



fund for our
economic
future

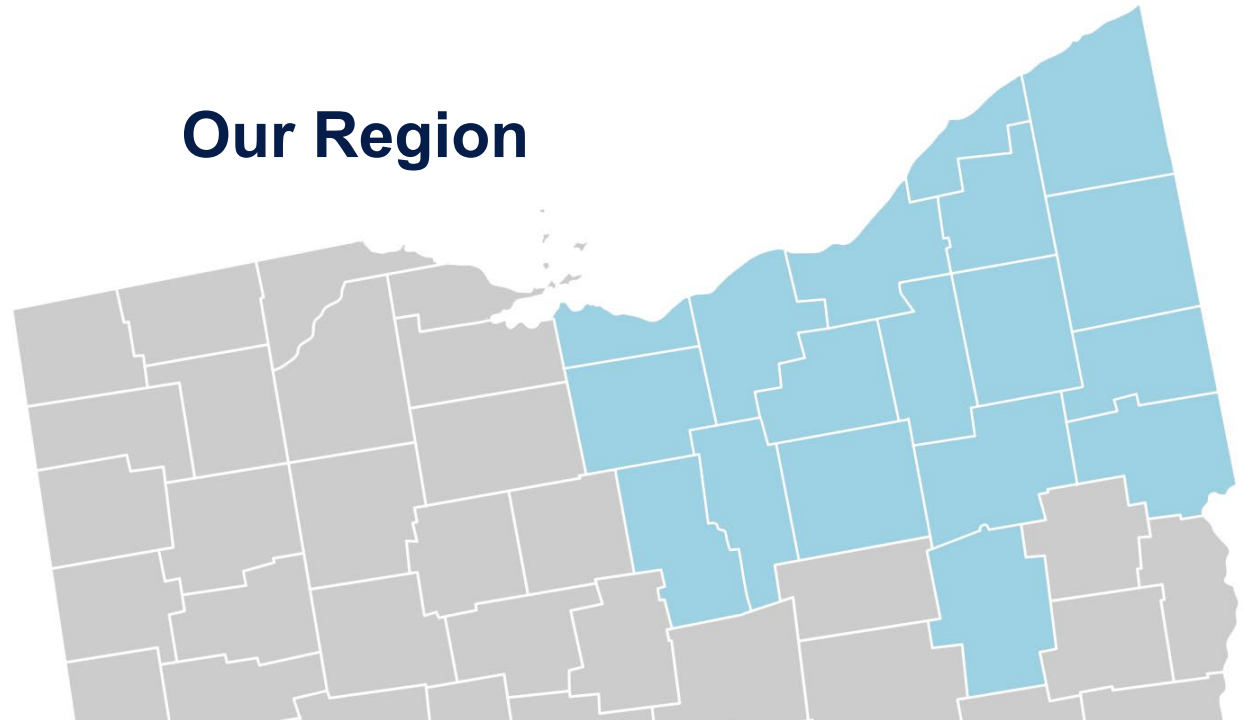
Who We Are

At the Fund for Our Economic Future, we're advancing the everyone economy. We are a coalition of leaders across Northeast Ohio united around a common belief: that a more equitable, prosperous future is possible for all.

Our Vision

A growing Northeast Ohio economy creating good jobs and rising incomes for everyone, regardless of race or place.

Our Region



Partners

THE
KRESGE
FOUNDATION

FUND FOR
OUR
ECONOMIC
FUTURE


Center for Marketing & Opinion Research, LLC

conxus**NEO**

Team
neo


POLICYBRIDGE


Summit and Medina
Workforce Area
Council of Governments

where are the
workers?

Notable Quotes

"They're not buying what we're selling."

"Every company needs to have the philosophy, 'I want to be the employer of choice.' "

"Every time we think of saying, 'No we can't do that,' we need to say, 'What if I said yes to that?' "

"We can't give somebody a piece of paper and say, 'This is what our culture is,' and they say, 'Oh yeah, I like that better than where I came from.' "

"[For many workers], the barrier is greater than the skill."

"What we're seeing today, this is the new norm. It's not going to change. It will never go back. This is the way it's going to be. Companies need to adjust how they hire, how they retain employees."

"There is a potential for losing some big business in this region if we can't get labor in line."

"There is a fear if they tell me their business, that I'm going to get rid of them. Five to 10 years ago, that was probably true. But now the focus has totally changed. We have got to do everything we can to keep people coming to work and do these extra things that were unheard of a few years ago."

"It seems as if people just want to work to pay their bills and then be done."

A Collaborative, Multi-Part Approach



*Data and insights for employers and NE Ohio residents
February – May 2022*

Methodology and Survey Overview

How confident can we be in the results of the survey?

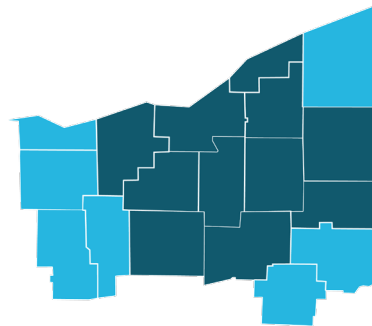
What can we extrapolate about the region's workforce as a whole?

COUNTY	N	Margin of Error	Weight
Cuyahoga	443	4.7%	3.81
Geauga	225	6.5%	0.57
Lake	229	6.5%	1.36
Lorain	400	4.9%	1.05
Mahoning	234	6.4%	1.33
Medina	800	3.5%	0.30
Portage	800	3.5%	0.28
Stark	412	4.8%	1.22
Summit	800	3.5%	0.92
Trumbull	244	6.3%	1.11
Wayne	400	4.9%	0.39
REGION	4,987	1.4%	N/A

Sources for analysis presented today

~5,000 adults
surveyed across 11
counties and select
focus groups in 2022

Results representative
of 2.899 million people



~600 employers via
survey 2021-2022

~350 employers in
follow-on focus
groups in 2022

Northeast Ohio's Workforce

What we know from *Where Are the Workers*

Employer Perspective

Greater Akron survey
Companion survey – NEO region

Survey	Responses
Region	766
Greater Akron	254
Medina	33
Portage	99
Summit	122

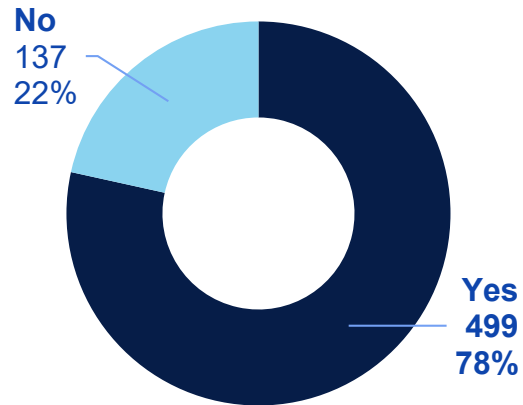


Employer roundtables

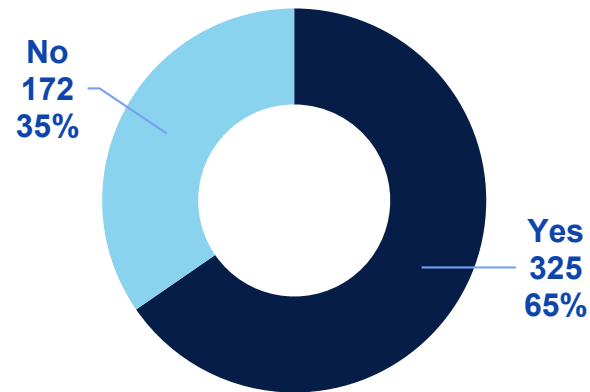
Roundtables	Sessions	Registrations
Region	22	463
Greater Akron	6	77
Medina	1	30
Portage	2	17
Summit	3	30

Northeast Ohio's employers are feeling it.

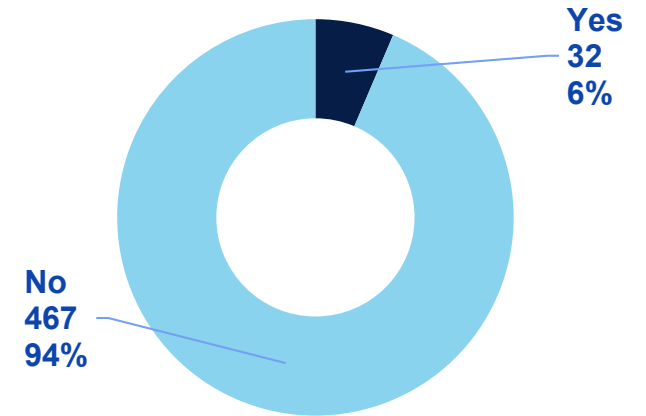
Talent Shortage?



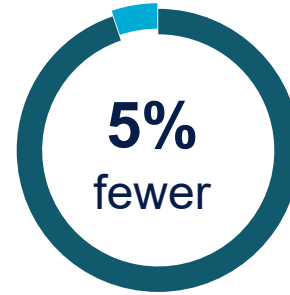
High Turnover?



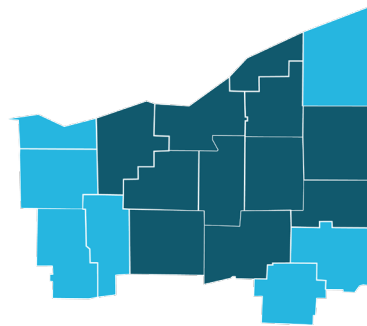
Sufficient pool of qualified applicants?



**The labor
market
feels tight
because it
is tight.**



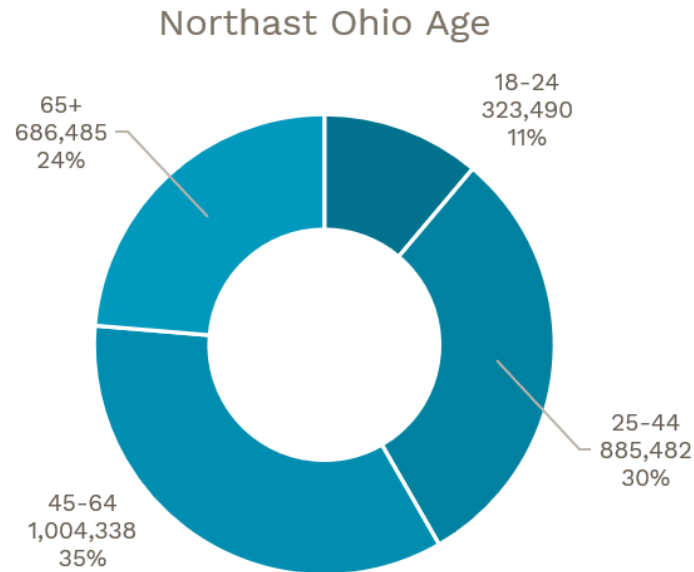
95,510 people in jobs in
Northeast Ohio (5%) fewer
than in 2019



Roughly two jobs
for every one
worker in across
the county

Age and Race

59% of Northeast Ohio adults are 45 or older (versus 54% across the U.S.)



Gen Z and Millennials make up an increasing proportion of the workforce

Racial diversity has increased over the past 20 years

Northeast Ohio Workforce		
	White	*POC
2001	85%	15%
2021	80%	20%

*People of Color includes: Hispanic or Latino, Black or African American, American Indian or Alaska Native, Asian, Native Hawaiian or other Pacific Islander, or two or more races.

Source: Lightcast (formerly Emsi Burning Glass)

The labor force feels different because it is different.

New working arrangements. 21% of adults, regardless of employment status, do some freelance or consulting work and 72% of those started since the pandemic began

More working multiple jobs. About 48% of people working two jobs started doing so since the pandemic began.

Where are the workers?



*Working,
not a
traditional
9-to-5*

***611,964**

**HAVE DONE SOME SORT
OF GIG WORK IN THE
PAST YEAR, and 72%
STARTED SINCE THE
PANDEMIC BEGAN**

*Data from a statistically significant and demographically representative sampling of 5,000 adults across 11 counties in Northeast Ohio was extrapolated into estimated population impacts, based on a total number of 2,899,795 adults (18+) in the survey area.

**The labor
force feels
different
because it is
different.**

New plans. 454,672 Northeast Ohioans said the pandemic caused them to change their career plans.

More working remotely. 27% of workers work fully or mostly from home and 41% of those started since the pandemic.

Where are the workers?



Facing barriers to work

***47%**
SAID “PAY TOO LOW” IS A
MODERATE OR EXTREME
BARRIER TO EMPLOYMENT

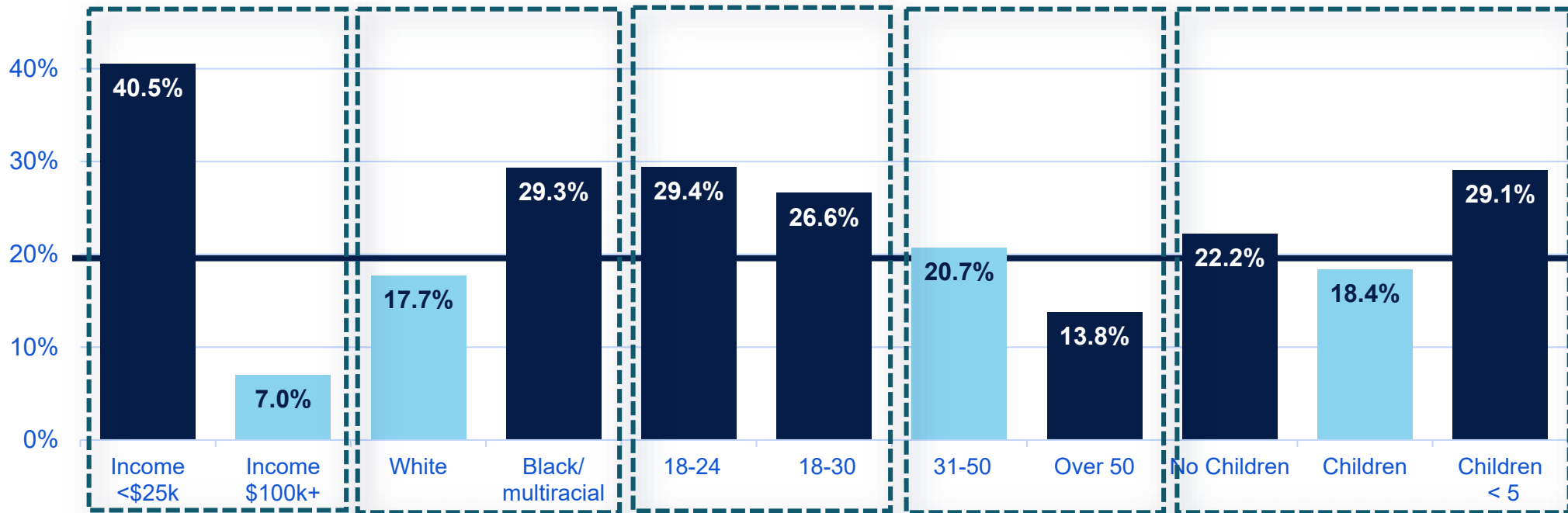
***481,559**
FEEL THEY DON'T HAVE THE NEEDED
EDUCATION/TRAINING TO GET AHEAD

***556,911**
DON'T HAVE INTERNET ACCESS

*Data from a statistically significant and demographically representative sampling of 5,000 adults across 11 counties in Northeast Ohio was extrapolated into estimated population impacts, based on a total number of 2,899,795 adults (18+) in the survey area.

Facing Barriers to Work

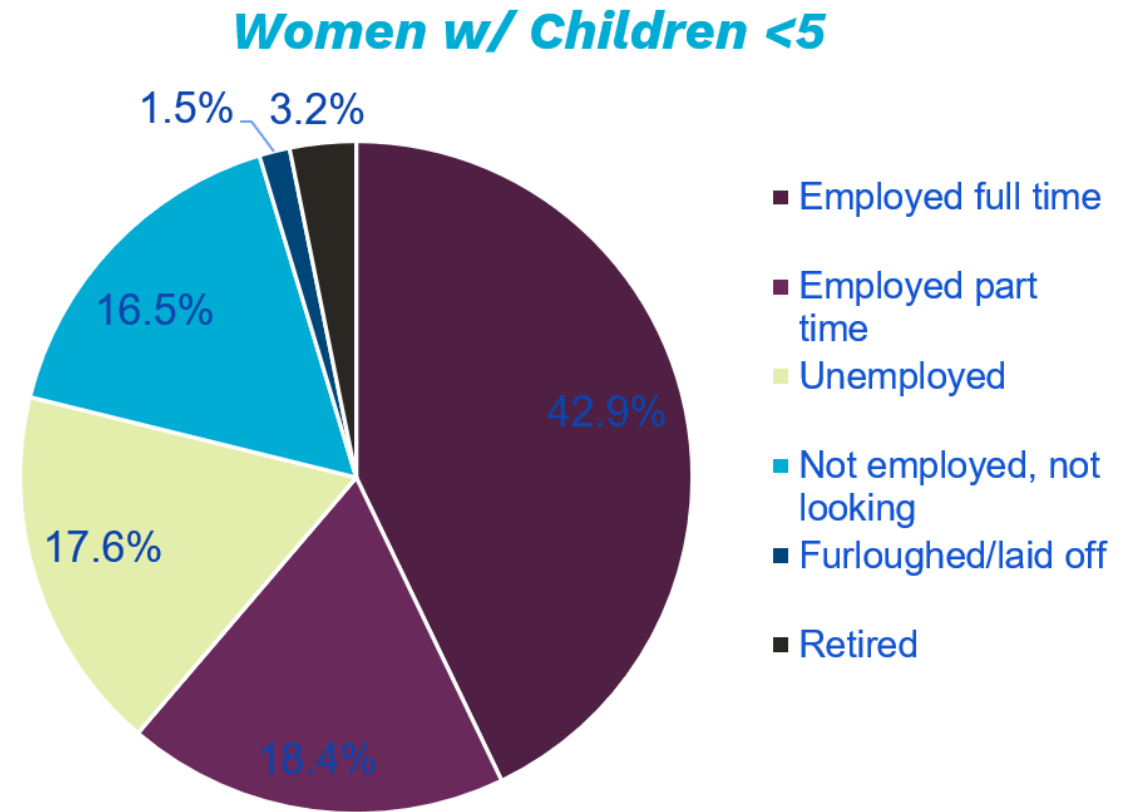
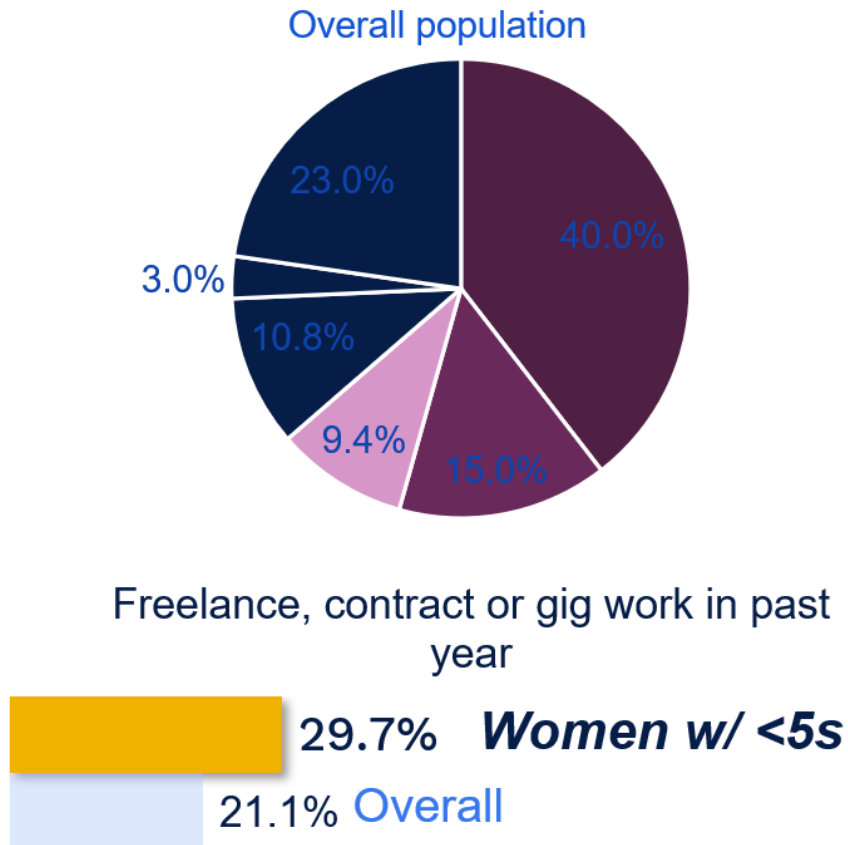
- ^{*} 407,725 Northeast Ohioans had difficulty finding or keeping a job in 2022.



^{*}Data from a statistically significant and demographically representative sampling of 5,000 adults across 11 counties in Northeast Ohio was extrapolated into estimated population impacts, based on a total number of 2,899,795 adults (18+) in the survey area.

Employment

*Women with Children Under 5
Most likely to report hard time finding/keeping work,
increased stress*



Childcare Shortage Impact



Disproportionate Workforce Exit

Women and parents of young children exited the workforce at higher rates than others.



Barrier to Employment

Childcare access is among the top five barriers to work for higher earners.



Limited Onsite Childcare

Onsite childcare was the least offered strategy among surveyed NEO employers.

Where are
the workers?



*Quitting
their jobs.*

***408,303**
QUIT A JOB BETWEEN 2021-2022

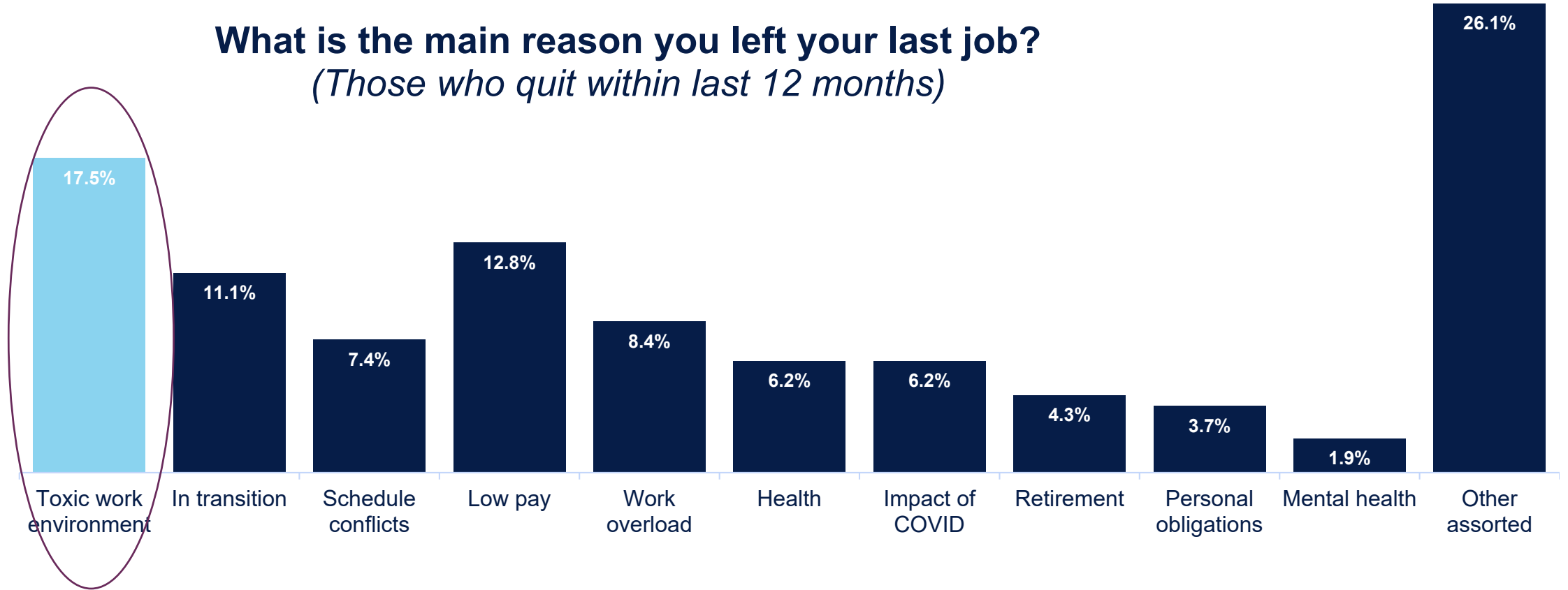
***330,282**
PLANNED TO QUIT THEIR JOB IN THE
YEAR AHEAD

***184,021**
OF THOSE POTENTIAL QUITTERS SAID
THEY COULD BE RETAINED FOR THE
RIGHT INCENTIVES.

*Data from a statistically significant and demographically representative sampling of 5,000 adults across 11 counties in Northeast Ohio was extrapolated into estimated population impacts, based on a total number of 2,899,795 adults (18+) in the survey area.

Why are they leaving?

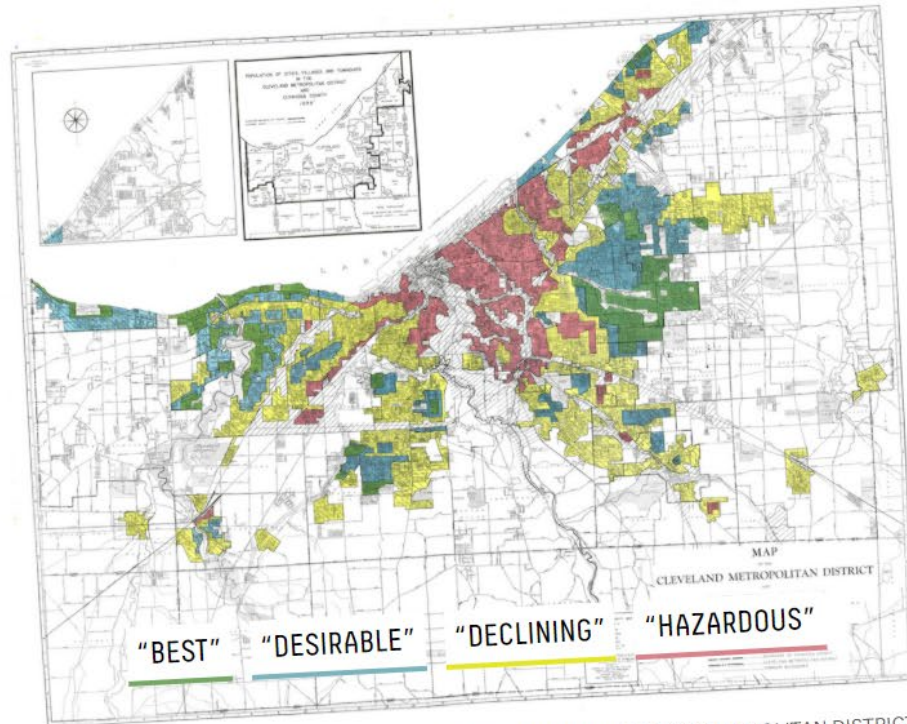
What is the main reason you left your last job?
(Those who quit within last 12 months)





How did we get here?

Historic Redlining in Cleveland



THE HOME OWNERS' LOAN CORPORATION'S MAP OF THE CLEVELAND METROPOLITAN DISTRICT
AND CUYAHOGA COUNTY, COPYRIGHTED BY COMMERCIAL SURVEY COMPANY, 1937

The racial makeup of Cleveland's formerly redlined zones, by rating

WHITE BLACK LATINO ASIAN OTHER

"BEST"



"DESIRABLE"



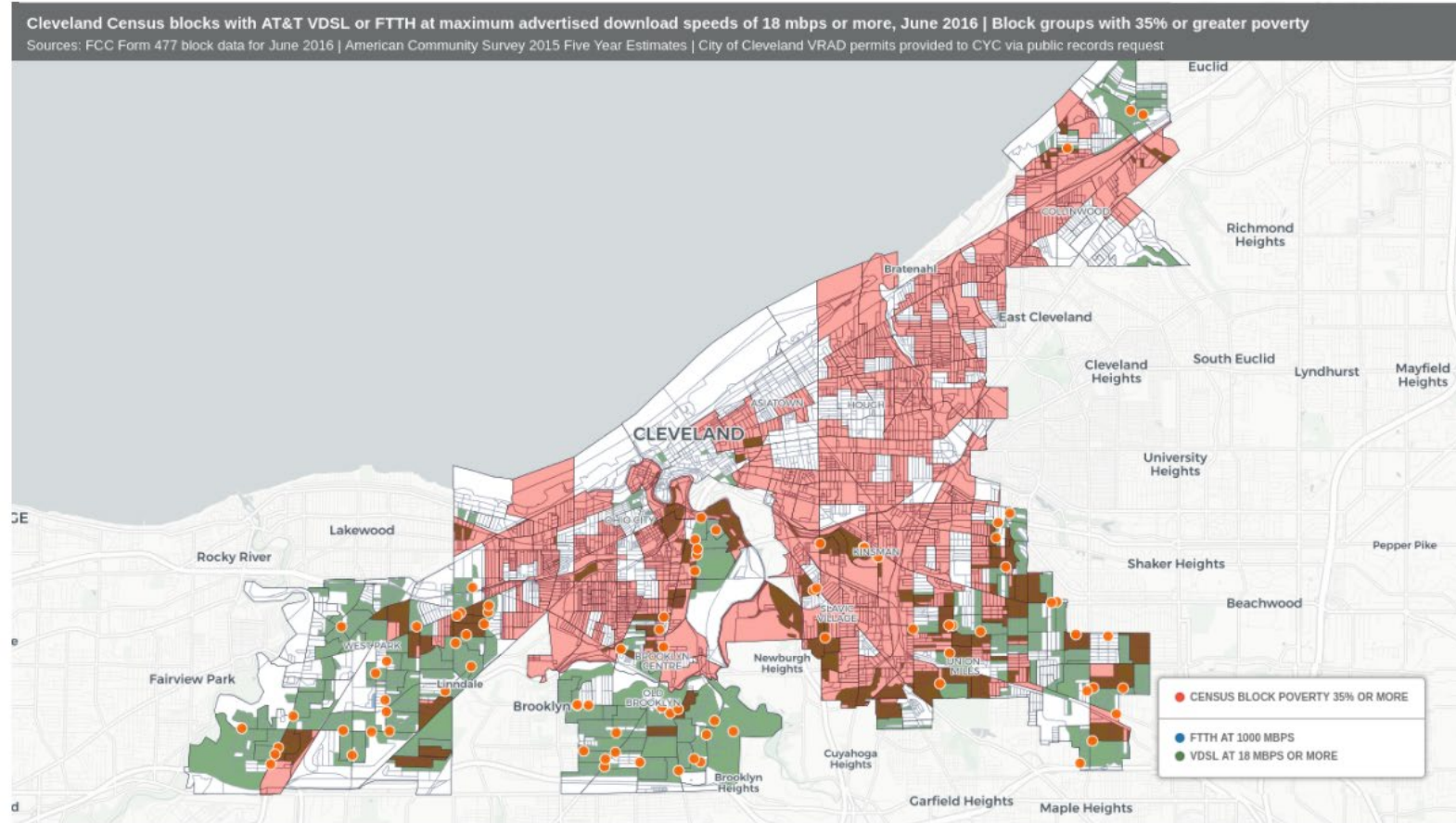
"DECLINING"



"HAZARDOUS"

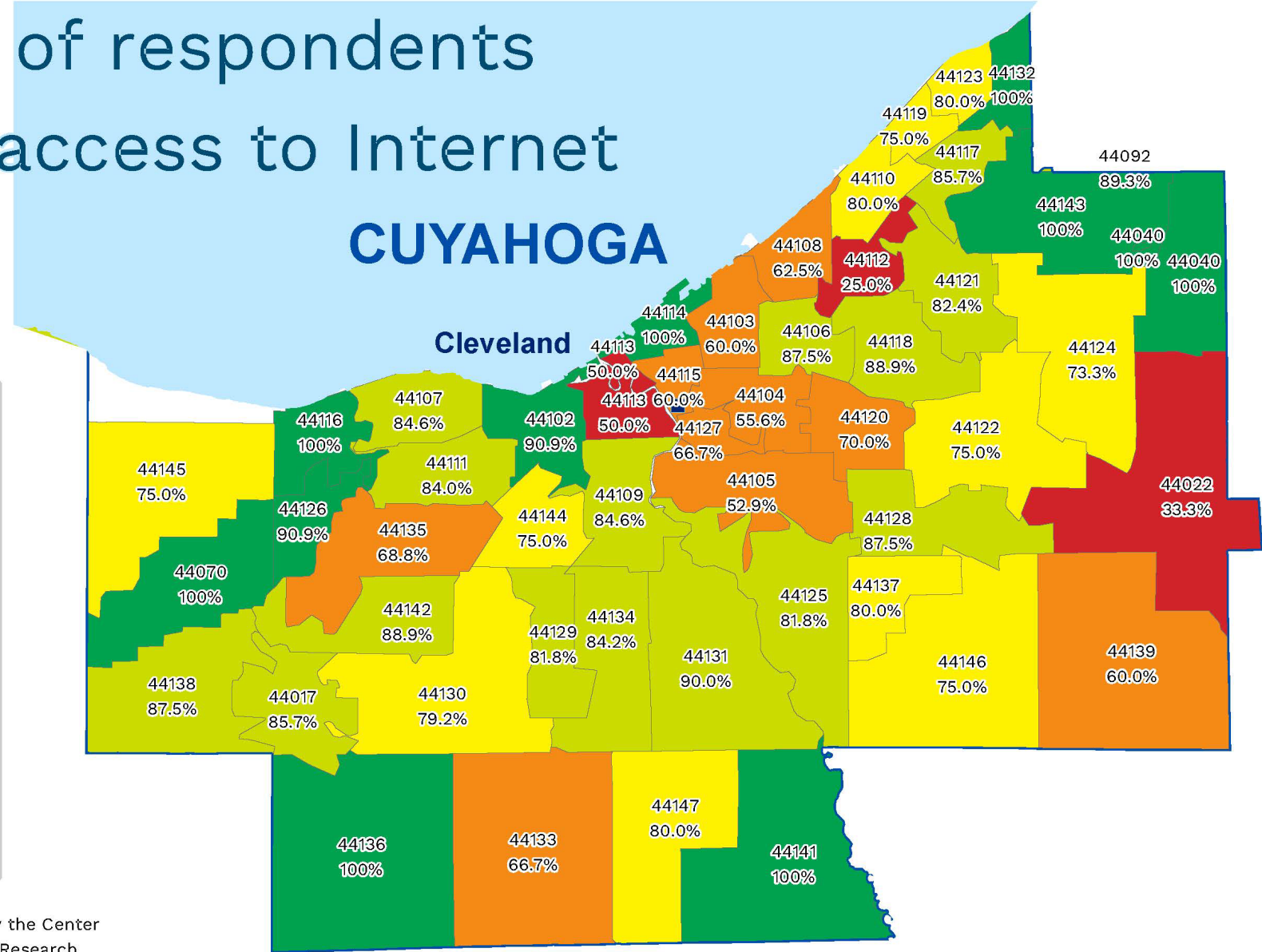
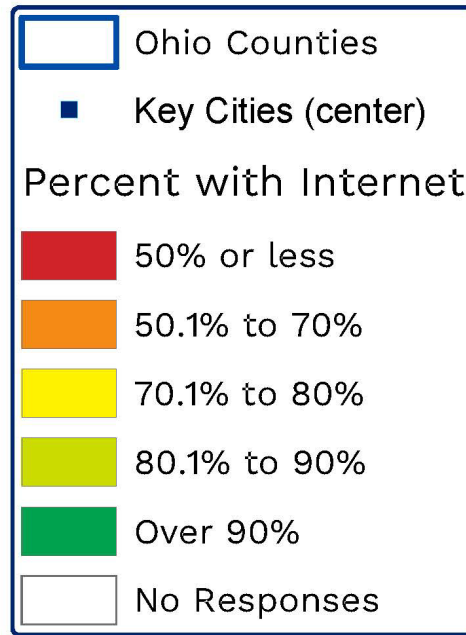
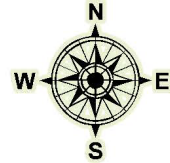


Current Digital Redlining in Cleveland



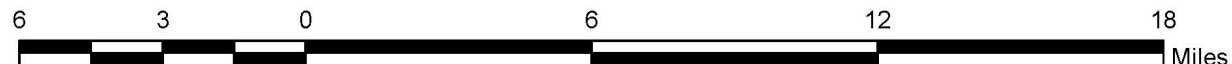
Source: <https://www.digitalinclusion.org/blog/2017/03/10/atts-digital-redlining-of-cleveland/>

Percent of respondents that have access to Internet

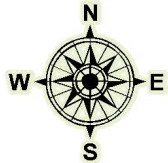


Zip
Codes

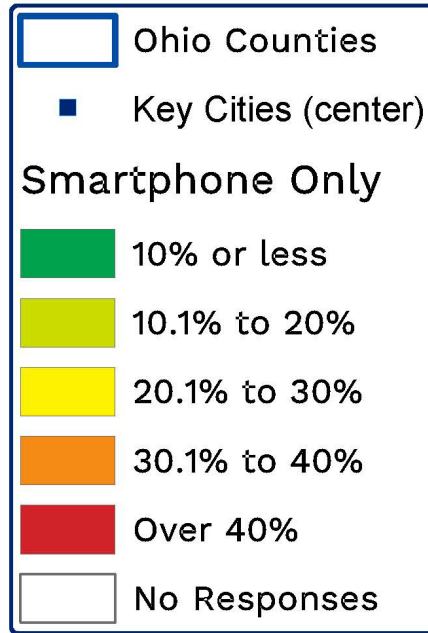
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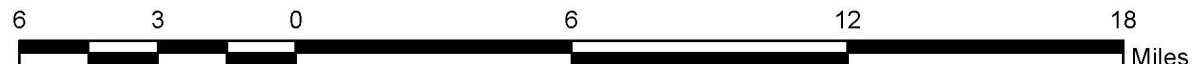
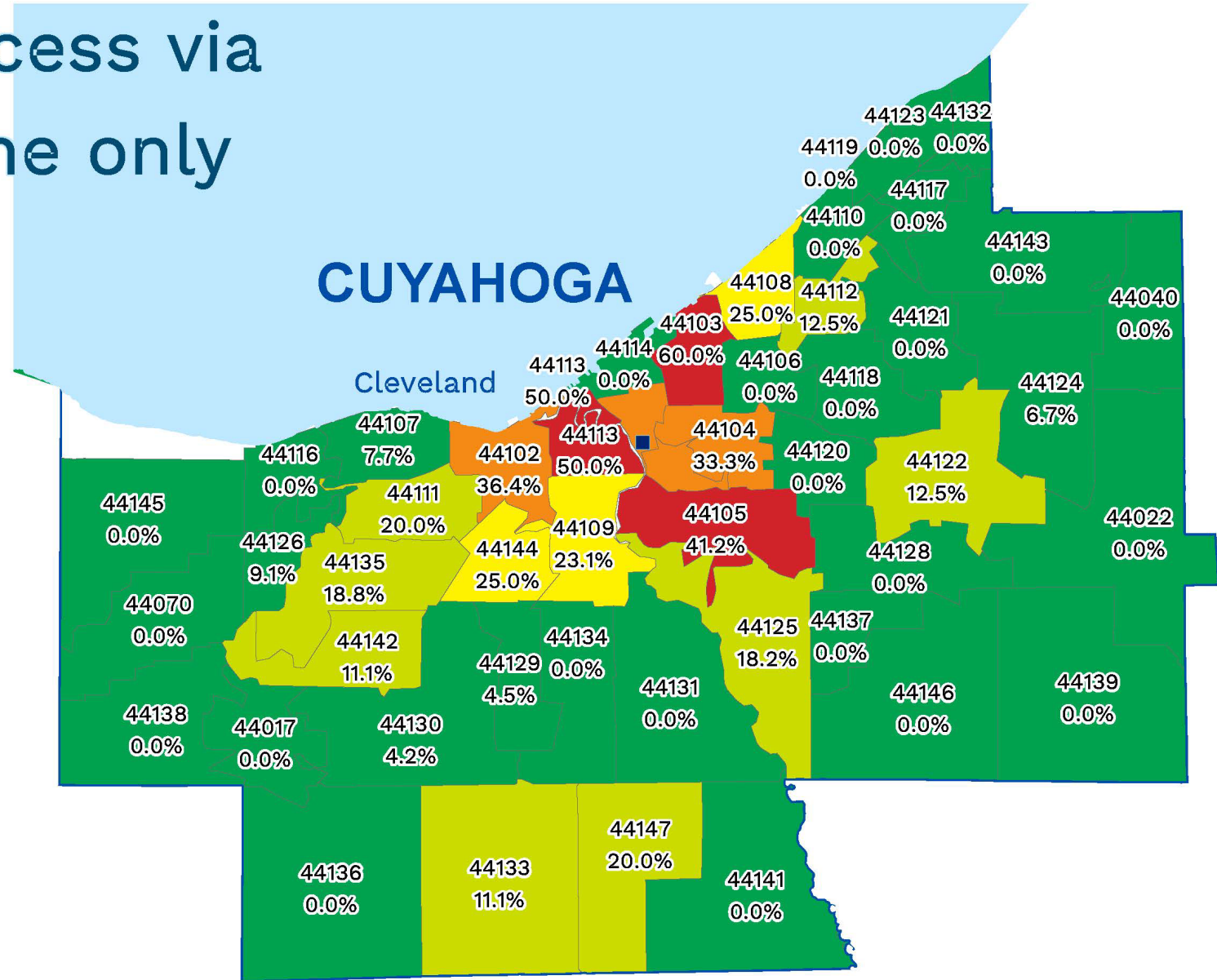
Internet access via Smartphone only



Zip
Codes



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Job Access

Without a car, it could take for residents living in economically distressed census tracts near Cleveland—two buses, 88 stops and 89 minutes to get from these neighborhoods to Solon.

AVERAGE COMMUTE TIME TO NEAREST JOB HUB (in minutes), NORTHEAST OHIO



Source: Murray (2015) analysis of 12 Northeast Ohio counties using LEHD (2011) Origin-Destination data. Job hubs refer to tracts with twice as many jobs as residents.

COMMUTE CASE STUDY: CLEVELAND'S CENTRAL NEIGHBORHOOD TO SOLON

2
BUSES

88
BUS STOPS

89
MINUTES



Source: See endnotes 11 and 12.

50%+ of Central neighborhood residents don't have access to a car

47% of employed neighborhood residents work outside of nearby Cleveland


80% of employed neighborhood residents earn less than \$40,000 a year

← from Fairfax Market, 2190 E 105th St, Cleveland, O...
to Market District Supermarket, 34310 Aurora Rd, ...

6:05 AM from E 105th St & Cedar Av
11 min


 Add to Calendar

6:04 AM




Fairfax Market
2190 E 105th St, Cleveland, OH 44106

6:05 AM




Walk
About 1 min, 161 ft

6:05 AM




11 11 Quincy-Cedar to Montefiore
19 min (25 stops)

6:24 AM




Walk
About 4 min

6:40 AM

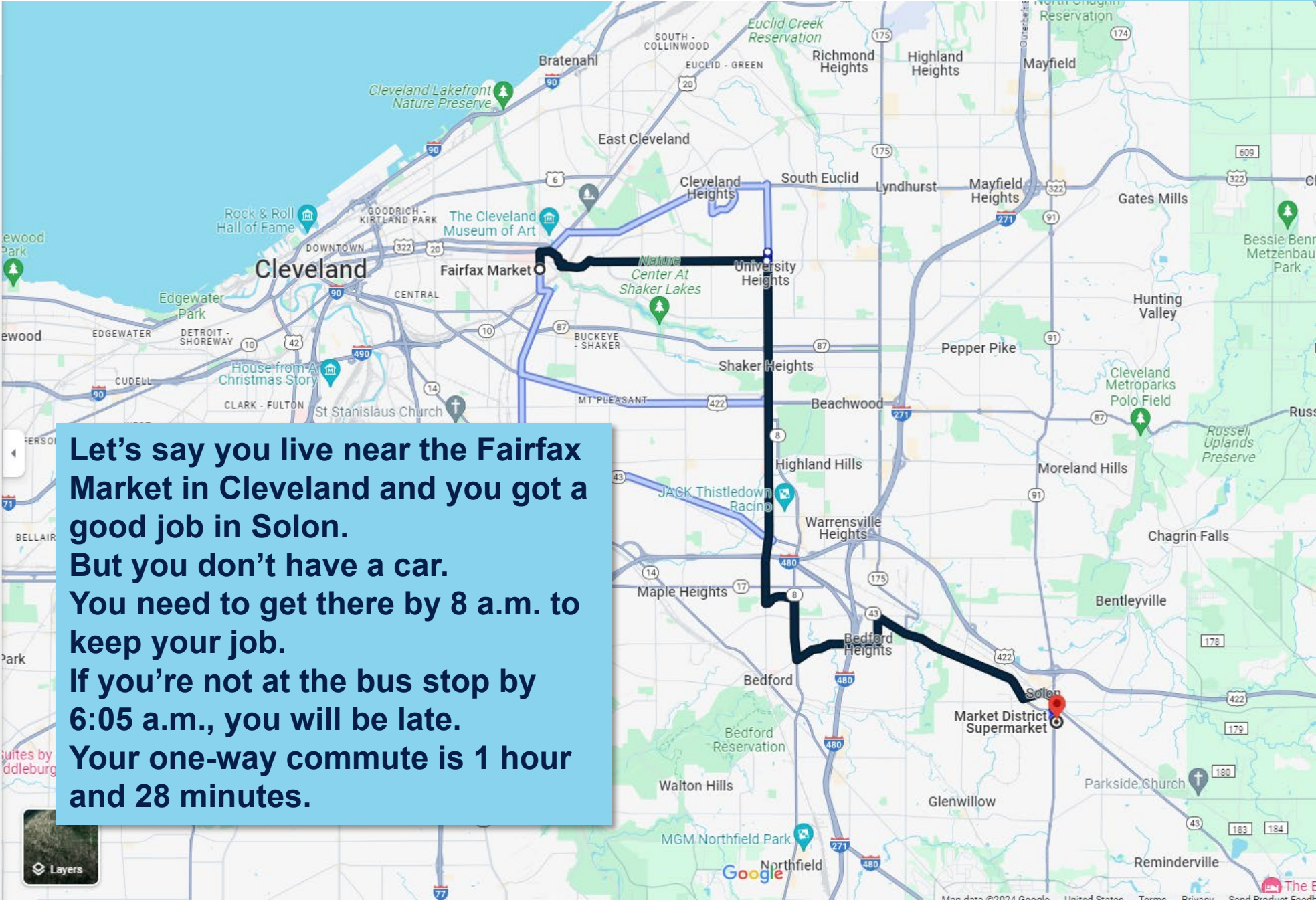


41-41F 41 Warrensville to Glenwillow
46 min (69 stops)

7:26 AM



Walk

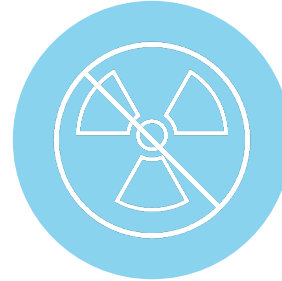


Become an employer of choice



Compensation

- Accept that competitive pay is table stakes
- Include salary in all job postings
- Communicate benefits package components & value clearly



Culture

- Adopt methods for routinely asking employees what they think, want, recommend (and be ready to respond)
- Incorporate flexibility everywhere you can
- Address negative work environment



Connection

- Invest in employee career development
- Provide connections to wrap-around services
- Help employees see meaning in their work

Early Pilot Projects

Four employers have developed pilot program concepts that are rooted in employee voice and employee recognition.

- Employee Newsletter
- Employee Townhall
- Employee reward and recognition programs
- Employee survey to gauge satisfaction and engagement and a committee (cross-departmental and diverse positions within the organization) to review survey results and help with implementation.
- Work culture / work environment was universally identified as a key focus area

Key Lessons:

- Capacity at hospitality employers to participate in the accelerator in the current environment of tight labor markets and rising costs was limited & will likely continue to be limited.
- More focus on building the kind of trust within a company that will create opportunities for employee voice

Phase 2 Fund Approach



PILOT UP TO FIVE
PROMISING PRACTICES

Proposed Budget:
\$400,000



ELEVATE AND
EVALUATE

Proposed Budget:
\$50,000 (evaluation)
\$50,000 (Storytelling)



AGGREGATE
SOLUTION SET

Proposed Budget:
\$N/A

Alignment with the Fund



Practice that impacts the following from WATW (that workers have asked for):

Worker Voice
Organizational Culture
Higher Earnings
Additional Training



Expected Employer Impact:

Profit gains
Sustainable organizational change
Reduced turn-over



Case study for national practice with limited evaluations



Social Capital (credible practice endorser)



Clear impact on FFEF CW goals



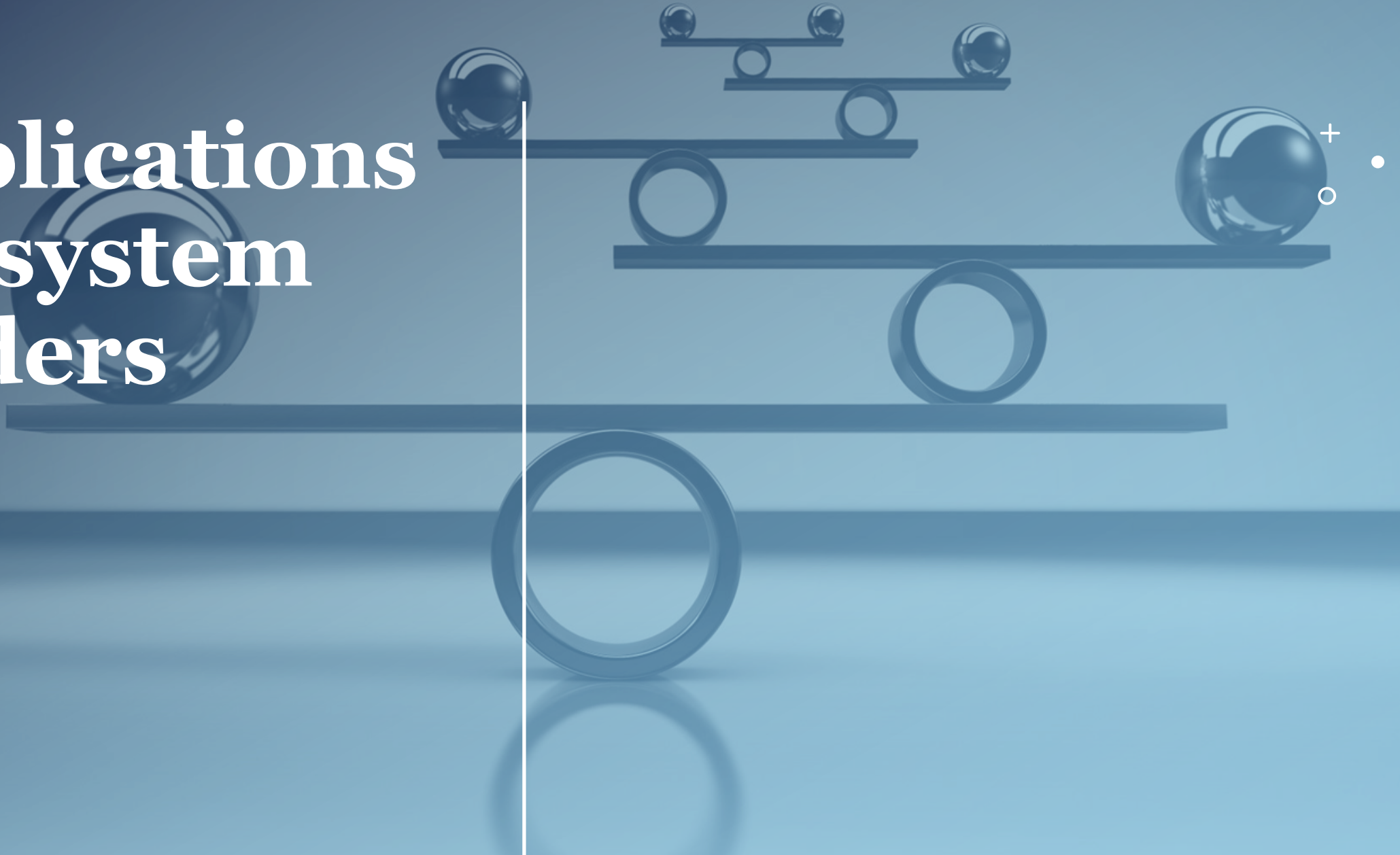
Early results available before the end of 2024

What didn't happen



Implications for providers

Implications for system leaders





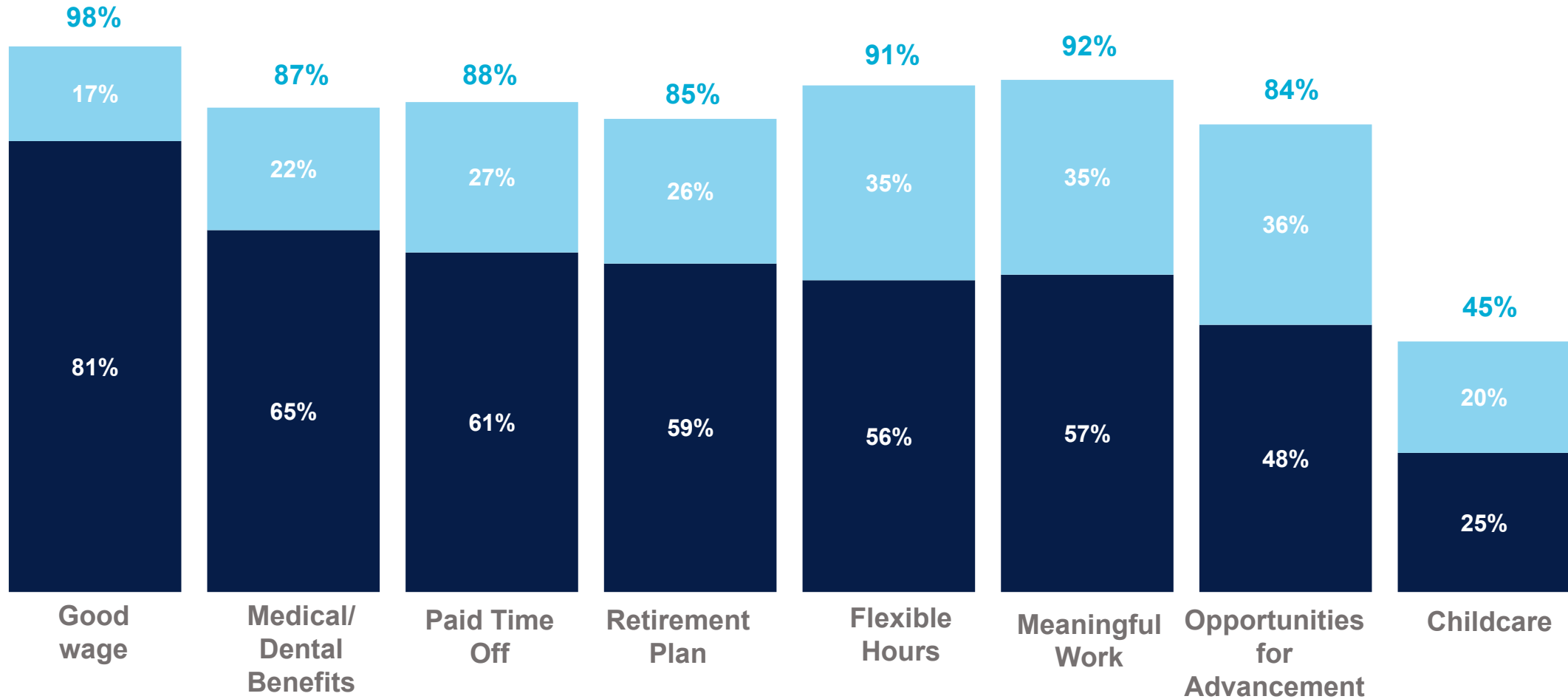
Implications for employers



It's all connected.

Job Access > Job Creation > Job Preparation

What matters to workers?

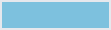


In thinking about the ways you earn money both now and in the future, how important are each of the following? *(Very or somewhat)*



5 Ways to Be More Commuter-Friendly

Lessons from the Paradox Prize inform Workforce Development strategies.



10 Ways to Become an Employer of Choice

1. Pay a competitive wage
2. Include pay in all job postings
3. Communicate benefits clearly
4. Think beyond traditional benefits
5. Evaluate and improve employee feedback processes
6. Incorporate more flexibility
7. Address negative work environment
8. Help employees see meaning in their work
9. Invest in employee career development
10. Connect to systemic efforts to support workers.

Q&A





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thefundneo.org