Task Force Agenda
Board Room at The Idea Center®, December 4, 2018, 9 a.m. - 10:30 a.m.

Welcome & American Graduate Year in Review
Celena Roebuck, Manager Educational Content at ideastream

Fund for Our Economic Future
Bethia Burke, Vice President, Fund for Our Economic Future

Sharing Best Practices:
Towards Employment
Bishara Addison, Senior Manager, Policy & Strategic Initiatives at Towards Employment

The Academy at Twinsburg City School District
Kathy Powers, Superintendent of the Twinsburg City Schools
Norm Potter, Curriculum Supervisor, Twinsburg City Schools
http://www.twinsburg.k12.oh.us/TheAcademy.aspx
http://www.twinsburg.k12.oh.us/ShadowingInternships.aspx

Task Force ideas to reach Target Audiences & engage Future Funding
Lori Marks, Senior Director, Foundation and Corporate Support at ideastream

Partner Survey (January 2019 & January 2020)

Next Meeting Date (proposed April 2, 2019)

American Graduate Content Themes
Career Pathways
Connecting Job Seekers to Networks
Barriers to Job Seekers
Innovative Careers Education Models
Mentorship
Ending Distance Discrimination
A Discussion of Our Job Access Strategy and Our Proposal
Agenda

I. Our Job Access Strategy
   a. Jobs to People
   b. People to Jobs

II. Our Proposal

III. Proposed Evaluation
Job Access Strategy
Job Access: A State-wide Issue

Percent change in number of jobs near the average resident 2000-2012; The Brookings Institute

- MSAs with less jobs near average resident
- MSAs with more jobs near average resident

Source: “The growing distance between people and jobs in metropolitan America”; The Brookings Institute May 2015; measured by number of jobs within the median commute distance of the center point of each census tract. Median commute based on Cleveland MSA commuting patterns.
Accessible jobs in CLE MSA 2000-2012

27% (No. 96 of 96 metros)
Accessible jobs in CLE MSA (2000-2012) 27%

In high-poverty neighborhoods 35%
Cleveland

20%

Housing costs as a % of income

New York

30%

Housing costs as a % of income
Housing & transportation costs as a % of income

Cleveland: 41%

New York: 39%
56% of Central residents don't have access to a car.
This leaves people stranded:
No Car, No Job; No Job, No Car.
This amounts to distance discrimination.
Jobs to People
Job Hubs Provide Common Framework for Solutions

Job Hubs are:

• Contiguous places
• With highly concentrated traded-sector employment
• Multiple different employers
• And the presence of existing, often under-utilized infrastructure that can be better leveraged
Growth Far From Minority Areas
People to Jobs
FALSE

CHOICE

CAR

BUS
Creative Destruction

Peer-to-peer
- Ride Sharing
- Micro-transit

Platforms
- Uber
- Lyft
- chariot
- VIA
- EmpowerBus
- rideamigos
- REV
- ILF
- CIRCULATION
- TransLōc
Our Proposal
Documenting the Need
Making the Case
Live/Work Data Shows Geographic Disconnect

Location of Residence for Current Employees at Solon Mobility Pilot Companies
By zip code; n=3,000

With the exception of those living in Downtown Cleveland, few current employees live within the City limits

- Currently-employed individuals live around Solon, to points east, and along the major highways
- The few downtown workers are mostly professional workers
Skills Scores Suggest Missed Talent Opportunity

Conversely, many job seekers within the City demonstrate baseline competencies for work

- These job seekers live in some of the most transportation-disconnected zip codes from Solon

Addressing the transportation gap could help fill the more than 10,000 open positions in Solon and other job hubs across the region.
# Mobility is Ripe for Systemic Change

## Businesses
- What is the business case for mobility innovations?
- What should an employer’s long-term role be in sustaining mobility innovations?

## Workforce Agencies
- What kinds of mobility innovations improve job placement and economic mobility for women and people of color?

## Transportation Providers
- Can transit agencies redefine their role as mobility solutions providers?
- What is the break point distance after which no transportation solution is cost competitive?

## Public Policy
- What does the data suggest about the source(s) and level of long-term subsidization?

*Mobility Pilots will be designed to better connect people and jobs*
Pilot Scenarios

Traditional Public | MicroTransit | Shared Transit

Illustrative Providers

- RTA
- EmpowerBus
- Rideshare
- REV Equitable Community Carshare
Pilot Elements

Common Across All Pilots
• Equity lens
• Baseline Data
• Voice of the Customer
• Recruitment
• Mobility Solution
• Marketing
• Quality Assurance
• Evaluation

Some Pilots / Some Participants
• Transportation subsidy
• Additional workforce supports
Evaluation
## Evaluation

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Program Progress Indicators</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td><strong>Education and Workforce Development</strong></td>
<td>Employment and wages, disaggregated by gender and race</td>
<td>Use of alternative mobility solution</td>
</tr>
<tr>
<td><strong>Worker Economic Mobility</strong></td>
<td>Current transportation option(s), estimated time and financial cost, disaggregated by gender and race</td>
<td>User satisfaction with mobility solution, gathered through surveys, interviews</td>
</tr>
<tr>
<td><strong>Employer partners</strong></td>
<td>Turnover rates, time-to-hire, absenteeism rates and demographics of existing workforce</td>
<td>Consistent on-time attendance by employees; employer partners share experience with peers</td>
</tr>
<tr>
<td><strong>Public policy and multi-sector investment</strong></td>
<td>Acknowledgement of transportation as a challenge for workers by both public and private sector</td>
<td>Interest in pilot outcomes demonstrated by influential public sector partners</td>
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Inception

Born out of a partnership with the Twinsburg Chamber of Commerce and manufacturers with the goal of growing the employee base.

Twinsburg Chamber of Commerce conducted a survey in collaboration with Twinsburg Superintendent Kathryn Powers.

The intention of the survey was to gather feedback about workforce development.
Inception

A committee made up of high school administrators, counselors, teachers, and central office administrators explored how to best meet the needs of both our students and our local businesses.

Development of different career paths.
Three modules:
- Business and Manufacturing
- Healthcare and Administration
- Human Performance and Recreational Management

Aligned curriculum at Twinsburg High School

High school staff helped to focus the scope of The Academy
Starting Points

Step 1
Start with ongoing discussions with a business advisory group, a local chamber of commerce or other groups with a vested interest in the future of students and the community. This discussion needs to:

- Determine the needs of the businesses/community
- Specify skills needed locally
- Determine career pathways which would have the greatest impact

Step 2
The school district determines the limitations which can impact the success of the program.
Opportunities

The Twinsburg City School District provides opportunities for students through a college and career academy at low cost or no cost to the students and to the district.

It is necessary to engage staff in learning about workforce opportunities through tours of various work environments.

We need to think differently about college and career readiness, exposing students to options that will help them excel in the future.
Partnerships

Business Advisory Council

- Compliance for the State of Ohio

Dedicated Business Partners

- Assist in the alignment of the next steps for The Academy
- Provide feedback on what we can offer students
- Help prepare students to enter the work environment
- Provide training, in collaboration with the District

Cuyahoga Valley Career Center

- Work in conjunction to help foster inclusion in programs that are beneficial to students

Higher Education

- Develop courses offered to our students
Reflections

This is a work in progress.

Allowing students to test drive experiences, including those in a workplace environment.

Recognizing differences between opportunities at Cuyahoga Valley Career Center and Twinsburg High School.

Starts with leadership at the high school in engaging staff and students.

Minimal financial investment to date.

We've encouraged parents to get involved.

We've seen business partners showing up to learn from other businesses.
Moving Forward - Year Two

Expand current camp offerings from 3 to 4

Begin the "Business Communication" course

Begin planning for more curriculum integration with Solution Centered Mindset©

Launch Career Mentoring Program

Launch shadowing aspect with training and scheduling

Further develop the training and guidelines for internships

Market and promote more effectively

Create a visual presence at the high school

Develop a sponsorship program for site visits and other identified activities and resources

Develop job placement network

Find support for our students for building app for school

Give back to partners in different ways

Secure IT program

Twin Talks are scheduled for once per month

Develop more opportunities to involve our special needs population
Kathryn Powers
Superintendent
Twinsburg City School District
kpowers@twinsburgcsd.org

QUESTIONS?

Norm Potter
Curriculum Supervisor
Twinsburg City School District
npotter@twinsburgcsd.org
Connecting people to careers.

American Graduate Taskforce
December 4, 2018
Successfully helping **people** gain the tools they need to find a job, navigate life’s obstacles, and secure a path toward a long-term career.

Partnering with **businesses** to provide training programs and personal coaching to prepare new and current employees for career success.

Strengthening **community**, by using learnings from rigorously evaluated program operations to influence the wider system and promote greater economic mobility and equitable access to opportunity for all NEO residents.
2017 TE Results OVERALL

- Average advanced wage across all programs was $12.74 (varies from $11.21 - $14.05).
A systems approach to workforce development, typically on behalf of low-income individuals, that:

- Targets a specific industry or cluster of occupations;
- Intervenes through a credible organization, or set of organizations, crafting workforce solutions tailored to that industry and its region;
- Supports workers in improving their range of employment-related skills and ability to compete for work opportunities of higher quality;
- Meets the needs of employers; and
- Creates lasting change in the labor market system.

Key Point: Developed as an anti-poverty strategy
Challenges...

Our Residents face barriers in achieving economic mobility

**Concentrated poverty**
- Physical access to jobs with family sustaining wages

**Skills gap**
- Lacking post-secondary education
- Unfilled jobs that require less than a 4yr degree but more than a HS diploma

**Criminal Records**
- Impacts the type of job one legally has access to
- Earnings potential over time
Solutions:
Ex: WorkAdvance Model
Focused on Manufacturing & Health Care

**WorkAdvance**

A promising sector-focused strategy to improve economic mobility for low-income adults

A decline in earnings among workers without postsecondary credentials has increased the need for services that help low-skilled job seekers enter and advance in the labor market.

The Program Model

WorkAdvance takes a “dual customer” approach to meet the needs of both job seekers and employers.

<table>
<thead>
<tr>
<th>SERVICES TAILORED TO TARGETED SECTORS</th>
<th>Intake and screening</th>
<th>Career readiness</th>
<th>Occupational skills training</th>
<th>Job development and placement</th>
<th>Retention and advancement</th>
</tr>
</thead>
<tbody>
<tr>
<td>SERVICES FOR JOB SEEKERS</td>
<td>Ensure that they can benefit from training and can meet sector requirements</td>
<td>Help them understand the needs of their chosen sector and develop “soft skills”</td>
<td>Provide training that leads to industry-recognized credentials for in-demand jobs</td>
<td>Facilitate entry into jobs for which they have been trained</td>
<td>Support job performance and career mobility after initial job placement</td>
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<tr>
<td>EMPLOYER BENEFITS</td>
<td>Increased pool of qualified applicants to make recruitment easier and less costly</td>
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<td></td>
<td></td>
<td>More informed and supported workforce</td>
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Middle-skill jobs are growing in many sectors and often require sector-specific skills and credentials, which has increased the need for employer input in providing services to job seekers.
Employer Driven. Aligned.

Employers

Employ Literacy

Basic Literacy

Occupational Skills Training

Career Readiness/Softskills Training

Removal of Barriers

Job Matching

Post-Employment Advancement Coaching

Participant

Career Coach

Industry Expert
WorkAdvance NEO Results

**NEO Focus:** Manufacturing & Health Care Sectors in Cuyahoga County & Mahoning Valley

- **Accessed More Services:**
  - 1.5x more Career Readiness
  - ~4x more Skills Training and >4x likely to complete
  - 2x more Job Search support
  - ~3x more Post Employment Coaching

- **Positive Employment Results:**
  - 450 People placed to date
  - 220 People Advanced to date
  - 25% Ave Wage Increase, among those who advanced

- **Increased Earnings:**
  - 14% increase overall; Later enrollees achieved 22% increase or $3,000/year

- **Job Quality**
  - 49% more likely to work in the targeted sectors of health care and manufacturing
  - more likely to be working: regular shift, full-time, permanent jobs with opportunities for career advancement.

- **Coaching impact:**
  - 10x more likely to have advanced if received coaching

- **Leveled the playing field:**
  - Individuals with criminal backgrounds got jobs & advanced at the same rate as those without
WorkAdvance Lessons

System Implications

- Coaching matters
  - 90% of participants who advanced received post-employment coaching.
  - Addition of a career coach is significant difference.

- Sector based programming
  - Sector based recruitment
  - Contextualized curriculum, soft skills/career coaching by industry is key
  - Employers engaged in multiple ways identifying in demand occupations, reviewing curricula, conducting mock interviews, partnering around learn and earn opportunities for employee advancement.

Organizational Implications

- Case management and career coaching are distinct
- Offer skill building menu of services:
  - Contextualized soft skills, credential training, paid internships, job shadowing
- Coaching for retention and advancement requires longer term service window
- Case management weaves in family stability services (parenting skills, financial literacy, legal services, housing support, etc...)
Customized Employer/Industry Pathways

Employer

1. Identify target position
2. Develop Job Specifications
7. Interview vetted candidates
8. Hire

Workforce Partner

3. Customize training
4. Recruit and screen geared to identifying candidates with foundational skills based on specs
5. Deliver training with strong wrap around supports
6. Present vetted candidates
9. Collaborate on coaching post employment to support initial success and continuous learning for advancement
Health Care: University Hospitals

Step Up to UH

- Target positions: Environmental Services/Nutrition Services, Patient Care Nursing Assistant, Phlebotomist (in partnership with New Bridge)

CAMP (Capital Asset Management Program)

- Target positions: apprenticeships at construction vendors working on the capital improvement program. HVAC, plumbing and electrical positions (technical training will be with Tri C)

Internal Pathways

- Target positions: PCNA, Patient Access Specialist, Medical Assistant, Operating Room Assistant, Sterilization specialist (technical training coordinated with UH department heads and preferred training provider)
UH Customized Pathways
Results:

Step Up

- 277 hires in 5 years
- 1 year retention 80% compared with 66% general population in departments
- Positions: EVS, Nutrition Services (NS), Patient Care Assistant

Internal Pathways

- 49 advancements to date from EVS/NS to Patient Care Assistant ($12.75); PCA to Medical Assistant ($13.50); EVS/NS to Patient Access Representative ($14-15+)
- 80% retention

Expanded to MetroHealth (w/Kellogg Fdn support)

- First class of Step Up to Metro: 14 hires; 2nd class underway
- 7 advancements from EVS/NS to STNA ($14.99) or Clinical Care Partner ($15.90/hr)
Manufacturing Pathway

Community based Recruitment:
Slavic Village P-16 Employment Committee
• MAGNET vetted a foundational manufacturing credential with local employers
• Community recruitment effort through partners
• TE designs program in partnership with partners
  ➢ screened to training program entrance specs
  ➢ Provided remedial math and coaching support to ensure completion
• First pilot completed with 5 students earning the Certified Production Technician Credential through Tri-C
  ➢ All placed in jobs with employers recruited by MAGNET
  ➢ So far, all students are still working at their placements
  ➢ Current pilot- 10 students enrolled will complete in 2 weeks
Culinary Pathway - Bloom

A Towards Employment social venture:
• Target positions: retail or production
• 2-4 week Foundational skills workshop
• 4 week paid work experience
• 9-12 month transitional job with skill attainment goals, with full pay and benefits
• Placement support for next job within Cleveland hospitality industry programs.
Challenges to Scale (Aspen)

In Service Delivery-- Limited by Resources

• Declining government investment in skills training, across both Republican and Democratic administrations
• Limited investment in complementary investments—childcare, transportation, housing, healthcare
• Time-limited funding with changing performance requirements inhibits building organizational capacity for long-term relationship management and outcomes
• Private industry/private philanthropy insufficient to fill gaps
• Workers/job-seekers have insufficient means

In Outcomes (e.g. reducing poverty); limited by Quality of Work
What is Job Quality?

“....In practical terms, a quality job offers:

• **Wages** sufficient to cover basic living expenses, a stable/predictable income, and opportunities to build wealth/assets;

• **Working conditions** that are safe, free from discrimination and harassment, and welcoming of workers’ concerns and ideas for improvement;

• Stable/predictable work **hours**; and

• A package of **benefits** that facilitate a healthy, stable life. Typically, these benefits include health insurance, paid sick and vacation time, family/medical leave, an adequate retirement savings plan, disability insurance, and life insurance.”
We need multiple strategies and a range of partners to achieve inclusive economic prosperity.