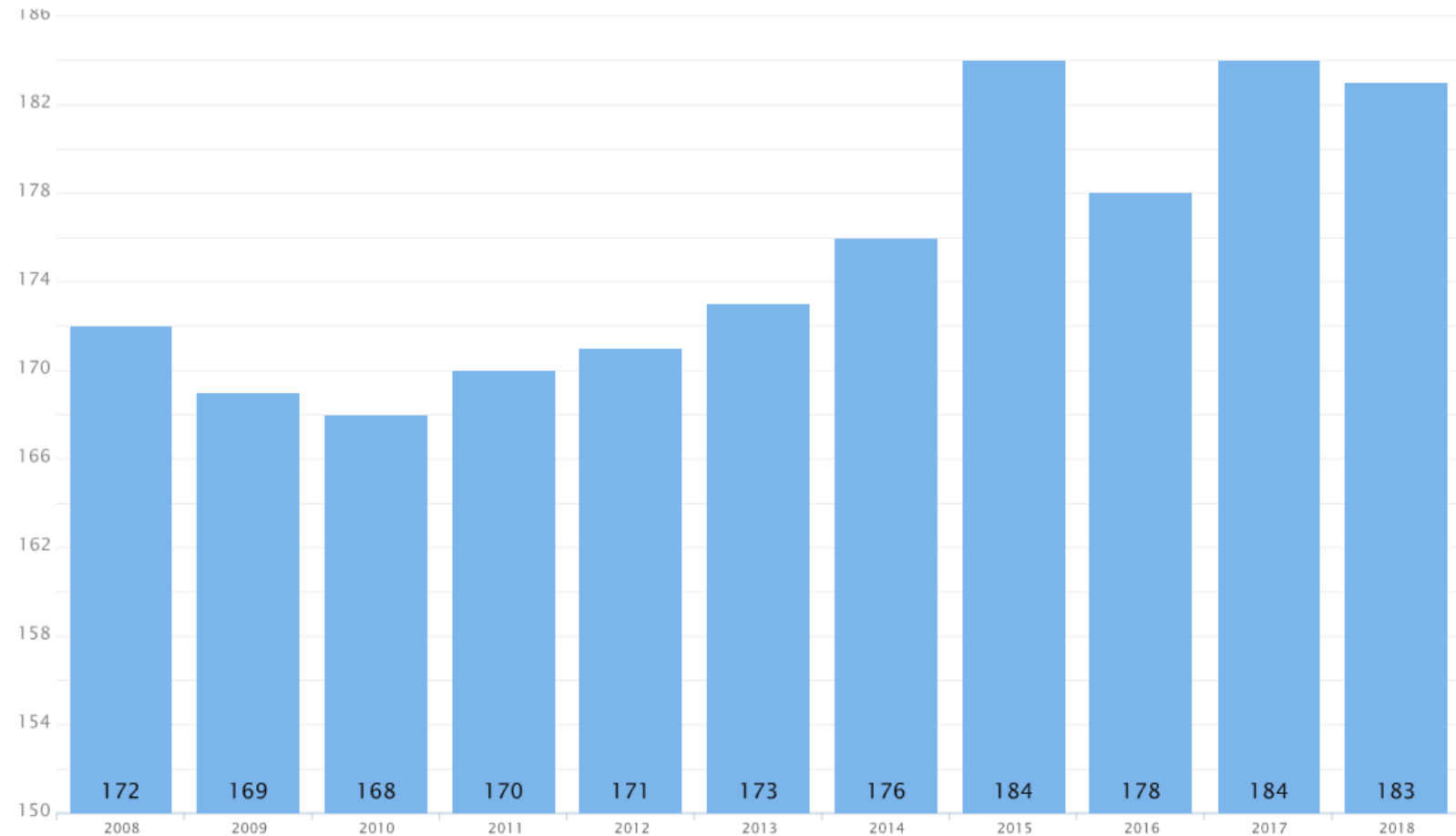




Report Attachments

Establishments

In 2018, there were 183 Accommodation and Food Services establishments in Ottawa County, Ohio (per covered employment establishment counts), an increase from 172 establishments ten years earlier in 2008.

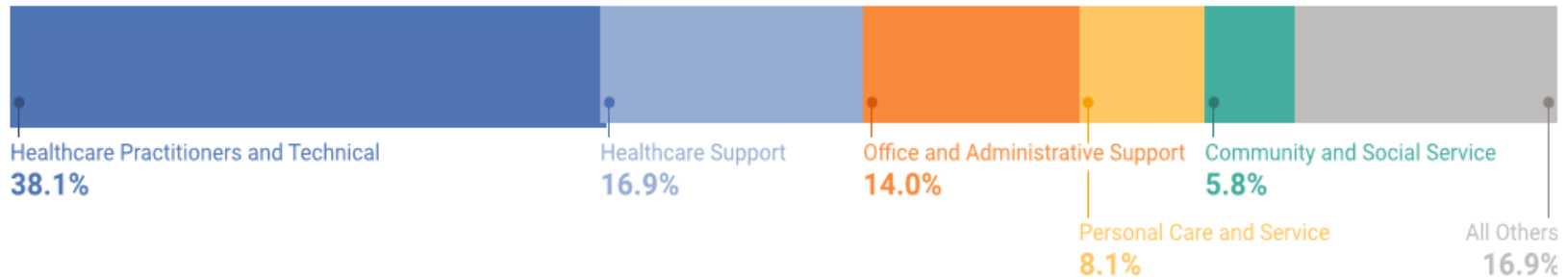


Source: JobsEQ*



Report Attachments

Staffing Pattern



6-digit Occupation	Empl	Avg Ann Wages	Annual Demand
Registered Nurses	429	\$58,800	23
Nursing Assistants	210	\$26,100	22
Personal Care Aides	110	\$22,200	19
Licensed Practical and Licensed Vocational Nurses	102	\$40,400	7
Medical Secretaries	95	\$29,300	11
Medical Assistants	81	\$29,100	10
Childcare Workers	78	\$20,600	11
Home Health Aides	71	\$21,500	10
Physicians and Surgeons, All Other	56	\$179,100	2
Receptionists and Information Clerks	55	\$28,500	7
Remaining Component Occupations	1,500	\$55,600	141
Total	2,813		



Report Attachments

- The Talent Attraction Implementation (TAI) Plan provides an overview of regional employment trends and methods to attract and retain skilled workers for three key industries
 - Manufacturing
 - Health Care
 - Accommodation and Food Services



Report Attachments



MANUFACTURING

Largest Sector

22,059

Workers

Best Job Growth

+1,545 Jobs

Over Last 5 Years

4CG Industries



UTILITIES

Highest Avg. Wages

\$103,381



HEALTH CARE AND SOCIAL ASSISTANCE

10 Year Forecast:

Fastest Growing Sector

+0.4% YOY

Growth

Best Projected Job Growth

+453 Jobs

Top Five Health Care & Social Asst. Occupations	Current		5-Year Demand			
	Employment	Average Annual Wages	Exits	Transfers	Employment Growth	Total Demand
Personal Care Aides	850	\$22,700	365	274	77	716
Nursing Assistants	1,096	\$26,500	327	274	-21	579
Home Health Aides	561	\$21,900	181	151	41	373
Registered Nurses	1,167	\$59,500	170	129	10	308
Childcare Workers	271	\$21,100	110	83	-2	192



Report Attachments

4CG Occupation Gaps

Annual Average Over 10 Years



-43

HEALTHCARE PRACTITIONERS



-38

MANAGEMENT OCCUPATIONS



-20

CONSTRUCTION OCCUPATIONS

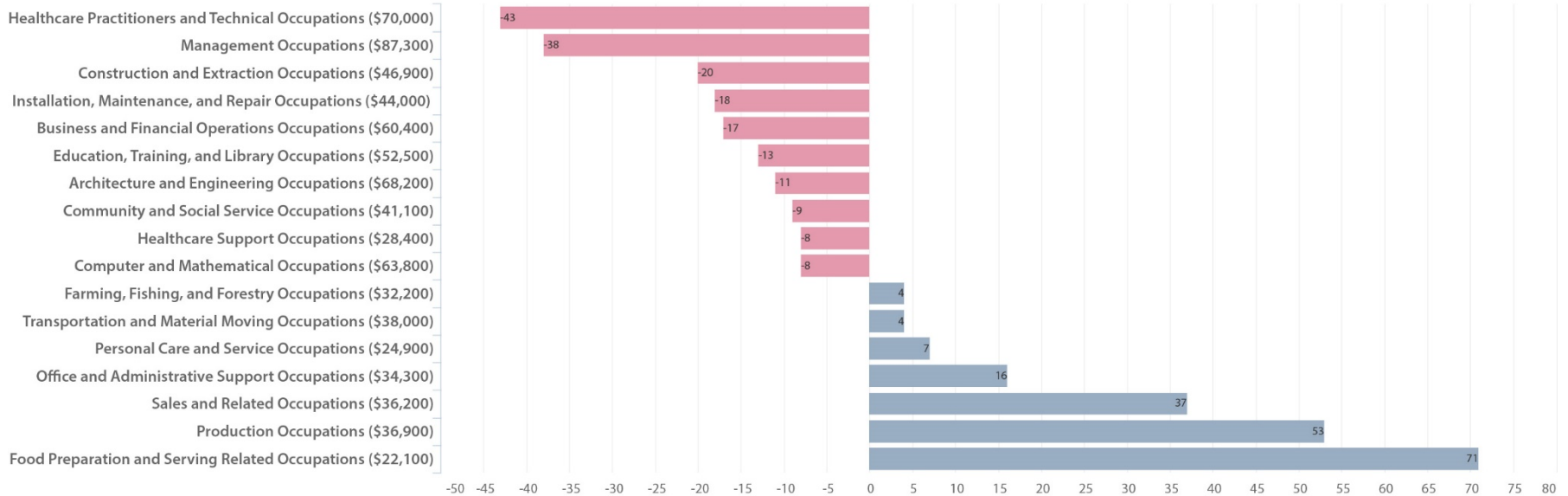


Surplus +48

FOOD PREP & SERVING OCC.

Occupation Gaps

Potential Average Annual Occupation Gaps over 10 Years in 4CG



Source: JobsEQ*, Data as of 2019Q3 except wages which are as of 2018

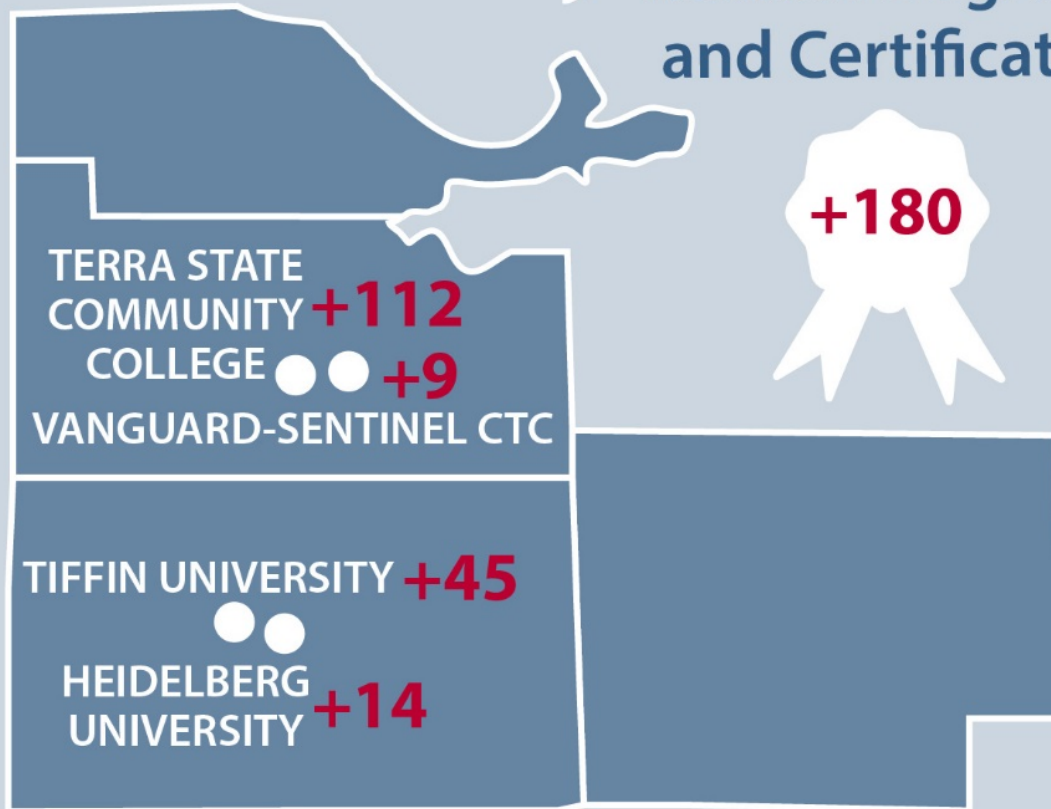


Report Attachments

4CG Awards



Health Care Related Degrees and Certificates





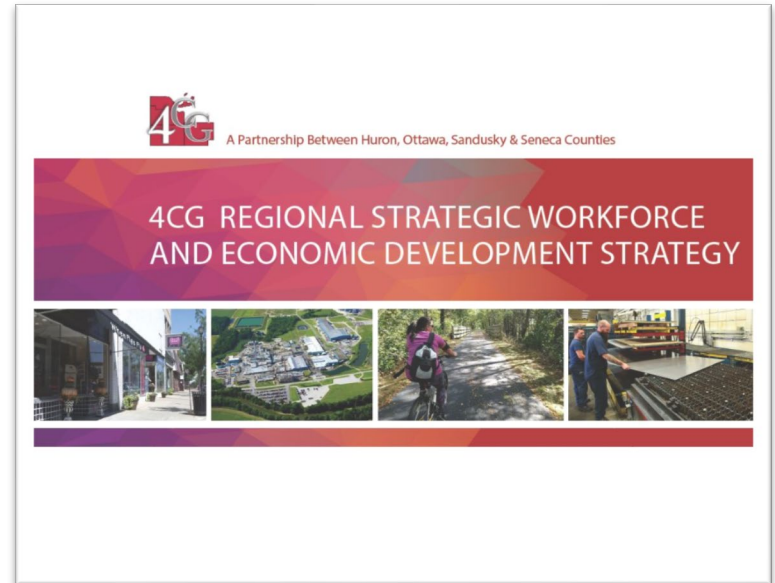
Report Attachments

- Best practices for retention and attraction:
 - Manufacturing – hands-on training and advanced training
 - Mobile training unit
 - Health Care – marketing and networking opportunities
 - Job shadowing and leadership training
 - Accommodation & Food Services – addressing multiple aspects of employability
 - Reduce barriers, direct skills, ServSafe cert.



Final Project Deliverables

- Regional Strategic Workforce and Economic Development Strategy
- Attachments
 - Key Stakeholder Summaries
 - Survey Results
 - Wage Survey
 - Career Showcase
 - Industry Spotlights
 - Talent, Attraction & Implementation Regional Plan



 Regional Strategic Workforce and Economic Development Strategy A Partnership Between Huron, Ottawa, Sandusky & Seneca Counties KEY STAKEHOLDER SUMMARY HURON COUNTY	 Regional Strategic Workforce and Economic Development Strategy A Partnership Between Huron, Ottawa, Sandusky & Seneca Counties KEY STAKEHOLDER SUMMARY OTTAWA COUNTY	 Regional Strategic Workforce and Economic Development Strategy A Partnership Between Huron, Ottawa, Sandusky & Seneca Counties KEY STAKEHOLDER SUMMARY SANDUSKY COUNTY	 Regional Strategic Workforce and Economic Development Strategy A Partnership Between Huron, Ottawa, Sandusky & Seneca Counties KEY STAKEHOLDER SUMMARY SENECA COUNTY	 Regional Strategic Workforce and Economic Development Strategy A Partnership Between Huron, Ottawa, Sandusky & Seneca Counties STUDENT SURVEY	 Regional Strategic Workforce and Economic Development Strategy A Partnership Between Huron, Ottawa, Sandusky & Seneca Counties OWNER/PLANT MANAGER SURVEY	 Regional Strategic Workforce and Economic Development Strategy A Partnership Between Huron, Ottawa, Sandusky & Seneca Counties WORKFORCE PARTNER SURVEY	 Regional Strategic Workforce and Economic Development Strategy A Partnership Between Huron, Ottawa, Sandusky & Seneca Counties CITIZEN SURVEY	 Regional Strategic Workforce and Economic Development Strategy A Partnership Between Huron, Ottawa, Sandusky & Seneca Counties WAGE AND BENEFIT SURVEY	 Regional Strategic Workforce and Economic Development Strategy A Partnership Between Huron, Ottawa, Sandusky & Seneca Counties WAGE SURVEY
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Questions & Comments?





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