



City of Cleveland
Justin M. Bibb, Mayor

Office of the Mayor
Cleveland City Hall
601 Lakeside Avenue, Room 202
Cleveland, Ohio 44114
216/664-3990 • Fax: 216/420-8766
www.clevelandohio.gov

Built Environment Workforce Development Fund

Table of Contents

1. Executive Summary
2. Community and Stakeholder Support Summary
3. Budget
4. Detailed Proposal
5. Presentation Slides



City of Cleveland

Justin M. Bibb, Mayor

Office of the Mayor

Cleveland City Hall

601 Lakeside Avenue, Room 202

Cleveland, Ohio 44114

216/664-3990 • Fax: 216/420-8766

www.clevelandohio.gov

Built Environment Workforce Development Fund

This \$10 million ARPA investment will sustainably grow the workforce pipeline for current and anticipated demand in “built environment” sectors: residential and commercial construction, infrastructure and transit, green infrastructure, broadband, and lead and brownfield remediation. These sectors reflect the City of Cleveland’s commitments to improving the safety of the physical spaces where families spend time, as well as the major federal investments provided for in the Bipartisan Infrastructure Law, CHIPS Act, and Inflation Reduction Act. These projects are on the horizon, and workforce is currently a limiting factor.

This initiative creates the structure and mechanisms for workers to connect to training, and ultimately employers and projects, leveraging the operating structure of OMJCC by funding – through subgrants to execution partners – existing training programs tailored to meet employer needs, and adaptable as new projects emerge.

Community Partners Endorsing the Built Environment Workforce Development Initiative

Below is a list of organizations that have been engaged in the design of the Built Environment Workforce Development proposal and written letters of intent, and that will form the foundation of key execution partners to implement this work.

Youth Opportunities Unlimited Urban League of Greater Cleveland Hard Hatted Women (HHW Ohio) Spanish American Committee Towards Employment	Cleveland Neighborhood Progress Cuyahoga Community College Greater Cleveland Partnership Rid-All Green Partnership	Construction Employers Association Cleveland Building and Construction Trades Council Cleveland Builds ACE Mentor Program
--	---	--

The importance of holistically addressing employer and project demand across these sectors, and connecting residents to opportunities, is supported by the Funders Collaborative on COVID recovery, whose membership includes the following:

The Char and Chuck Fowler Family Foundation The Center for Community Solutions HealthComp Foundation Saint Luke’s Foundation Social Venture Partners Third Federal Foundation	The Cuyahoga County Workforce Funders Group members: Deaconess Foundation The Cleveland Foundation United Way of Greater Cleveland Fund for Our Economic Future Cuyahoga County The George Gund Foundation Huntington Bank Team NEO
--	---

“We believe increasing the size of our built environment workforce is an opportunity for Cleveland to improve gender and racial equity; moreover, this workforce provides an essential public service. Expanding training programs, growing the youth pipeline into these jobs, significantly increasing outreach in our neighborhoods, and offering more flexible and generous wraparound services and supports are all needed to strengthen a diverse workforce. And, to ensure entrepreneurial leadership, we also need to nurture Black and Brown contractors and developers. All of this will demonstrate the city’s commitment to addressing blatant disparities and will also attract new members to this workforce.” - Funders Collaborative on COVID Recovery (FCCR)

“We appreciate your desire to reinforce our ongoing efforts to get more Clevelanders to work in meaningful construction employment and we are excited to be part of your team to advance the Built Environment Initiative.” - Cleveland Building and Construction Trades Council

“Tri-C continues to be the training ground for industry in Northeast Ohio, providing a hands-on education with state-of-the-art equipment and in the classroom to prepare students to secure employment in the 21st Century workforce. Through our workforce training programs, we strengthen the construction trades with highly skilled workers who are ready to meet the demands of our region’s infrastructure revitalization. “
- Cuyahoga Community College

“Our organization has already begun to design a comprehensive strategy and a local/national coalition that would demonstrate that training in urban agriculture and urban forestry could provide viable workforce development solutions to neighborhoods while also improving access to green space for community residents. As a BIPOC led organization, we are sensitive to the needs of our community and strongly aligned with any initiative that addresses environmental justice. We see this work as essential to Cleveland’s future and believe that it positions the city to lead the nation through innovative training and workforce opportunities for our citizens. Please accept this letter as Rid-All’s enthusiastic endorsement of the Built Environment component of the Center for Economic Recovery’s planned investment in our city.” - Rid-All Green Partnership

Strategy	Programmatic Activity	Programmatic Activity	City ARPA Funding Requested	Likely Execution Partner(s)
Expand existing programs to meet existing (funded) demand	Construction	Expansion of construction apprenticeships and other programs	\$ 2,000,000	Tri-C, Cleveland Builds, Building Trades, ACE, CEA; ULGC, HHW, SAC, TE
	Broadband	Implementation of broadband deployment with provider under consideration by CoC	\$ 500,000	TBD
	Lead and Brownfields	Lead and brownfield remediation inspectors and remediation workforce	\$ 500,000	In coordination with Lead Safe Cleveland, CoC MOCAP
Expand existing programs to meet anticipated demand	Green Infrastructure	Scaling training programs for urban forestry and tree canopy: growth, planting, maintenance	\$ 1,000,000	Rid-All
		Electrification and decarbonization projects		TBD in coordination with CoC Sustainability and Planning
		Sustainable coastline		
	Infrastructure	Bipartisan Infrastructure Law projects TBD, likely to include road and bridges, transit, intermodal	\$ 1,000,000	CoC and ODOT
Clean water initiatives		TBD		
Address other needs which complement training	Minority contractor capacity building	Engagement of current firms and entrepreneurial development of workers to owners	\$ 1,000,000	GCP and CEA
	Youth pipeline development	Summer programming and career exposure and youth development	\$ 1,500,000	YOU
	Wraparound supports for residents enrolled in training	Reduced barriers to training and work by allocating funding for more generous and flexible supports	\$ 1,000,000	OMJ with support from United Way
	Community-based outreach	Outreach to residents to promote training & employment opportunities, and accompanying supports	\$ 500,000	CNP and specific CDCs; ULGC, HHW, SAC, TE
	Marketing campaign	New material and messaging around the appeal of these opportunities	\$ 700,000	TBD
	Overall project management and data collection	Program management and data collection for the overall investment	\$ 300,000	OMJ
			\$ 10,000,000	

Date **12-9-22**

Name of Requesting Entity / Individual **Michelle Rose, Executive Director, Ohio Means Jobs Cleveland | Cuyahoga**
EIN (if applicable)

Address of Requesting Entity **1910 Carnegie**

City Council Ward Number of Requesting Entity **5**

Geographic Scope of Project: select one [City Council Ward] [multiple City Council Wards] [**City-wide**] [Beyond the City]

If applicable, please specify City Council Ward Number(s) of Project Scope

Primary Contact Name **Michelle Rose**

Email Address **michelle.rose@jfs.ohio.gov**

Phone Number **440-897-0519**

Which [priority area\(s\)](#) does this initiative address? Check all that apply.

Stabilizing the Budget **Inclusive Economic Recovery** Housing for All Violence Prevention & Public Safety

Closing the Digital Divide A Modern & Transparent City Hall Education for Everyone Lead-safe Cleveland

Arts & Neighborhood Amenities Civic Participation Fund

Total Amount Requested for Initiative **\$10,000,000**

Total Amount Required for Initiative **\$10,000,000**

Of the Total Amount Requested, please specify:

Grant Request **\$10,000,000**

Loan Request \$ _____

Other \$ _____

Can this initiative be funded by ARPA-restricted dollars or will it require general fund ARPA dollars? (Check one. More info [here](#), you may call Chief Abonamah for clarification) Restricted ARPA **General ARPA**

Initiative description [500 words or less]

This ARPA investment will sustainably grow the workforce pipeline for current and anticipated demand in “built environment” sectors: residential and commercial construction, infrastructure and transit, green infrastructure, broadband, and lead and brownfield remediation. These sectors were selected to reflect the City of Cleveland’s commitments to improving the safety of the physical spaces where families spend time, and what we know to be huge, looming federal investments provided for in the Bipartisan Infrastructure Law, CHIPS Act, and Inflation Reduction Act. These exciting projects are on the horizon, and workforce is currently a limiting factor. This funding will build capacity at training providers and scale the number of training slots for our own residents to gain the skills they need to build and re-build our city. Funding for youth career development and pre-apprenticeship skill building will also strengthen this workforce over time. Simultaneously, through marketing and outreach, consistent high-quality coaching and mentoring, and more generous supportive services, these career pathways become more appealing for residents interested in skilled trades with long-term earning potential. This ARPA allocation also includes funding for the development of frontline BIPOC workers into business owners, which will increase the number of minority-owned subcontractors.

This initiative creates the structure and mechanisms for workers to connect to training, and ultimately employers and projects, employers, leveraging the operating structure of OMJCC by funding – through subgrants to execution partners – existing training programs tailored to meet employer needs, and adaptable as new projects emerge.

Estimated timeline for implementing/launching initiative (including start date, end date, and major milestones)

Expenditures can start immediately upon award for the majority of execution partners, with enrollment of residents into eligible training programs within the first quarter of implementation. The funding will seed programming and progress, but can all be spent on its intended purpose by the end of 2026.

Who will be implementing/executing this work? Will it be done by the City, require additional staff, require contractors or an RFP process? Have those implementing already been identified? [300 words or less]

OMJCC is a government entity staffed jointly by City and County staff. This project will be coordinated by OMJCC, with several contracted execution partners. Most of these execution partners are known, but some will be chosen via RFP at the time there is more clarity about the scope and workforce needs of anticipated projects.

Secured partners or collaborators in this initiative. Include entity name, contact information, and role in initiative

Youth Opportunities Unlimited
Greater Cleveland Partnership
Construction Employers Association
Rid-All Green Partnership
Cleveland Neighborhood Progress
Cuyahoga Community College
Urban League of Greater Cleveland
Spanish American Committee
Hard Hatted Women
Towards Employment
Cleveland Building and Construction Trades
Cleveland Builds
ACE Mentor Program

What are the goals of this initiative? [300 words or less]

The primary metric to track progress will be the number of Cleveland residents enrolled in eligible training programs across the sectors of focus. The project coordinator will also track the race, ethnicity, and gender of these enrollees so that we can be sure the workers who are employed on these projects reflect the neighborhoods and city where the projects are located.

In addition to tracking these critical metrics, we will also measure success when projects are able to begin and complete on time, because workforce is not a limiting factor.

What metrics will you use to determine its success? [300 words or less]

- 3,000 residents enrolled in “built environment” training programs, including Registered Apprenticeships, putting residents on a pathway to good jobs across the targeted sectors, over four years
 - 65% Black Clevelanders
 - 13% Hispanic or Latino Clevelanders
 - 30% Women
- 800 grant-impacted placements
- Test and adequately fund promising innovations in marketing, outreach, coaching, and supportive services – all of which are opportunities to improve the workforce system and programming for residents
- Partnership with 150-200 MBEs that this collaboration will engage, expand, and connect to Built Environment projects

How does this initiative address racial equity and inclusion? [300 words or less]

This initiative considers racial equity and inclusion in a number of ways:

- The establishment of metrics requiring that at least 65% of enrollments are Black Clevelanders
- 10% of funding is dedicated specifically to the development of frontline workforce across sectors into ownership of subcontractors, in order to increase the number of MBEs available for projects
- Targeted outreach in Cleveland communities that have been historically underserved, including leveraging career exposure and development programming for CMSD graduates
- Interventions (such as coaching and supportive services) that have reduced barriers for residents systemically disenfranchised from workforce training and employment
- Partnership with community organizations with demonstrated success in enrolling people of color and women
- Accountability of execution partners to ensure not only the diversity of training cohorts and hired work crews, but commitment to true access and inclusion at work. This will occur through surveys, learning community for employers, and resulting practice/policy changes.

What is the community impact of this initiative? Who will be served? For example, approximately how many citizens will it impact, how many businesses will it support, and/or how many jobs will it create? [300 words or less]

While the broader focus of this initiative is workforce readiness for projects that will transform our city around us, it is worker-centered and considers the resident experience throughout the continuum: from improved marketing and outreach, to more generous supports that help ensure success in training, to coaching throughout, and good (often union) jobs. Successful, timely completion of these projects – whether a reimagined waterfront, lead-safe homes, high-quality internet, or new affordable housing – will undoubtedly improve quality of life in Cleveland.

How does this initiative set Cleveland apart at a state, national, and/or international level? [300 words or less]

This investment would be a powerful statement about the Bibb Administration's commitment to equitable workforce development practices as once-in-a-generation investments from the federal government, external funders, and private development break ground. In October, Mayor Bibb joined a panel of Mayors to discuss how each City is using federal funding to change some of the most intractable challenges in workforce. This initiative would be the first major investment by Mayor Bibb in workforce programming, a fitting choice given how it is aligned and supports the goals he's laid out to make Cleveland a green, labor-friendly, enjoyable and healthy city.

How might ARPA funding leverage additional support for this initiative? What other sources of support or matching do you anticipate for this initiative? List each source, dollar amount, and whether it is expected or secured. This may include federal funding beyond ARPA (like IJJA), private, or philanthropic dollars [300 words or less]

There is significant local and federal leverage already at play or committed for this work, reflected in the budget. This ARPA funding will fortify that investment by creating the structure and mechanisms to accelerate and scale local training programs while addressing the barriers that have typically restricted enrollment in training programs. There are also significant non-monetary, advisory resources available from DOL, DOT, DOE, DOC and EPA, as well as national philanthropy and think tanks. Two that we plan to leverage here are the Biden Administration's Good Jobs Initiative and Talent Pipeline Challenge, as well as Brookings' Metro's learnings from the Transforming Cities Lab.

How will this initiative be sustained and for how long will it continue to provide value to the community? [300 words or less]

Financially, much of this investment seeds a longer-term sector partnership and connective tissue that can continue to recruit, train, and place workers well beyond the 4-year period of performance.

This initiative is intended to launch a re-brand of these occupations, which could have positive impact on these careers for years to come, complementing work done by the Greater Cleveland Career Consortium that is shifting the narrative around post-secondary training and career pathways. Further, the actual work performed – whether in making homes lead-safe, adding a new building to our skyline, or investing in the tree canopy, will live on for many years.

What environmental sustainability goals does your initiative encompass, if any? [300 words or less]

The workforce pipeline that will be further developed through this project is critical to the execution of the projects at the scale necessary to achieve the city's environmental goals. This initiative was designed to meet anticipated workforce demands for projects identified by the Mayor and the City's Director of Sustainability as most promising for decarbonization.

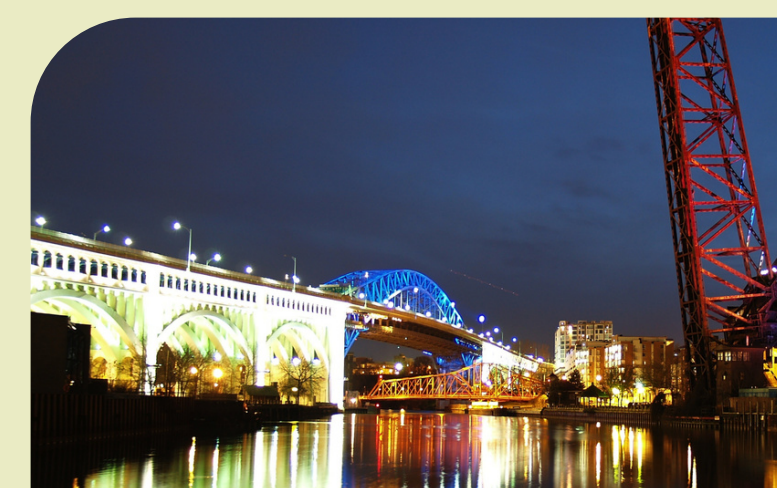
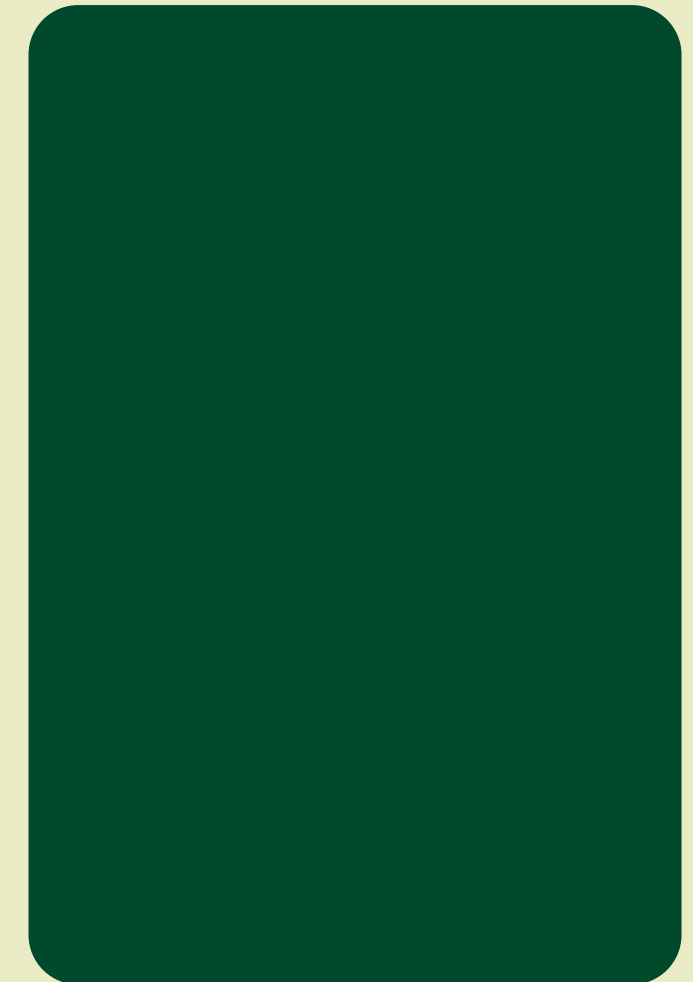
Additional comments [150 words or less]

OMJCC has secured a commitment from DOL that Cleveland will host the Midwest "Equity in Focus" Summit that will connect local leaders to national best practices to improve diversity and inclusion in the skilled trades. This summit, modeled after the national kickoff summit held in September 2022, will be planned after the funding decision, to further amplify the investment and grow interest and partnerships.

This initiative also complements (and is necessary to achieve) important work underway at City Council to pursue ordinances updating Community Benefits Agreements and Construction Reform.

Built Environment Workforce Development

INVESTING IN THE MOMENT
LEGISLATIVE FUNDING REQUEST: \$10,000,000



Areas of Focus

**Residential
and
Commercial
Construction**

**Infrastructure
(roads,
bridges,
public transit,
water/sewer)**

**Broadband
Deployment**

**Green
Infrastructure
(Tree canopy,
electrification,
sustainable
coastline)**

**Lead and
Brownfield
Remediation**

Minority Business Development

Youth Outreach

**Historic federal investments are looming
and local needs are pressing**

Starting Hypotheses



We must grow the number of people with these **skills**, and racial and ethnic and gender diversity of the participants is paramount **Accountability**



The significant investment allows for new-to-us interventions to grow the pipeline
Transformation



Many of these occupations have credentials and skills (and interest) that are similar and stackable and portable
Long-term potential for workers



These occupations of focus are highly unionized with good wages, and employers who want to fill jobs are engaged
Tailored training strategies with earn & learn



Workers need more information on pathways and better certainty that they will be able to succeed in training
Reduced barriers to training, and increased awareness of supports and pathways

\$10 Million in ARPA

Funding will enable:

- Capacity building for training at scale **\$5M**
- Trainee/worker supports including coaching **\$1M**
- Minority Contractor / Business Development **\$1M**
- Outreach & Marketing: different methods & new messages **\$1.2M**
 - Specific set-aside for youth pipeline building **\$1.5M**
- Coordinator and operational budget (data collection) **\$300K**

Key Outcomes

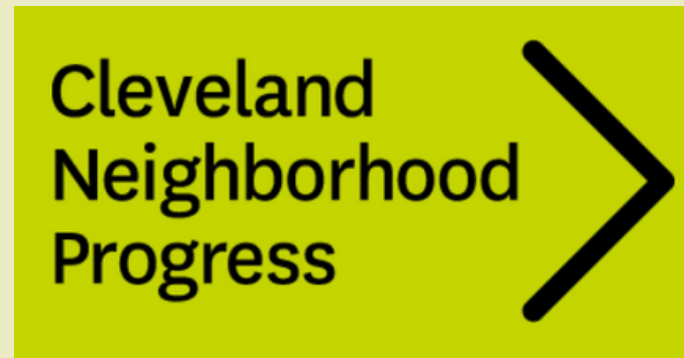


3000 people are ENROLLED with training providers over 4 years

- 65% Black Clevelanders
- 13% Hispanic or Latino Clevelanders
- 30% Women

800 grant-impacted placements

Partnership with 150-200 MBEs that this collaboration will engage, expand, and connect to Built Environment projects



Return on Investment

**Designed to meet known
& anticipated demand in
our city's most
important projects**

**New approaches to
outreach, marketing,
and retention can result
in systems change**

**Ambitious goals and
transparency on
progress**

**This work plants the
seeds to flexibly grow
this workforce
sustainably over time**