

*fund* for our  
**economic**  
*future*

# Who We Are

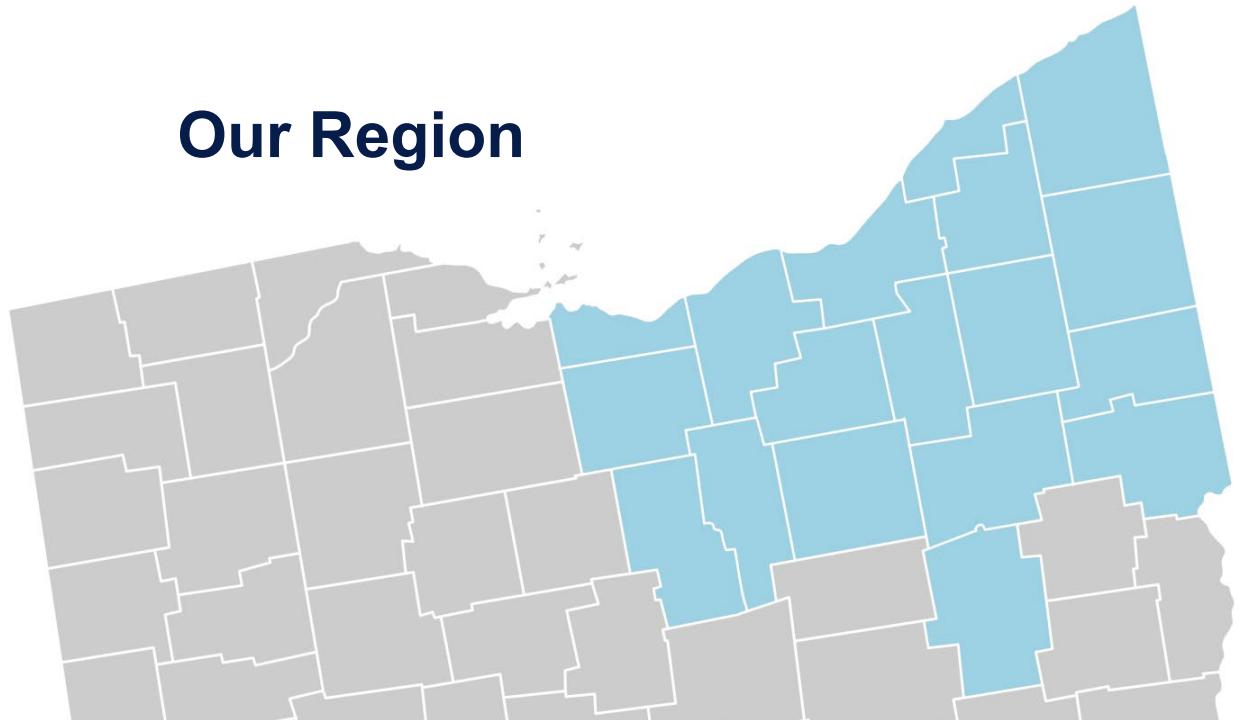
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**At the Fund for Our Economic Future, we're advancing the everyone economy.** We are a coalition of leaders across Northeast Ohio united around a common belief: that a more equitable, prosperous future is possible for all.

## Our Vision

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

## Our Region



# Partners

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Summit and Medina  
Workforce Area  
Council of Governments



# Notable Quotes

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

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

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

"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.' "

"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*

NATIONAL SCAN OF  
EXISTING  
RESEARCH

EMPLOYER  
PERSPECTIVE

WORKING-AGE  
ADULT  
PERSPECTIVE

“WHERE ARE THE WORKERS?” REPORT AND INSIGHTS

*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?*

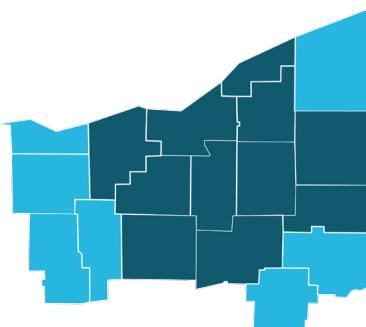
*What can we extrapolate  
about the region's  
workforce as a whole?*

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

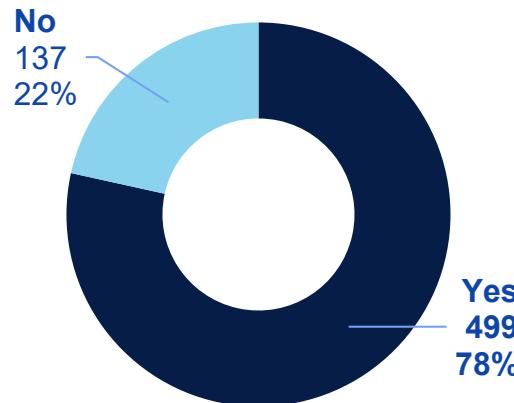


Employer roundtables

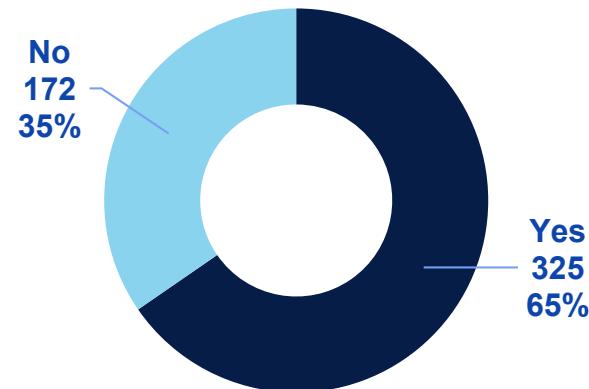
Roundtables	Sessions	Registrations
Region	22	463
Greater Akron	6	77
Medina	1	30
Portage	2	17
Summit	3	30

# *Northeast Ohio's employers are feeling it.*

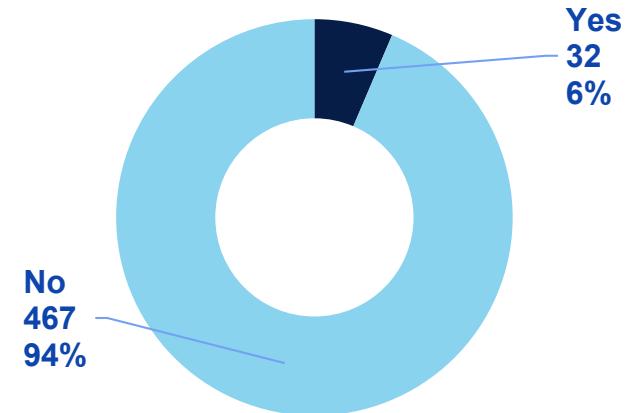
Talent Shortage?



High Turnover?



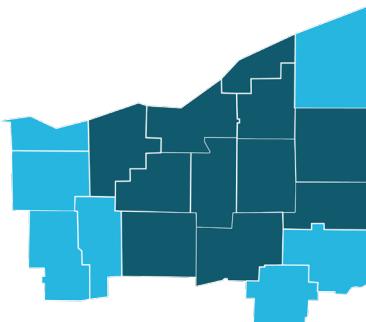
Sufficient pool of qualified applicants?



# The labor market feels tight because it is tight.



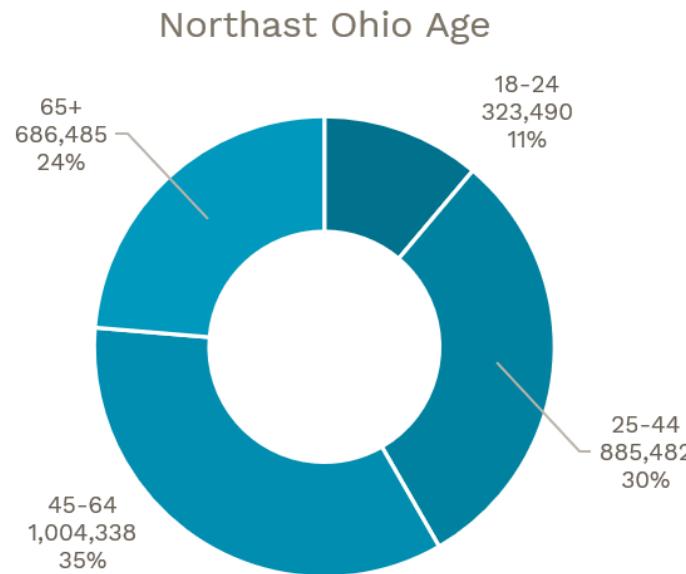
95,510 people in jobs in Northeast Ohio (5%) fewer than in 2019



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

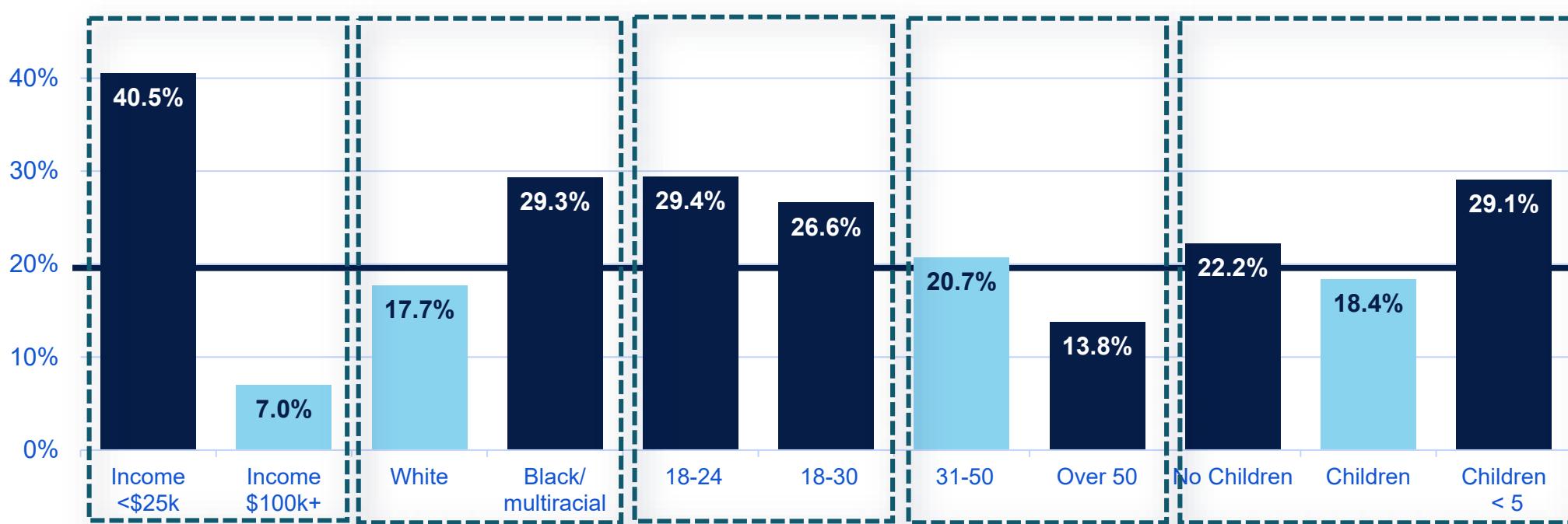
\* **481,559**  
FEEL THEY DON’T HAVE THE NEEDED  
EDUCATION/TRAINING TO GET AHEAD

\* **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

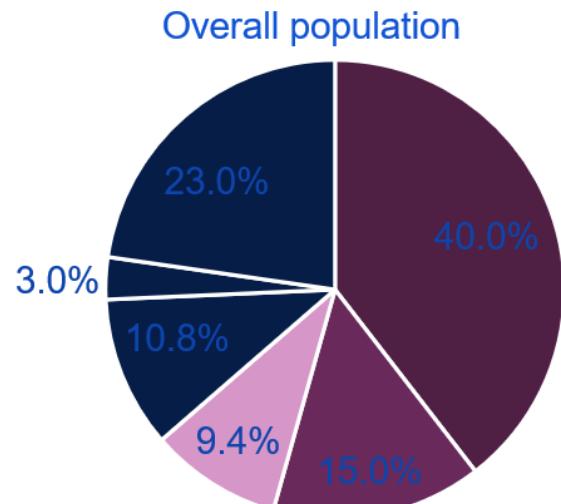
- \*407,725 Northeast Ohioans had difficulty finding or keeping a job in 2022.



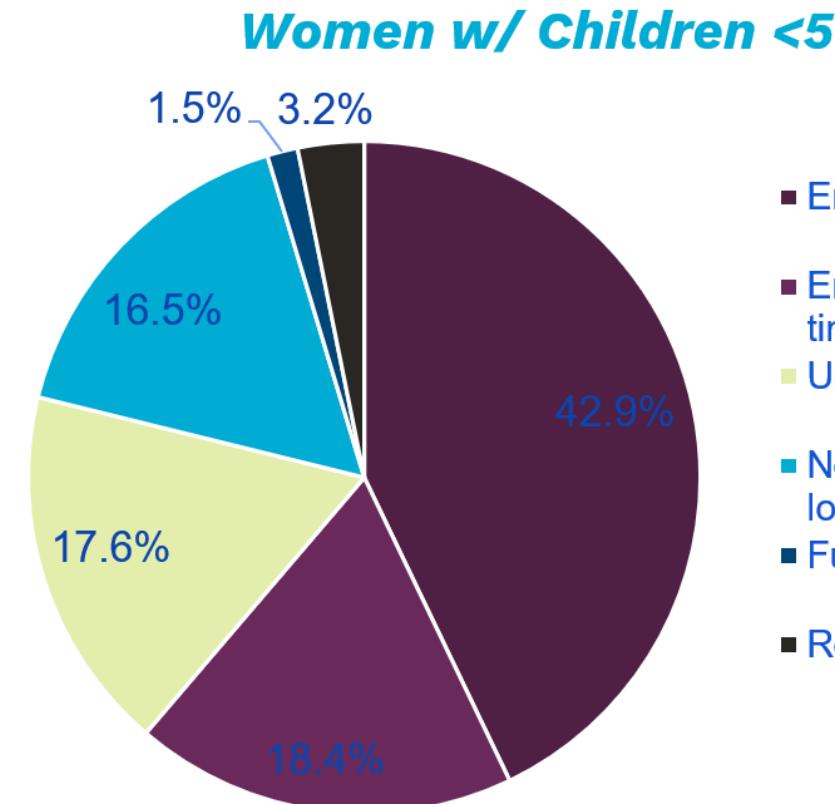
\*Data from a statistically significant and demographically representative sampling of 5,000 adults across 11 counties in Northeast Ohio was extrapolated into estimated population impacts, based on a total number of 2,899,795 adults (18+) in the survey area.

# Employment

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



Freelance, contract or gig work in past year



# 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

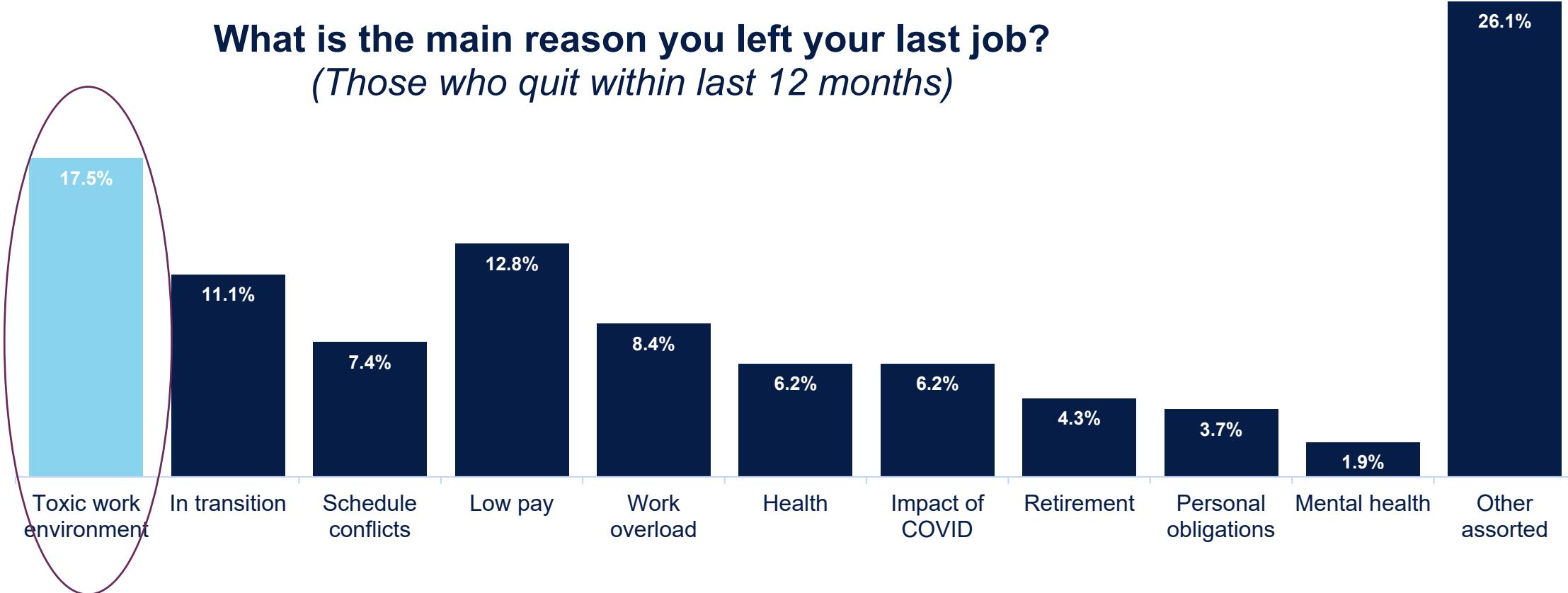
**\*330,282**  
PLANNED TO QUIT THEIR JOB IN THE  
YEAR AHEAD

**\*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?

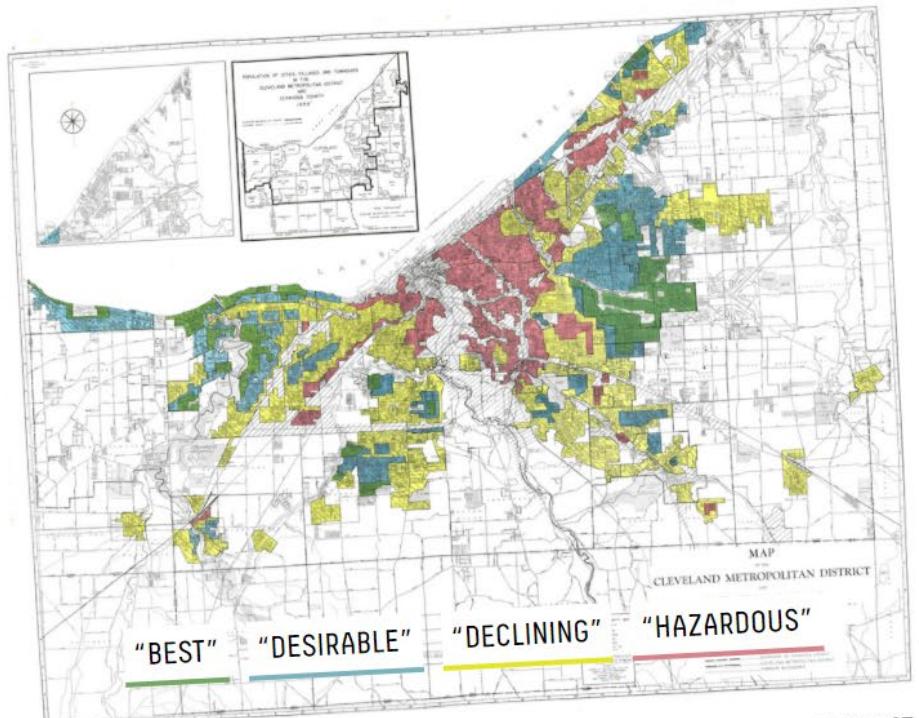
**What is the main reason you left your last job?**  
*(Those who quit within last 12 months)*





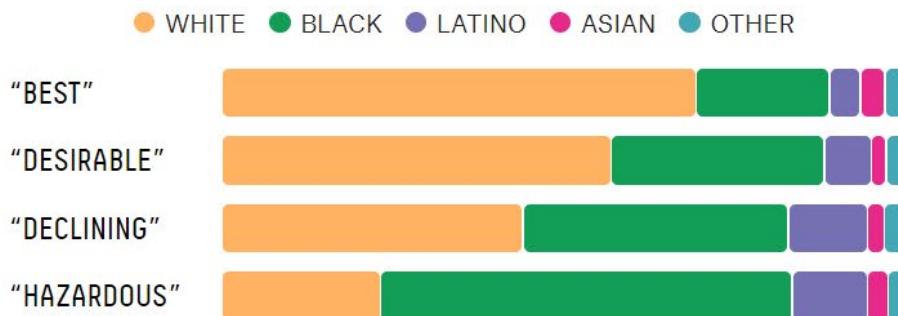
# How did we get here?

# Historic Redlining in Cleveland

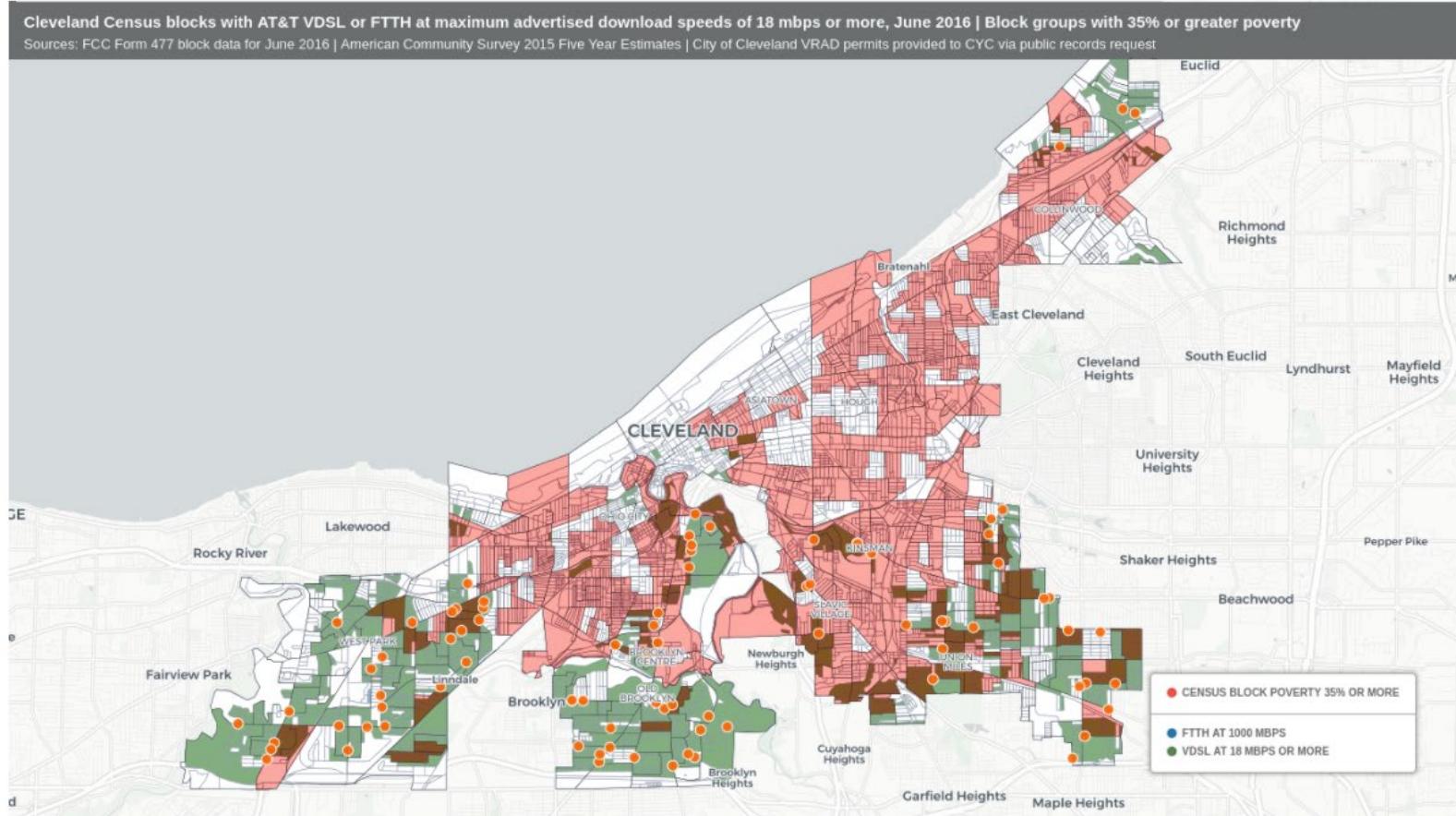


THE HOME OWNERS' LOAN CORPORATION'S MAP OF THE CLEVELAND METROPOLITAN DISTRICT  
AND CUYAHOGA COUNTY, COPYRIGHTED BY COMMERCIAL SURVEY COMPANY, 1937

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

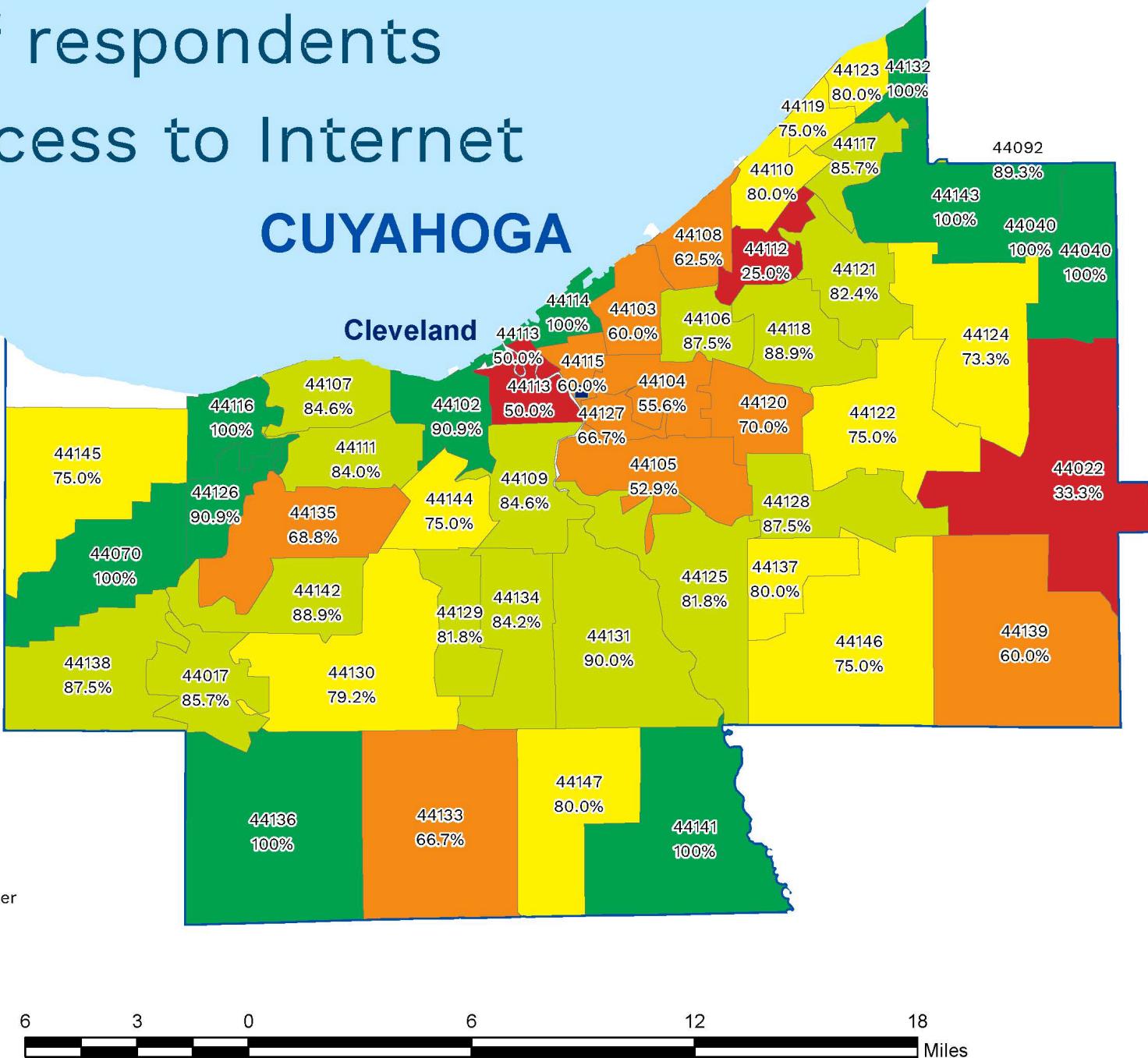
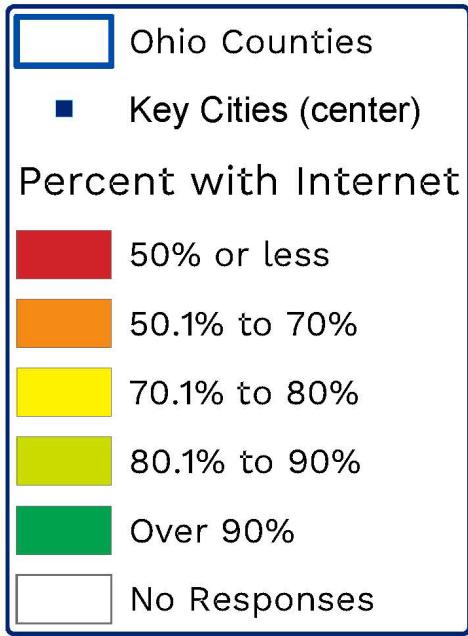
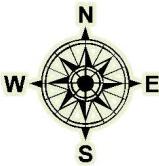


# Current Digital Redlining in Cleveland

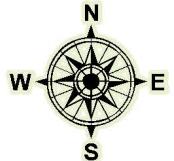


Source: <https://www.digitalinclusion.org/blog/2017/03/10/atts-digital-redlining-of-cleveland/>

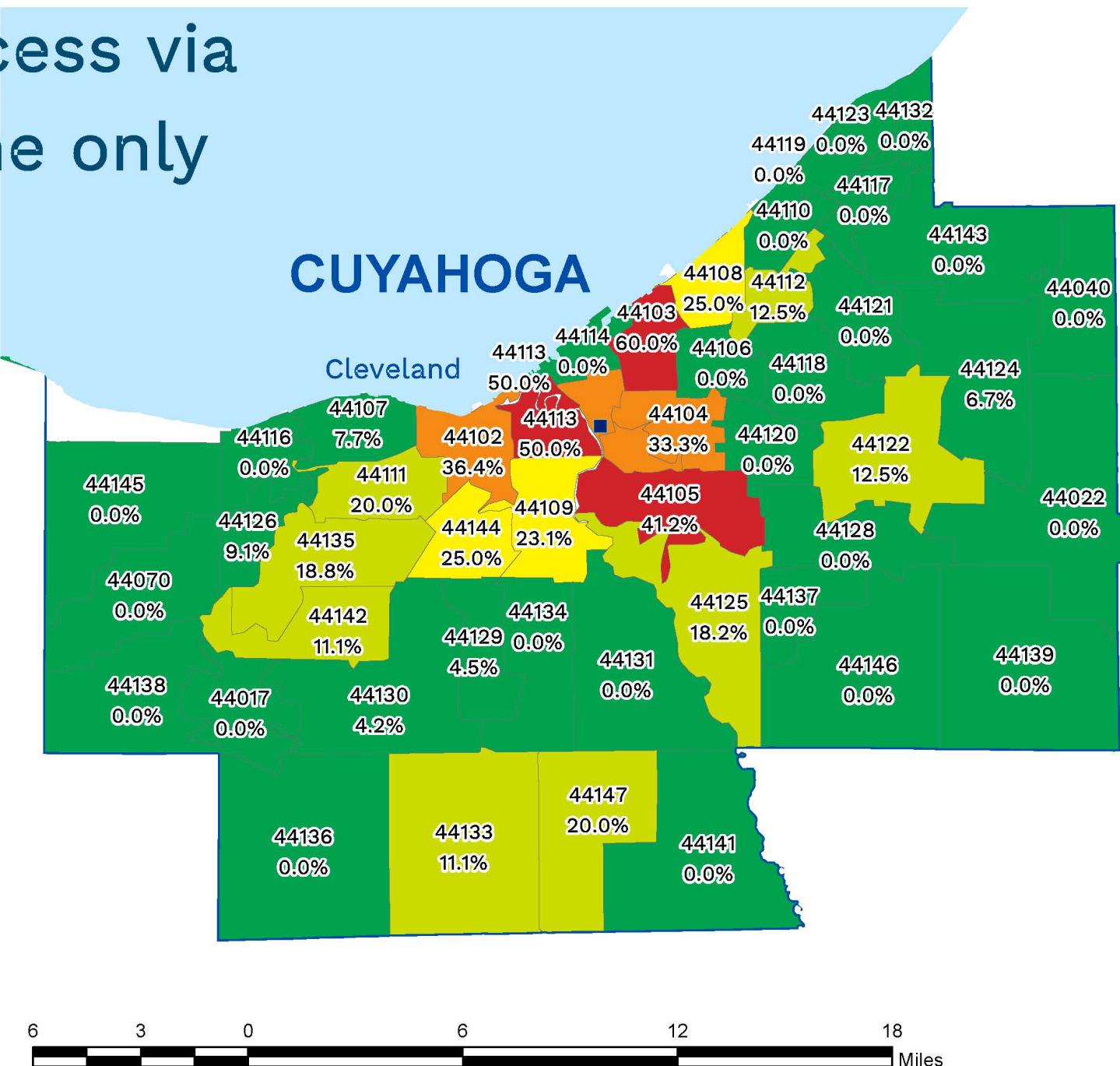
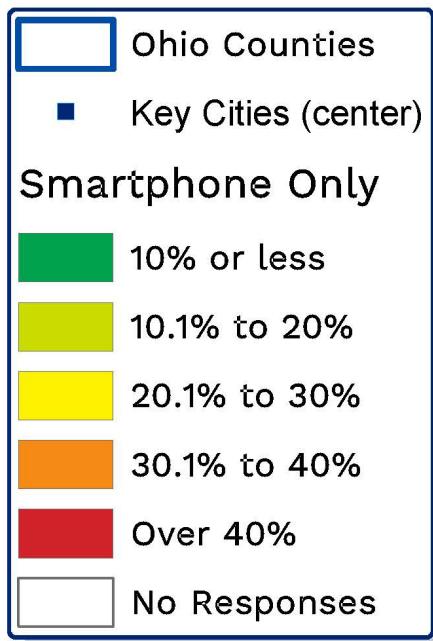
# Percent of respondents that have access to Internet



# Internet access via Smartphone only



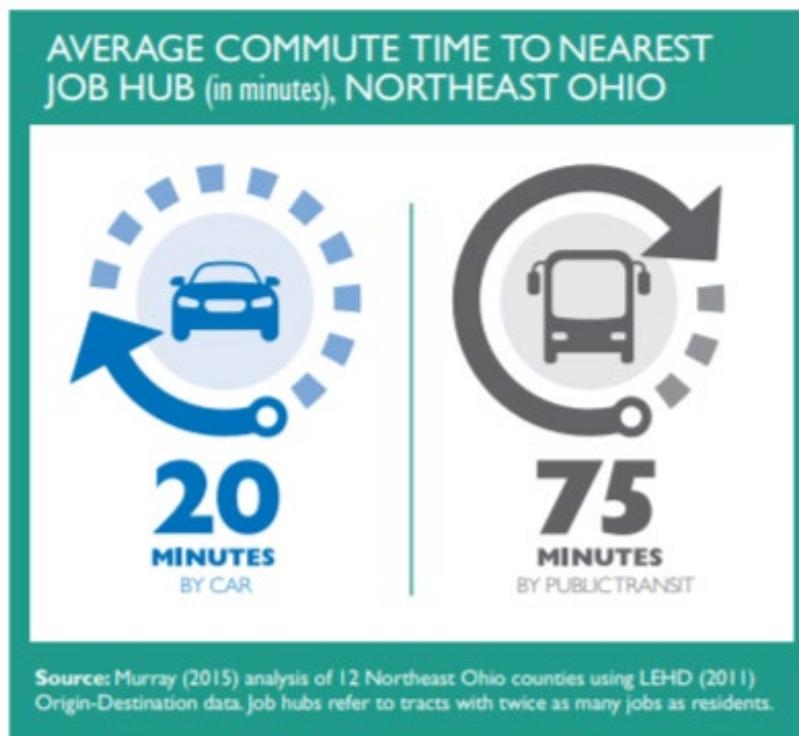
Zip  
Codes



Produced September 2022 by the Center  
for Marketing and Opinion Research

# 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.



← 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

 Walk  
About 1 min, 161 ft

6:05 AM  E 105th St & Cedar Av

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

6:24 AM  Cedar Rd & Warrensville Ctr Rd

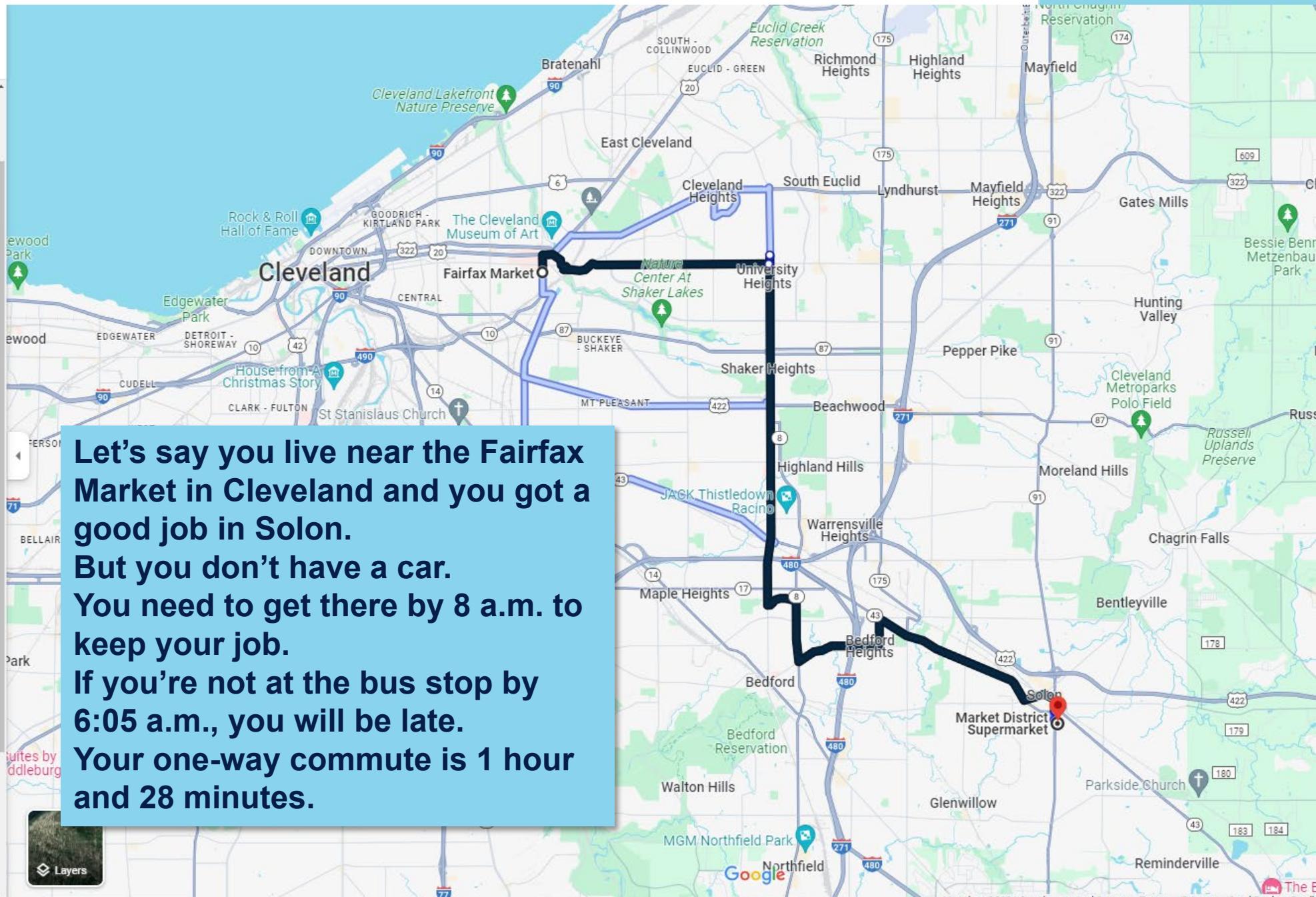
 Walk  
About 4 min

6:40 AM  Warrensville Ctr Rd & Warrendale Rd

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

7:26 AM  Som Center Rd & Aurora Rd

 Walk

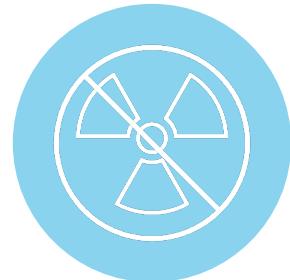


# Become an employer of choice



## Compensation

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



## Culture

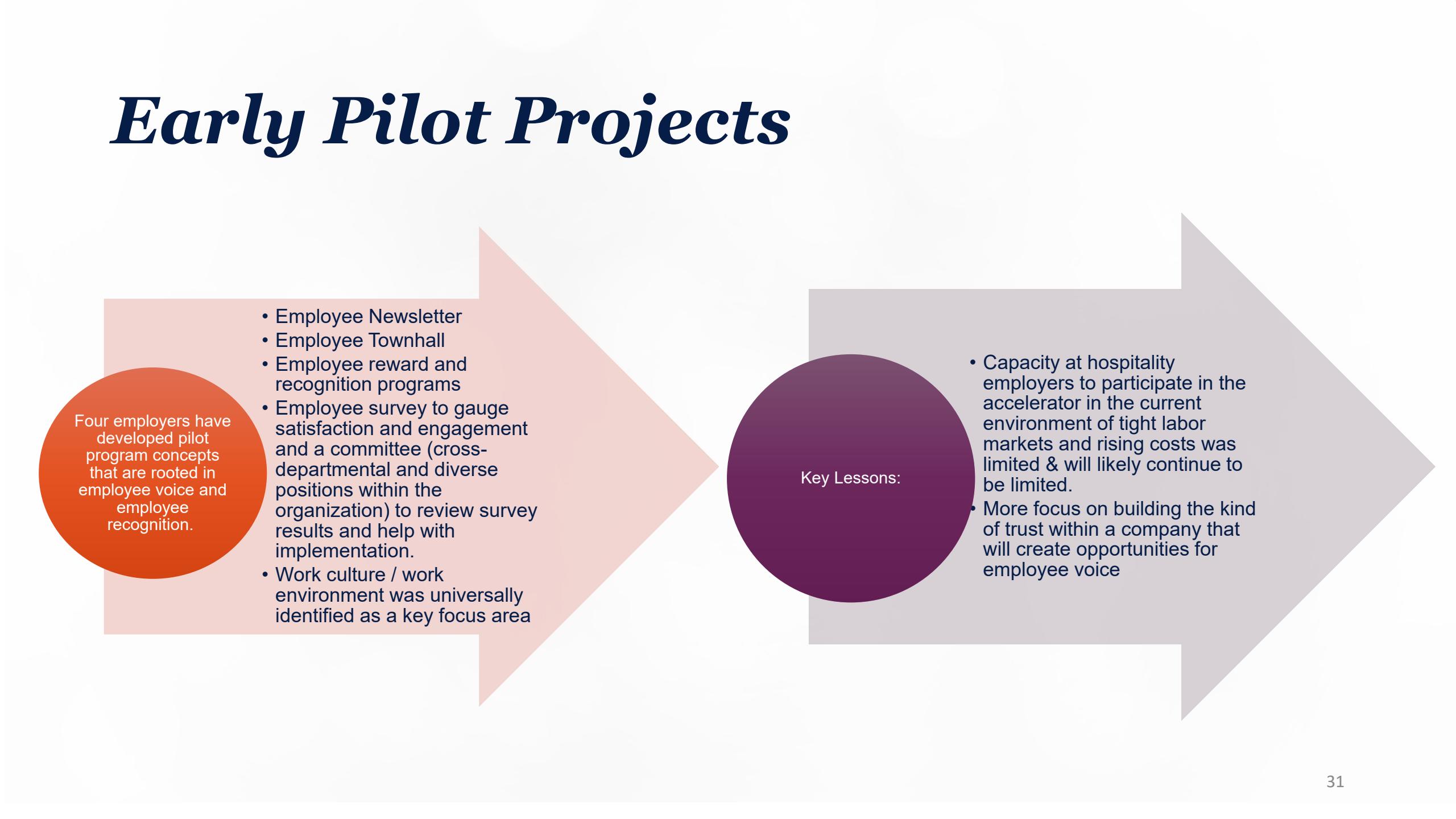
- Adopt methods for routinely asking employees what they think, want, recommend (and be ready to respond)
- Incorporate flexibility everywhere you can
- Address negative work environment



## 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:

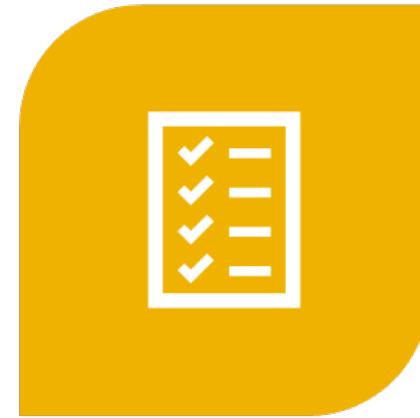
- Capacity at hospitality employers to participate in the accelerator in the current environment of tight labor markets and rising costs was limited & will likely continue to be limited.
- More focus on building the kind of trust within a company that will create opportunities for employee voice

# 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)

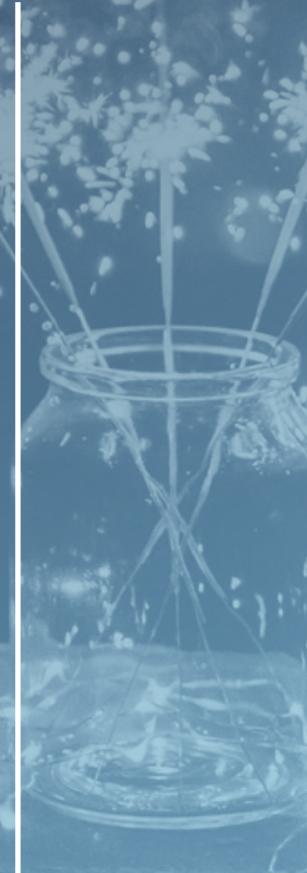


Clear impact on FFEF CW goals



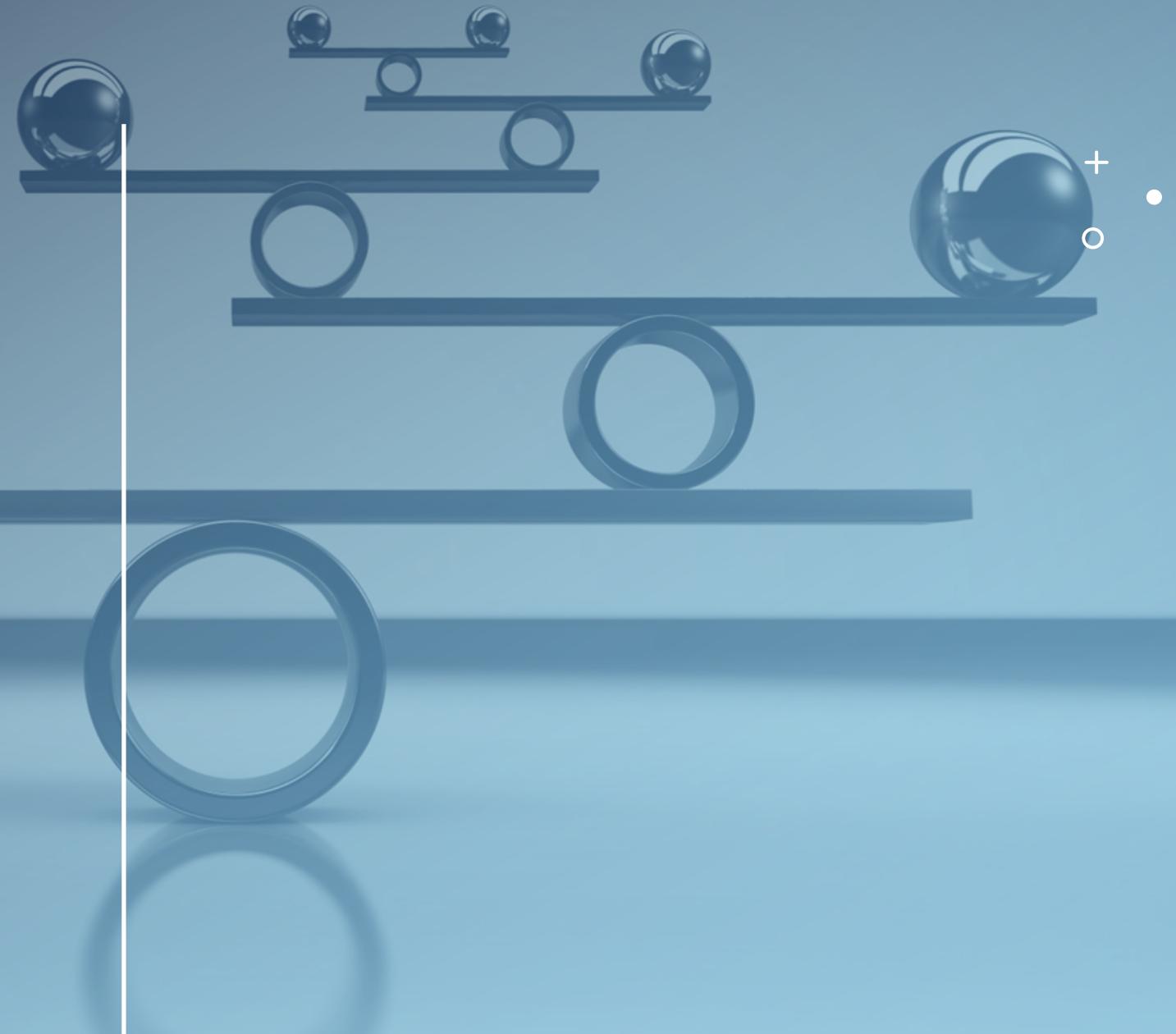
Early results available before the end of 2024

# What didn't happen



# Implications for providers

# Implications for system leaders



# Implications for employers

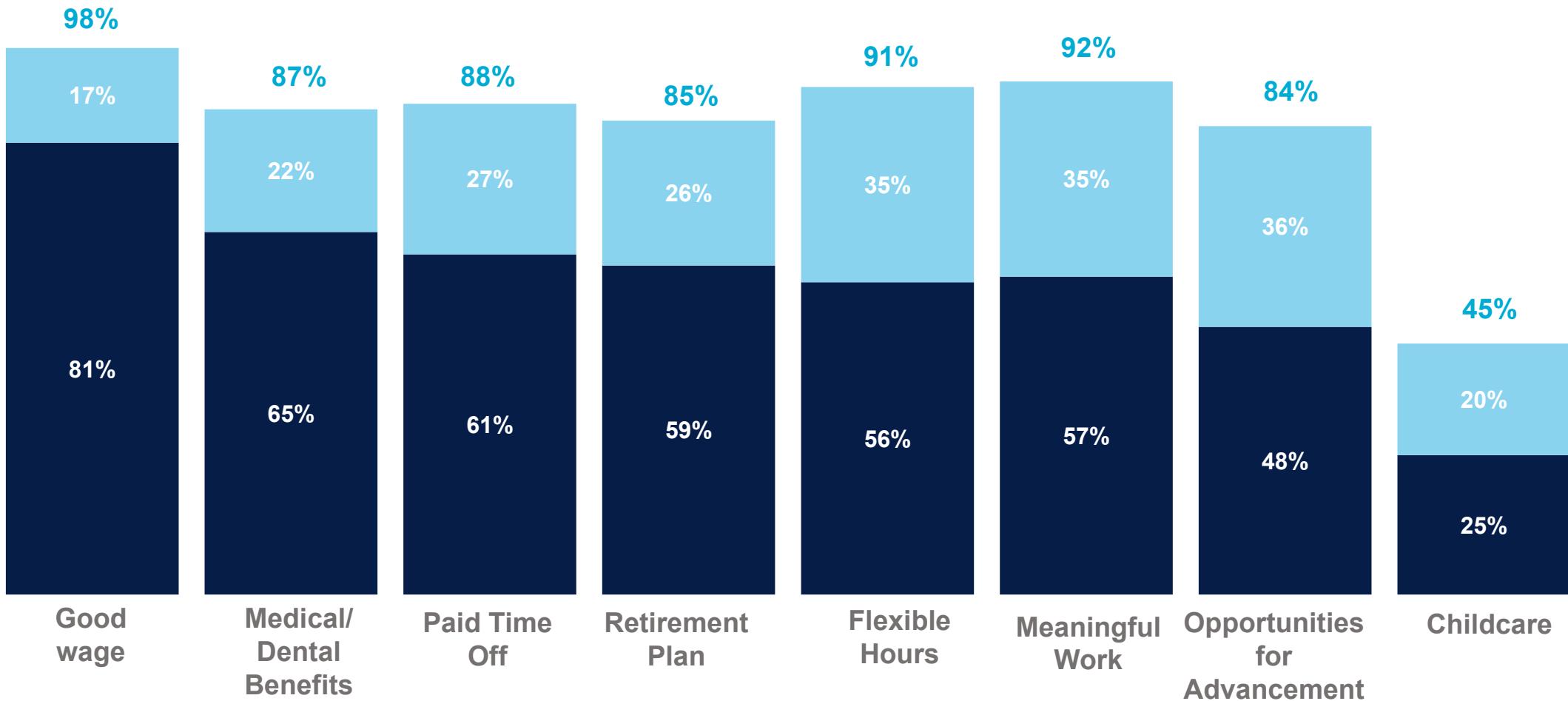




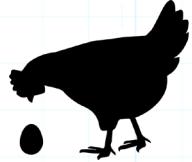
# It's all connected.

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)



THE  
PARADOX  
PRIZE®

# 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](http://thefundneo.org)