





WELCOME

Reimagining the Workforce System

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An aerial view of a city skyline, likely Pittsburgh, featuring a prominent blue steel truss bridge over a river. The background shows a dense urban landscape with various skyscrapers and buildings under a clear sky.

CHALLENGE

**We've created systems that support
*our dreams, rather than
the dreams of workers***

OVERVIEW



Where we started



Addressing the root problem



Our Proposed Solution



Next Steps

THE BEGINNING

How might we overcome carefully earned mistrust between sectors, people, employers, etc. to enhance sustainable collaboration?



INTERMEDIARIES

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Back-Bone

*Radical
Transparency*

Neutral

Humility

Power-Broker

Genuine

Advisors

Convening

No Conflict of Interest

Collaborators

Stakeholder Interviews

10

Leaders in industry,
education, and
government

11

Participants/Clients
of the workforce
system

Thank you to all stakeholders: Shana Marbury, EVP of Tri-C, Dr. Michael Baston, CEO of Tri-C, Cathy Belk, CEO of Deaconess Foundation, Marianne Crosley, CEO of Cleveland Leadership Center, Tyan Puente, Chief of City of Cleveland, Maureen Conway, VP and ED of Aspen Institute & Economic Development Program, Janice Urbanik, former Senior Director of National Fund for Workforce Solutions, Linda Uveges, CEO Cleveland City Mission, Sameer Sinha, CEO of Aspra Industrial, Lissy Rand, EVP of MAGNET, Clients of El Barrio.

- Leader -

“Biggest obstacle to our collaboration and collective success is ego.”

- Participant -

“Work is the ability to look forward and take care of my family on my own. I’m too old to [still be] getting help from my parents. I want to depend myself”

- Leader -

“Many will not and do not embrace new attitudes so maybe we need to look at disruption.”

- Participant -

“I don’t know if I’m going to make it through the week. I want to work, but I don’t trust myself enough to not make a mistake. Honestly, I just want to be around people and so I can feel normal again”

- Leader -

“Successful intermediaries must be perceived as neutral.”

- Participant -

“I was out of work for almost 15 years raising my kids. Going back to apply for jobs you realized the world has kinda passed you by. You feel embarrassed putting something from 2008 down as your last job”

- Leader -

**“A taskforce can always give you solutions
but what we need is alignment.”**

- Participant -

**“A job is a means to an end.
That is it.”**

- Leader -

“Funders look at outcomes but there is a difference in perspective between those receiving funds and those providing funds...this is the trust issue.”

Groundswell

This project looks at what the necessary ingredients are in a coalition of the willing and creates a **Community Impact Agreement** that not only guides actors but holds them accountable.

Traditional CBAs

Community Benefit Agreements are legally enforceable contract between coalition of CBOs and a developer that enforce and monitor certain benefits.

Benefits can include:

- Living wage
- Local hiring
- Affordable hiring
- DEIB efforts

A construction site with several workers in safety gear. In the foreground, two workers in blue hard hats and orange safety vests are looking at a tablet together. In the background, two more workers in white hard hats and yellow safety vests are standing near a large building under construction that is completely covered in wooden scaffolding. The scene is set during the day with a clear sky.

Single Sector Short Term Single Project

Strong Foundation In Cleveland

Fanny Lewis Law
2003

Workforce Funders Group
Sectorial Partnership
2018

2013
Cleveland Construction
CBA

2023
Cleveland CBA

CBA

Single Sector

Short Term

Single Project

CIA

Transferable

Sustainable

Scalable

COMMUNITY IMPACT AGREEMENT

Expands and amplifies the power and potential of CBAs

Legally enforceable contract that is cross-sector, cross-generational, and **focused on workers' dreams.**

Must be **co-created** with everyone at the table. They have to win more by participating than not participating.

COMPONENTS



Starts inside the house



Collective commitment to learning



Accountability toward implementation

What it should include...

- No longer screen out candidates based on:
 - Sector experience
 - Education
 - Name
 - Address
 - Working permit type
- Commit to addressing systemic barriers of work such as transportation (SDoW)
- Commit to a family sustaining wage

A background image showing a group of hands stacked in a circle, symbolizing teamwork and leadership. The hands are in various shades of skin tones, and the image is overlaid with a semi-transparent orange-red filter. The text is white and positioned in the upper left and middle right areas.

Who should lead it...

- Is outside of the competition
- Has influence but not outsized power
- A dreamer and doer
- An individual over an entity

Why entities would want to join...

Direct

First look access to talent in local workforce ecosystem

Indirect

Double bottom line—being an employer of choice will no longer be a choice as the labor market continues to shrink



CALL TO ACTION

1. Leaders and influencers in the workforce space--*all of you in this room*--convene a conversation on how a CIA might be added to the ecosystem.
2. Identify the right lead
3. Determine who should be at the table and therefore co-creating the CIA

An aerial view of a city skyline, likely Cleveland, Ohio, featuring a prominent blue steel truss bridge spanning a river. The skyline includes several tall skyscrapers, including the Terminal Tower. The image is overlaid with a semi-transparent dark blue filter.

“Changing the system to support workers’ dreams”

Thank you