Lessons From the Cleveland Integration Initiative

Walter Wright
Kathryn Hexter
Cleveland State University, k.hexter@csuohio.edu
Candi Clouse
Cleveland State University, c.clouse@csuohio.edu
Cleveland’s Greater University Circle Neighborhood and The Integration Initiative
Neighborhoods at Risk
Cleveland High Poverty Neighborhoods

<table>
<thead>
<tr>
<th>Households with Income of $25,000 or Less</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>78%</td>
</tr>
<tr>
<td>University</td>
<td>62%</td>
</tr>
<tr>
<td>Hough</td>
<td>61%</td>
</tr>
<tr>
<td>Fairfax</td>
<td>58%</td>
</tr>
<tr>
<td>Glenville</td>
<td>56%</td>
</tr>
<tr>
<td>East Cleveland</td>
<td>56%</td>
</tr>
<tr>
<td>Buckeye-Shaker</td>
<td>49%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58%</strong></td>
</tr>
</tbody>
</table>

City of Cleveland 46%
Cuyahoga County 30%
## The Pathway out of Poverty

<table>
<thead>
<tr>
<th>In Crisis</th>
<th>At Risk</th>
<th>Safe</th>
<th>Stable</th>
<th>Thriving</th>
</tr>
</thead>
<tbody>
<tr>
<td>- No Income or assets</td>
<td>- Seeking job or temp/seasonal job or other legal income</td>
<td>- Employed in semi-stable job</td>
<td>- Permanent &amp; stable job paying living wage</td>
<td>- Permanent, stable employment sufficient to build assets</td>
</tr>
<tr>
<td>- Homeless or unstable housing</td>
<td>- Temporary or transitional housing</td>
<td>- Housing is stable and is affordable (maybe with subsidy)</td>
<td>- Housing is stable &amp; and is affordable without subsidy</td>
<td>- Housing is permanent &amp; affordable without subsidy</td>
</tr>
<tr>
<td>- No or unreliable transportation or child care.</td>
<td>- Transportation and child care available, but not affordable or reliable</td>
<td>- Transportation and child care are generally reliable and affordable</td>
<td>- Transportation and child care are reliable and affordable</td>
<td>- Transportation and child care are reliable &amp; affordable</td>
</tr>
<tr>
<td>- Safety and mental health risks are high</td>
<td>- Seeking GED or vocational training</td>
<td>- Has high school diploma, GED, or vocational training</td>
<td>- Career &amp; educational plan in place; on-going learning</td>
<td>- Implementing education and career plan</td>
</tr>
<tr>
<td>- Addictions and/or Legal Problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- No skills or credentials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ANCHOR & CULTURAL INSTITUTION INVESTMENT

Cleveland Clinic - $1 Billion

University Hospitals - $900 Million

Veteran’s Affairs Medical Center - $300 Million

Cleveland Museum of Art - $350 Million
Uptown

phase I complete; phase II under construction
Cedar Hill Station - Bus & Rail

Major Connection between East Suburbs and Cleveland
New Mayfield Road Transit Station
Targeted Employer-Assisted Housing Program: $4 million pool

- Anchor Home Buyer Forgivable Loan: Now $20,000
- Foundation Forgivable Loan: Increased to $10,000

Total homebuyer benefit available = $30,000
$8,000 available for home renovation
$1,400 available for rental

Over 200 employees have taken advantage of the program!
“Change the environment. Change the assumptions. People are capable of extraordinary things.”
Bill Strickland, inspiration for NewBridge, and founder of Manchester Bidwell in Pittsburgh and author of “Make the Impossible Possible”

NewBridge provides after-school arts programs for youth, and no-cost training for adults, with curricula developed by UH and Clinic
Members
AAPR Foundation
AXA Equitable
Bank of America
Bill & Melinda Gates Foundation
Citi Foundation
Ford Foundation
Deutsche Bank
John S. and James L. Knight Foundation
JPMorgan Chase & Co.
Met Life, Inc.
Morgan Stanley
Prudential Financial, Inc.
Robert Wood Johnson Foundation
Surdna Foundation
The Annie E. Casey Foundation
The John D. and Catherine T. MacArthur Foundation
The Kresge Foundation
The McKnight Foundation
The Rockefeller Foundation
W.K. Kellogg Foundation

Affiliate Members:
Cleveland Foundation
Skillman Foundation

“Living Cities supports bold, promising approaches that harness a city's unique role as America's engine for economic prosperity and have the potential to transform the lives of low-income people and the communities in which they live”
Living Cities – 22 of the nation’s greatest foundations and finance institutions

“Greater University Circle Community Wealth Building Initiative”

The Integration Initiative: $80 mm (grant and debt)
- Cleveland
- Detroit
- Baltimore
- Newark
- Twin Cities
- Begins 2011

$14.77 mm award over 3 years - $12 m debt, $3 m grant

Cleveland Foundation - Greater University Circle Initiative (grant support)
Living Cities – 22 of the nation’s greatest foundations and finance institutions

"Greater University Circle Community Wealth Building Initiative"

The Integration Initiative: $80 mm (grant and debt)
- Cleveland
- Detroit
- Baltimore
- Newark
- Twin Cities

Begins 2011

Mission:
"Increase Jobs, Income and Ownership Opportunities for Low Income Cleveland Residents"

$14.77 mm award over 3 years - $12 m debt, $3 m grant

Cleveland Foundation - Greater University Circle Initiative (grant support)

Anchor and other partners

"Buy Local" procurement small business capacity and capital

Economic Inclusion Management Committee

“Hire Local” workforce policy and practice

“Live Local” Greater Circle Living Engagement quality of life

Influence
Invest
“Greater University Circle Community Wealth Building Initiative”

Mission: “Increase Jobs, Income and Ownership Opportunities for Low Income Cleveland Residents”

The Integration Initiative: $80 mm (grant and debt)
- Cleveland
- Detroit
- Baltimore
- Newark
- Twin Cities

Begins 2011

Living Cities – 22 of the nation’s greatest foundations and finance institutions

Cleveland Foundation - Greater University Circle Initiative (grant support)

$14.77 mm award over 3 years - $12 m debt, $3 m grant

CSU evaluation

ECDI

Evergreen Green City Growers

National Development Council

BioEnterprise

MidTown

Health Tech Corridor

City of Cleveland

Community Benefit

UH Incumbent Worker

Towards Employment

Sherwin-Williams HomeWork

NPI

CMHA

Invest

Living Cities – 22 of the nation’s greatest foundations and finance institutions
Lessons from the Cleveland Integration Initiative

“Greater University Circle Community Wealth Building Initiative”

- Mission:
  “Increase Jobs, Income and Ownership Opportunities for Low Income Cleveland Residents”

- The Integration Initiative: $80 mm (grant and debt)
  - Cleveland
  - Detroit
  - Baltimore
  - Newark
  - Twin Cities
  - Begins 2011

- $14.77 mm award over 3 years - $12 m debt, $3 m grant

- “Buy Local” procurement small business capacity and capital

- “Hire Local” workforce policy and practice

- “Live Local” Greater Circle Living Engagement quality of life

- Anchor and other partners

- Cleveland Foundation - Greater University Circle Initiative (grant support)

- ECDI

- CSU evaluation

- Evergreen Green City Growers

- BioEnterprise

- MidTown

- Health Tech Corridor biotech / transit investment priority

- National Development Council

- City of Cleveland

- Community Benefit

- Towards Employment

- NPI

- Sherwin-Williams HomeWork

- CMHA

- Neighborhoood Connections

- Neighborhoood Voice

- Towards Employment

Influence Invest
# Program Evaluation

<table>
<thead>
<tr>
<th>3-Step Evaluation Process</th>
<th>Summative</th>
<th>Formative &amp; System Change</th>
<th>Two Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>What have projects and programs accomplished so far</td>
<td>How are you accomplishing goals? How are you changing systems? What lasting changes are underway?</td>
<td>Living Cities—National</td>
</tr>
<tr>
<td></td>
<td>The Cleveland Foundation/EIMC--Local</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Cleveland’s Living Cities Integration Initiative (TII) - Jobs, Income and Ownership Opportunities for Low Income People

4 Goals

- Buy Local
- Hire Local
- Live Local
- Connect

Adopted by Greater University Circle Initiative (GUCI) Leadership group and the EIMC in 2011
Framework

Cross-cutting

Building Civic Infrastructure through a Nested Set of Tables

Increased Capacity of Cleveland’s Community Development Finance System

Increased Capacity of City Government Development Cluster

Goals

1. Buy Local
2. Hire Local
3. Live Local
4. Connect
TII Program Grants 2011-2013

- **Buy Local/Small Business**: $700,000, 34%
- **Cross Cutting**: $325,000, 16%
- **Hire Local**: $321,000, 16%
- **Connect**: $685,000, 34%
Progress from Year 1 to Year 2

Year 1
The first year was about creating an identity, organizing the work, understanding how to bring about long term system change, and identifying “who” and “what”

Year 2
During the second year goals and objectives were refined, progress was made toward the economic inclusion goals, thinking is starting to change

Anchor partners realize they can be powerful agents for economic and community development
Progress in Year 3

Year 3

This realization leads to tangible investment in pilot programs for GUC residents and neighborhood stabilization.

Focused investment

Anchors are seeing the connection between their procurement and local economic development.

Anchors’ human resource directors sitting together, agreeing on goals, and providing data to track new hires by place of residence and occupational category.

Linking people-strategy to place-strategy through the Greater Circle Living and the Evergreen Housing program that results in employees staying in GUC neighborhoods.

A vehicle to engage with the community has been created enabling the anchors to take community’s interests into account when making decisions.
Cross – Cutting Activities

- Build civic infrastructure through a nested set of tables
- Increased Capacity of Cleveland’s Community Development Finance
- Increased Capacity of City Government Development Cluster
3 Nested Tables

GUCI Leadership

Health Tech Corridor Advisory Committee

EIMC
Governance Structure

“EIMC is what holds the work together and moves it forward.”

- EIMC Executive Committee
  - Live Local/Connect Subcommittee
  - Hire Local Subcommittee
  - Buy Local Subcommittee
Enduring System Change Outcomes Cutting across Goals

1. The cross-sector and intra-sector collaboration among stakeholders to build wealth in GUC neighborhoods

2. The changed perspective of the anchors’ leadership that investing in neighborhood stabilization projects is important

3. The city focusing its real estate investment dollars in HTC and making it into a regional attraction priority for health science companies

4. More efficient permitting system due to the new citywide online permitting system

5. The launch and operation of the new citywide business attraction portal, scheduled for spring 2014

6. The new Community Benefit Agreement on new construction projects in the city
Buy Local
Interim System Change Outcomes
Associated with the “Buy Local” Goal

1. The continued work of BioEnterprise to market HTC and staffing the efforts to attract anchor supply chain companies to the HTC and Cleveland

2. The way anchors are seeing the connection between their procurement and local economic development

3. The anchors’ procurement leaders continue to sit together in meetings and look for ways to jointly attract companies

4. The establishment of the Interise model in Cleveland providing training for small business owners (i.e. Streetwise MBA, branded locally as NextStep)
Enduring System Change Outcomes Associated with the “Buy Local” Goal

1. The establishment and operation of the new Board of the Evergreen Cooperative Corporation (ECC)
2. A new procurement policy at University Hospitals requiring that any contract over $50,000 go to bid to at least one local, minority-owned, female-owned, or veteran-owned businesses
3. The Clinic’s transparency goals for purchasing from MBEs and FBEs
4. The relocation of Owens & Minor to a site near the GUC area following long negotiation between University Hospitals, the City, and the company
Anchors’ Procurement

In 2013, 3 anchors spent $2.8 billion on goods and services

<table>
<thead>
<tr>
<th>Anchor</th>
<th>Cleveland</th>
<th>Cuyahoga County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Western Reserve University</td>
<td>16%</td>
<td>30%</td>
</tr>
<tr>
<td>$464,675,832</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cleveland Clinic</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>$1,710,601,209</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University Hospitals</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>$584,138,230</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Number of Companies on the HTC, 2011-2013
# Evergreen Cooperative Financial Overview, 2013

<table>
<thead>
<tr>
<th></th>
<th>Evergreen Cooperative Laundry</th>
<th>Evergreen Energy Solutions</th>
<th>Green City Growers</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yearly Company Payroll</strong></td>
<td>$842,642</td>
<td>$355,841</td>
<td>$398,737</td>
<td>$1,597,220</td>
</tr>
<tr>
<td><strong>Number of employees</strong></td>
<td>38</td>
<td>8</td>
<td>21</td>
<td>67</td>
</tr>
<tr>
<td><strong>Number of employees owners</strong></td>
<td>15</td>
<td>8</td>
<td>0</td>
<td>23</td>
</tr>
<tr>
<td><strong>Total value of benefits per month</strong></td>
<td>$3,475</td>
<td>$2,780</td>
<td>$348</td>
<td>$6,603</td>
</tr>
<tr>
<td><strong>Average Hourly Wage</strong></td>
<td>$11.34</td>
<td>$15.65</td>
<td>$10.64</td>
<td>$13.36</td>
</tr>
<tr>
<td><strong>Average Yearly Wage</strong></td>
<td>$22,175</td>
<td>$44,480</td>
<td>$18,987</td>
<td>$23,839</td>
</tr>
<tr>
<td><strong>Value of employee capital accounts</strong></td>
<td>$18,660</td>
<td>$6,430</td>
<td>$0</td>
<td>$25,090</td>
</tr>
<tr>
<td><strong>Average capital account per employee</strong></td>
<td>$1,244</td>
<td>$804</td>
<td>$0</td>
<td>$1,091</td>
</tr>
</tbody>
</table>
Hire Local
Interim System Change Outcomes Associated with the “Hire Local” Goal

1. The process of anchors’ human resource directors sitting together, agreeing on goals, and providing data to track new hires by place of residence and occupational category.

2. The workforce development programs by each of the anchors focusing on GUC neighborhoods.

3. The “funnel before the funnel” pilot program at University Hospitals to hire entry-level employees from GUC neighborhoods.

4. A renewed focus on providing additional training to existing employees at the anchors—especially those in entry level positions.

5. Ongoing anchors’ contributions to Evergreen.

6. Improvements at NewBridge.
Enduring System Change Outcomes Associated with the “Hire Local” Goal

1. A willingness of human resource departments to look outside the regular recruitment process to get access to candidates from the neighborhoods.

2. The mutually agreed-upon Hire Local goals by the anchors and recognizing the necessity of measuring progress towards increased local hiring.

3. Conducting analysis by the evaluators using anchors’ data and allowing it to drive strategies for increased local hiring.
### Anchor Employment Data, 2013

<table>
<thead>
<tr>
<th>Geography</th>
<th>CCF Employment</th>
<th>CCF % of Total</th>
<th>UH Employment</th>
<th>UH % of Total</th>
<th>All Anchors Employment</th>
<th>All Anchors % of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>GUCI</td>
<td>1,296</td>
<td>3.1%</td>
<td>755</td>
<td>4.5%</td>
<td>2,051</td>
<td>3.5%</td>
</tr>
<tr>
<td>Cleveland</td>
<td>5,373</td>
<td>13.0%</td>
<td>2,306</td>
<td>13.7%</td>
<td>7,679</td>
<td>13.2%</td>
</tr>
<tr>
<td>Cuyahoga</td>
<td>26,149</td>
<td>63.1%</td>
<td>10,261</td>
<td>61.1%</td>
<td>36,410</td>
<td>62.5%</td>
</tr>
<tr>
<td>NEO</td>
<td>41,112</td>
<td>99.1%</td>
<td>16,634</td>
<td>99.0%</td>
<td>57,746</td>
<td>99.1%</td>
</tr>
<tr>
<td>Ohio</td>
<td>41,275</td>
<td>99.5%</td>
<td>16,666</td>
<td>99.2%</td>
<td>57,941</td>
<td>99.4%</td>
</tr>
<tr>
<td>Outside Ohio</td>
<td>156</td>
<td>0.4%</td>
<td>90</td>
<td>0.5%</td>
<td>246</td>
<td>0.4%</td>
</tr>
<tr>
<td>Unclassified</td>
<td>39</td>
<td>0.1%</td>
<td>50</td>
<td>0.3%</td>
<td>89</td>
<td>0.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>41,470</strong></td>
<td></td>
<td><strong>16,806</strong></td>
<td></td>
<td><strong>58,276</strong></td>
<td></td>
</tr>
</tbody>
</table>
Anchor GUC Hires by Occupation

- Cleveland Clinic
- University Hospitals

Entry-Level GUC Hires in Q1 and Retained through Q4

<table>
<thead>
<tr>
<th>Job Description</th>
<th>Cleveland Clinic</th>
<th>University Hospitals</th>
<th>CCF &amp; UH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
<td>Total</td>
</tr>
<tr>
<td>Aide</td>
<td>7</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Auxiliary Service</td>
<td>9</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>Clerical/Cashier</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Food Service</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Maintenance/Craftsman</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>13</td>
<td>36</td>
</tr>
</tbody>
</table>
## Anchor New Hires by Detailed Location; 2013: Q1-Q4

<table>
<thead>
<tr>
<th>Geography</th>
<th>New Hires</th>
<th>%</th>
</tr>
</thead>
</table>
| GUC                | 539       | 5.82%
| Cleveland          | 1,623     | 17.52%
| Cuyahoga           | 5,874     | 63.42%
| NEO                | 8,996     | 97.13%
| Ohio               | 9,076     | 97.99%
| Outside Ohio       | 113       | 1.22%
| Unclassified       | 73        | 0.79%
| Total              | 9,262     | 100.00%
| East Cleveland     | 74        | 0.80%  |
3

Live Local
Interim & Enduring System Change Outcomes Associated with the “Live Local” Goal

Interim System Change Outcomes
1. The revised Greater Circle Living Housing program
2. The expansion of the Evergreen Housing program

Enduring System Change Outcomes
1. A changed perspective recognizing the importance of stable housing for employment stability
2. Linking people-strategy to place-strategy through the Greater Circle Living and the Evergreen Housing program that results in employees staying in GUC neighborhoods
Live Local: Greater Circle Living
Program Inception – December 2013

<table>
<thead>
<tr>
<th>Type of Financial Assistance</th>
<th># That Received Assistance</th>
<th># from Within GUC</th>
<th># from Outside GUC but in City</th>
<th># from Outside City but in NEO</th>
<th># from Outside NEO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funds to Purchase a New Home</td>
<td>52</td>
<td>17</td>
<td>9</td>
<td>19</td>
<td>7</td>
</tr>
<tr>
<td>Funds for External Home Repairs &amp; Renovations</td>
<td>30</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Subsidies for Rental Assistance</td>
<td>96</td>
<td>13</td>
<td>16</td>
<td>28</td>
<td>39</td>
</tr>
<tr>
<td>TOTAL</td>
<td>178</td>
<td>31</td>
<td>29</td>
<td>48</td>
<td>49</td>
</tr>
</tbody>
</table>
# Live Local: Greater Circle Living
Before and After Programmatic Changes

<table>
<thead>
<tr>
<th>Type of Financial Assistance</th>
<th>May 2008 – May 2012 49 Months</th>
<th>June 2012 – December 2013 19 Months</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funds to Purchase a New Home</td>
<td>31</td>
<td>21</td>
<td>52</td>
</tr>
<tr>
<td>Funds for External Home Repairs &amp; Renovations</td>
<td>19</td>
<td>11</td>
<td>30</td>
</tr>
<tr>
<td>Subsidies for Rental Assistance</td>
<td>36</td>
<td>60</td>
<td>96</td>
</tr>
<tr>
<td>TOTAL</td>
<td>86</td>
<td>92</td>
<td>178</td>
</tr>
</tbody>
</table>
Residential Location of Evergreen Employees: GUC
Residential Location of Evergreen Employees: Cleveland & East Cleveland
Connect
Neighborhoods are at the Heart of TII

"Without assistance from NC or TE, these neighborhood residents would not be employed."

Lessons from the Cleveland Integration Initiative
Interim & Enduring System Change Outcomes Associated with the “Connect” Goal

Interim System Change Outcomes

1. A mechanism to engage with the community created by Neighborhood Connections

Enduring System Change Outcomes

1. A vehicle to engage with the community has been created enabling the anchors to take community’s interests into account when making decisions

2. The Neighborhood Voice—published both in print and electronically—enhances communication among the residents, anchors and other neighborhood organizations

Community engagement and the role of Neighborhood Connections now being highly valued by the anchors
Neighbor Up Network Participants in GUC
Neighbor Up Network Participants in Cleveland

Neighbor Up Network Participants in Cleveland: 1087
The Role of Philanthropy is Critical

- The Cleveland Foundation and Living Cities
  - TCF: Convene, lead, fund
  - LC: Funding, knowledge and networks

- Results
  - Synergy, strengthened networks
  - Anchors use the lens of economic inclusion to revisit hiring, purchasing, employee relations and health care delivery.
  - Linked GUCI to HTC and accelerated HTC development
What Worked?

• A multi-anchor, place-based strategy, harnessing $3B of purchasing power for community benefit.
• Nested tables (GUCI, HTC and EIMC)= a safe place where competitors can work together to achieve common goals
• Launching innovative pilot programs to leverage local purchasing and provide career path for local residents
• A comprehensive community engagement strategy, with Neighborhood Connections as a trusted partner.
• Data Driven Decisions
Looking Toward Year 4 & Beyond

1. Taking programs to scale

2. Keeping EIMC and GUCI on the same page

3. Sustaining the effort without Living Cities
The Foundation Perspective
Group Dynamics

Emotional Intelligence – Reward Success

“Forming, Storming, and Norming”

“Learn to Fail, or Fail to Learn”

Self-interest, “Skin in the Game”

Decision Making, Sharing Power, Ownership
Adaptive Leadership

Cambridge Leadership Associates

• “Adaptive leadership…is being able to take on the gradual but meaningful process of adaptation.

• “It is about diagnosing the essential from the expendable and bringing about a real challenge to the status quo.”
Technical Problems have a clear solution…
you can “fix” it

Adaptive Problems are emotional, recurring, include competing values; there’s often a gap between “what people say and what they do.” There is no known solution. Ex: racism, poverty, war.

“Leadership is at the Edge”
“Get the Balcony View”
“People Must Work Across Boundaries”
“Progress Not Linear”
Beware of “Work Avoidance”
And Remember, “There Will Be Casualties”
Adaptive Leadership

“Leadership is supporting your team through disruptive change – at the rate that they can handle.”
Learning Agility:

“What separates the remarkable from the good is the ability to adjust, adapt, respond, and be resourceful in the face of change and to learn from experience.”
EXAMPLE: STEP UP TO UH

Anchor and Group dynamics and the Economic Inclusion Management Committee
Lessons from the Cleveland Integration Initiative

Diagram:
- Buy Local
- (Connect)
- Hire Local
- Live Local
Functioning Neighborhoods Connect Residents to Community Assets

- Employment networks
- Entrepreneurial opportunities
- Business, real estate investment
- More products and services
- Productive, healthy community

- Undervalued, underutilized assets and human capital
- Disinvestment and despair

Adopted from Neighborhoods that Build Capacity and Opportunity (Amarta Sen)
“Increase Jobs, Income, and Ownership Opportunities for Low-Income Cleveland Residents”

**Buy Local**
- Anchor procurement – increase local
- Support City of Cleveland economic development
- Small business support and capital
- Marketing the Health Tech Corridor

**Hire Local**
- Anchor hiring – support pipeline from community
- City of Cleveland Community Benefit Agreements
- Better alignment of Workforce Investment Board
- Education and training

**Live Local**
- Greater Circle Living – employer-assisted housing program
- Neighborhood Connections – network-centric organizing
- Quality of life and sustainability, including transportation and resident health

“Connecting” organizations include: Neighborhood Connections, Towards Employment, National Development Council, ECDI, BioEnterprise, City, etc.
Linking Residents to Employment

Supports for Success

Outreach & Recruitment

Transportation

Housing Stability

Professional Networks

Health care

Child Care

Legal

Neighborhood Residents

Orientation, Assessment, Screening for Career Paths

GED/Basic Literacy

Technical Training

Career Coaching

Softskills

Job Search skills

Work Experience

Job leads Qualifications Application process

Building Skills

Anchors, other Employers, Apprenticeships
Incumbent Workforce Development Programs

GED Class

Bridge to your Future

- Bridge to College program for employees
- Over 200 employees have participated

Pathway to Patient Care Assistant (PCA)

- Current UH service employees trained to become PCAs, first rung on health care career ladder
- Outcomes: 100% completion and retention at 6 mos; 80% retention rate after one year

Career Coaching

- Over 250 employees coached annually, 57% successfully obtain new jobs
Step Up to UH – backfilling jobs with GUC residents

• UH and Towards Employment
  • Identify jobs, screening criteria, timeline for recruitment
• Neighborhood Connections/community development corps.
  • Outreach and meeting convening
• Towards Employment
  • Recruitment, coordination, screening, pre-employment soft-skills training, wraparound supports

Outcomes:
• 41 hires since July 2013; new cohort underway
• Significantly improved interview to hire ratio
• 85% retention rate over 18 months
• First cohort is now eligible for the Bridges or Pathway to PCA programs!
Lessons from the Cleveland Integration Initiative

Greater University Circle Jobs Pipeline: Step Up to UH
Thank you!

Walter Wright
The Cleveland Foundation

Kathryn W. Hexter
Center for Community Planning & Development

Candi Clouse
Center for Economic Development