Morehead-Cain
Scholars in Cleveland

Civic Collaboration Report

Steps Towards Crafting an Urban Agenda for Cleveland

2023

Report By:

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EXECUTIVE SUMMARY

Despite the city's myriad of resources and opportunities, Cleveland continues to be in the top five poorest large American cities. Most recently, Cleveland received the title of the second poorest city behind Detroit. One cause for this juxtaposition may be a lack of communication and collaboration among the many stakeholders defining success in their respective sectors. In their 2021 report, Resetting the Table, PolicyBridge puts forth a call to action, including six "nutrients for success" that should make up Cleveland's new urban agenda. However, in the interest of simplicity and focus, PolicyBridge hosted a variety of community leaders to vote on a single metric to guide the action of the urban agenda. Starting with forty-eight metrics, the group unanimously chose to unite efforts around economic mobility. PolicyBridge defines economic mobility as "a measure of an individual, family or group improving their economic status over time, usually measured in income and wealth."

Team Cleveland consists of a group of five Morehead-Cain scholars attending the University of North Carolina at Chapel Hill. The Morehead-Cain Scholarship is the oldest merit scholarship in the nation, providing a fully funded college education as well as four summer enrichment programs. Following their freshman year of college, scholars embark upon their "Civic Collaboration" summer where they are put into teams to tackle a civic issue in a major city in the United States. This year, a group of five scholars from an array of majors and interests were sent to Cleveland, Ohio to spend eight weeks working alongside PolicyBridge under the direction of Mr. Randell McShepard. PolicyBridge tasked the team with **collecting qualitative data around the proposed framework for measuring economic mobility.** The team interviewed over sixty community stakeholders from diverse backgrounds, gathering valuable feedback and advancing PolicyBridge's pursuits in crafting an urban agenda. Through these interviews, the team of scholars identified areas for improvement that could **facilitate collaboration among stakeholders, increase accessibility to resources, and improve the measurement of economic mobility.**

EXECUTIVE SUMMARY

This report is divided into the following sections:

Collaboration: Cleveland has a host of individual projects and programs, each having a great local impact on their community. However, in order to address systemic racism and improve the overall quality of life in Cleveland, a backbone entity must synchronize efforts among organizations, alongside collaboration with the general public.

Accessibility: Equal opportunity does not equate to equal access unless measures are put in place to ensure inclusion for all individuals, regardless of their background. With a prevalent digital divide and low literacy rate, more emphasis must be placed on bringing information into communities.

Metrics: For substantive impacts to be realized, community leaders must recognize definitions and indicators for economic mobility to guide an urban agenda in Cleveland. Keeping these definitions simple and measurable creates an environment for accountability and action among community members.

Addressing Systemic Issues

Engineer and physicist W. Edwards Deming once said that **"every system is perfectly designed to get the results it gets."** This quote has been referenced at PolicyBridge meetings because it applies just as much to urban poverty as it does to scientific study. While Cleveland offers a nonprofit or program for seemingly every issue that residents face, the city continues to sit atop a list of the poorest large American cities. Despite bold efforts to thwart it, poverty persists in the city's urban core. Cleveland's issue is one of a systemic nature, one that cannot be resolved with the current band-aid solutions. As the quotation perfectly encapsulates, poverty will continue to prevail in historically marginalized districts so long as the cyclical racism built into Cleveland's structure is not uprooted.

The only realistic antidote for a systemic issue is a systemic solution. When addressing systemic issues, **collaboration is key.** The goal is to harness the existing strengths of the governmental, private, and nonprofit sectors and connect them not only in principle but in action. Each sector should not merely be encouraged but obligated to work together, increasing the efficiency and quality of outcomes by reducing redundancy. Historically in Cleveland, there have been many cooks in the philanthropic kitchen who do valuable work. However, without an intentionally designed system that encourages cross-sector communication and collaboration, the goal of attaining widespread change is out of reach.

The Hub: A Backbone Organization

So, what should this system look like? To many, collaboration is appealing in theory but not always in practice. The first step toward collaboration is **relationship-building:** establishing sustainable relationships between organizations takes patience, self-reflection, and trust. These characteristics tend to take lower priority in even the most well-intentioned organizations, simply because first priority is given to the organization's primary goal: helping the people that it was created to serve.

COLLABORATION

This natural hierarchy of priorities introduces the need for a backbone organization to focus on change at the systems level. A backbone organization can prioritize and facilitate collaboration between the many different organizations working in their respective communities. This is because, while each individual organization works to serve the needs of its target community, the hub organization works to serve the needs of its collective organizations, which *are* the hub's target community. **The backbone entity has the power to unite and focus a range of organizations around a common metric without holding personal stakes in any individual project.**

The chosen metric of focus is economic mobility. The appeal of economic mobility as the "North Star" metric lies both in its ability to fully encapsulate an increased quality of life and its relative simplicity of measurement. Furthermore, in their 2019 report on the persistence of the racial wealth gap, the Federal Reserve Bank of Cleveland found that "although differences in savings rates, inheritances, and rates of return on investments have all been suspected as playing a large role in maintaining the racial wealth gap, the gap is primarily the result of a sizeable and persistent income gap." To address systemic racism in a more focused and united manner, different sectors must collaborate to measure and track economic mobility via **income progression**. A backbone organization would be uniquely suited to make this happen.

PolicyBridge is looking to fill this role of the backbone organization; however, as a think tank, PolicyBridge would function most effectively as the backbone in a strategic partnership with an action-based organization. Aside from setting a public precedent for collaboration, this joint backbone would allow each side of the partnership to perform essential and complementary duties.

PolicyBridge should oversee the data analytics side of the equation. They could facilitate the synthesis of intersectional data, rallying a streamlined effort among academic institutions (such as Case Western Reserve University and Cleveland State University), governmental bodies (such as the Federal Reserve Bank of Cleveland), nonprofits (such as the Cleveland Foundation and George Gund Foundation), and business entities (such as the Greater Cleveland Partnership) to capture an accurate and encompassing picture of economic mobility in Cleveland. Doing so would maintain focus and motivation surrounding the given metric, which would ideally improve the collective economic outcomes of those living in Cleveland's disenfranchised communities.

With the data and collective will in place to support them, the organization in partnership with PolicyBridge would focus on the more concrete, action-oriented facet of the urban agenda. They could leverage their influence in the Cuyahoga County community to create a robust yet efficient network across traditionally disparate sectors. The creation of a network of institutions focused on the same metric is crucial. **This united approach would grant the backbone the opportunity to alter the internal structure of the grant-making, policy-writing, and fundraising communities in a way that incentivizes collaboration.** This process could take many different forms: staff-sharing, collaborative grant-making incentives, community scorecards, collaborative planning of government funding applications, etc. Once collaboration is built into a system, it forces institutions to become more creative and intersectional in their thinking. Even when individual organizations waver or struggle, the longevity of collective solutions can triumph.

The Network: Grassroots Involvement

The potential to alleviate Cleveland's poverty begins at the grassroots level. More specifically, it resides in the empowerment of grassroots efforts to connect the city's many opportunities to those who need them most. If the organizations in Cleveland are unable to reach and help people, then there is no point in establishing a backbone. The idea behind the facilitated network structure of collaboration is that the backbone organization can address structural challenges and inefficiencies while the contributing organizations operate directly in the communities that they serve.

The facilitated network model of collaboration:
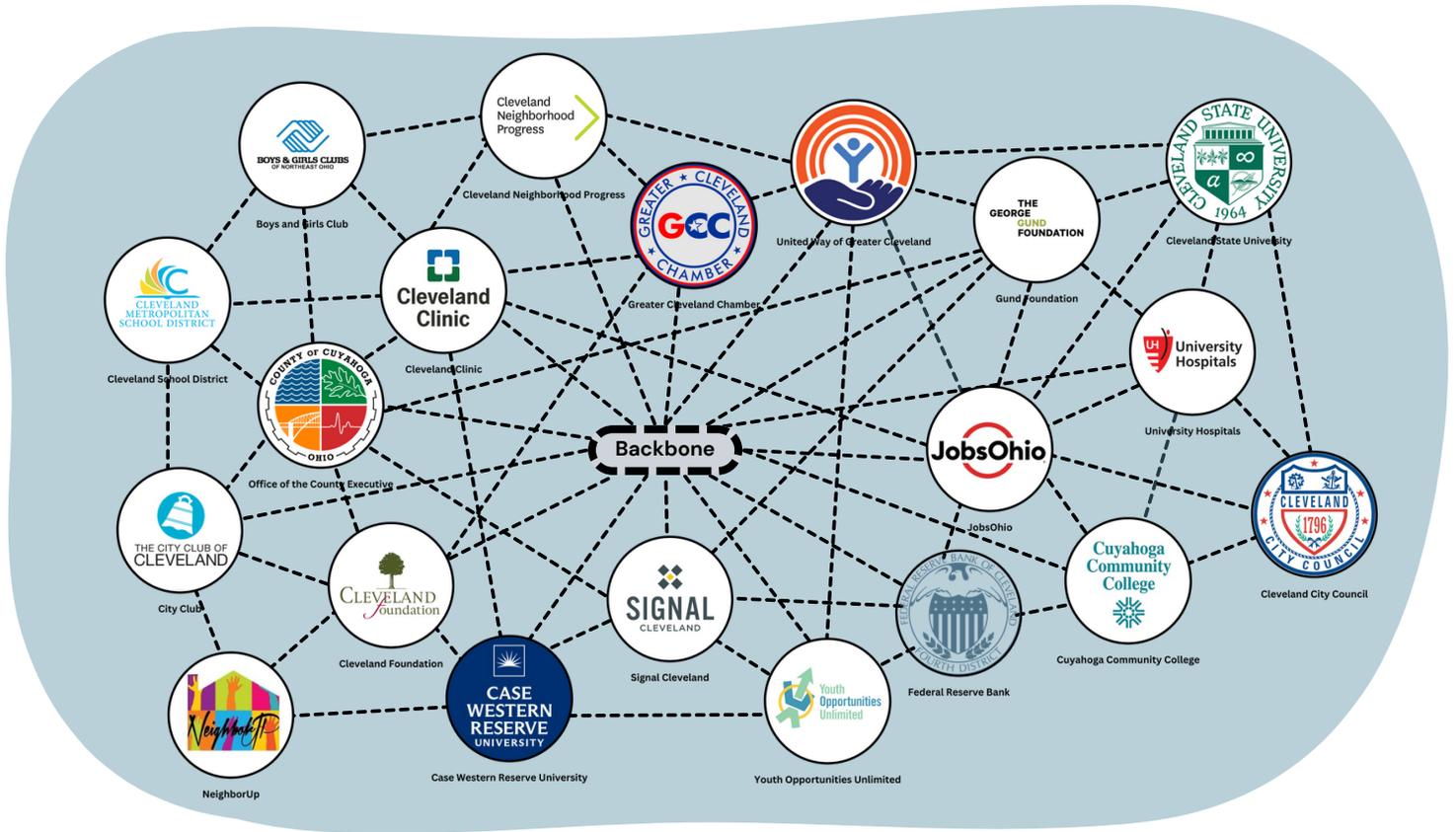
The graphic above visually demonstrates the connections that the backbone would faciliate between organizations across sectors in the community. *This visual is a representation of the facilitated network model and does not necessarily represent any current or future partnerships between organizations.*

However, to effectively serve these communities, the contributing organizations must ask for continuous input from their stakeholders. Thus, in order to produce effective and sustainable results, the inclusion of community members within the organizations that support them should retain two key characteristics.

First, **engagement must be ongoing, creative, and interpersonal**. This will help foster trust between Cleveland's institutions and its people, thus encouraging community involvement. If community members can see themselves as valued parts of the solution, then they are more likely to interact with a program in the long term and spread the word to others. In addition, the interpersonal aspect is critical. Given the severity of Cleveland's digital divide (see the PolicyBridge report "Access Denied"), as well as low literacy rates, continuing to host a majority of marketing and outreach campaigns solely on the internet or in print form cannot produce substantial change. Many past efforts to engage the community have taken online forms, but to truly reach people, more focus should be given to door-to-door and face-to-face endeavors. Although this approach may be more difficult in practice, it should be considered a necessary upfront investment to grasp poverty closer to its roots. An emphasis on in-person interaction does not, however, mean that digital strategies are irrelevant; quite the opposite, organizations should employ a complementary combination of in-person and online tactics to best engage their target communities.

Second, **organizations should systematically seek out community feedback**. Whether it be through surveys, conversations, or a rating mechanism, the reception of stakeholder input should be woven into the structure of programs whenever possible. This is important not just in philanthropy but across all sectors. Additionally, representatives from disenfranchised populations should be intentionally and directly included in the form of youth councils or community-member hiring. Community members cannot, however, always be expected to volunteer. Given the importance of their feedback, they should receive compensation for their participation so that they are able to sustain their involvement for longer periods of time. In this way, organizations can be representative of the communities in which they are situated.

Starting Small and Simple

That said, the Greater Cleveland community cannot lose its sense of accountability in addressing systemic racism and poverty in the face of the task's daunting complexity. This means that the facilitated network model for promoting collaboration should adopt simple and strategic beginnings. Preliminary actions by the backbone should concentrate on connecting existing, effective organizations across sectors in new and thoughtful partnerships. Now, in the spirit of new leadership and cooperation throughout areas of the city, it is time to collectively change tactics. **United under an urban agenda measuring a common metric, Cleveland's many moving parts can employ many different means to achieve the same end.**

Accessibility is of paramount importance to all marginalized populations as it ensures that everyone, regardless of their abilities, can fully participate in all aspects of life. Despite having abundant resources at its disposal, Cleveland's challenge lies in effectively channeling them to the appropriate destinations in a manner that fosters tangible gain for residents. There is a clear disconnect between the resources available and residents' ability to materially benefit from them. **Increasing access to the resources present in Cleveland will empower residents to exercise their rights, pursue their aspirations, and contribute their unique perspectives and talents to society**. By embracing accessibility as a core principle, a more inclusive and compassionate society that values the dignity and worth of every individual will materialize. This starts with increasing visibility through the use of media as a primary form of communication and incorporating marketing into grant formation in the nonprofit sector.

A Combination of Low Literacy Rates, Digital Divide, and Lack of Trust
Many citizens cannot take advantage of the resources available because they are not aware of them. Considering the substantial digital divide coupled with low literacy rates within communities in the urban core, disseminating valuable information to disenfranchised populations needs to take on a new form.


Seeds of Literacy 2022
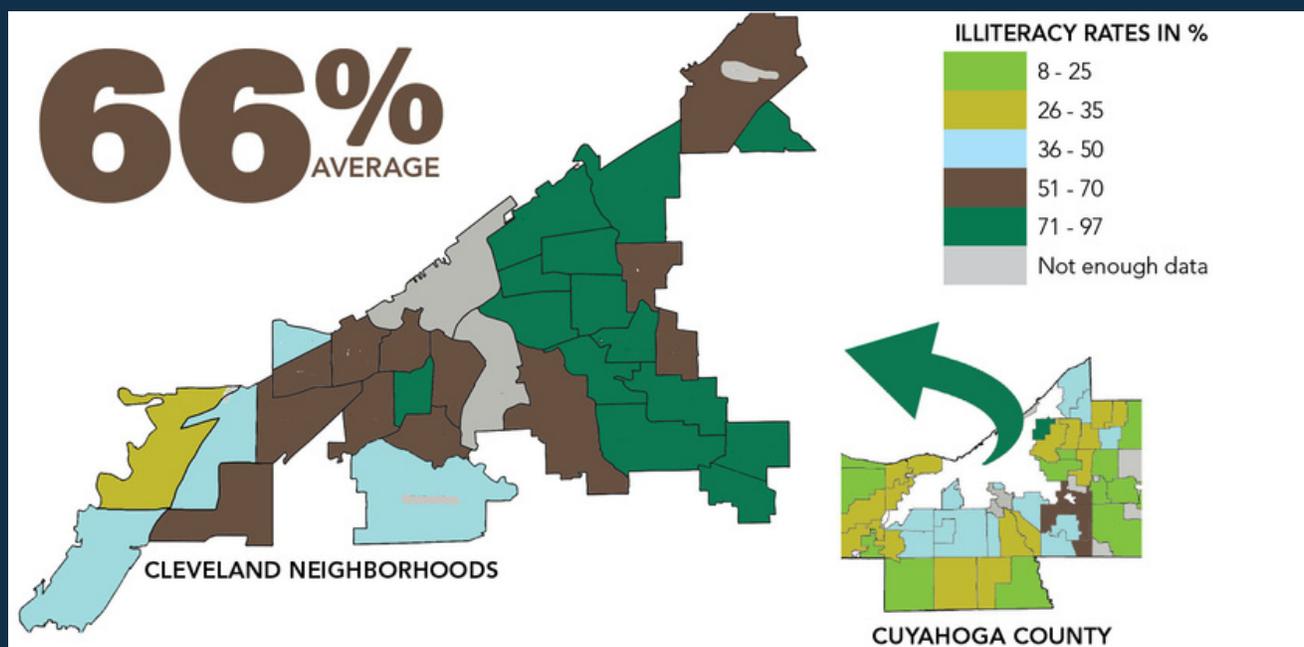
ACCESSIBILITY

It is clear that the lack of access to high-speed internet and reduced literacy rates disproportionately affect communities in East Cleveland, which is a historically redlined area. These communities are generally the target audience for philanthropic efforts within the city. However, correspondence through newsletters, pamphlets, traditional advertisements, etc. may not be the optimal channel to relay information to residents, as confounding factors likely prevent them from digesting this information in a manner that fosters mobilization.

Furthermore, a lack of proximity to success coupled with the lack of trust between community members and outside entities has hindered the upward economic mobility of communities in the urban core. People cannot work towards achieving upward mobility through economic means if they have never seen it done before. Additionally, individuals will not be inclined to receive aid from organizations that they believe have historically wronged them. Therefore, increasing proximity to success and building that trust, is crucial in breaking this cycle of struggle.

PERCENT OF HOUSEHOLDS WITH FIXED BROADBAND, CUYAHOGA COUNTY

SOURCE: AMERICAN COMMUNITY SURVEY, 2018 5-YEAR ESTIMATES
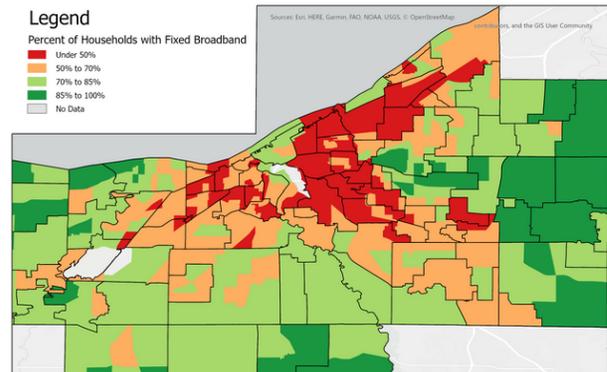
Cleveland Foundation 2018

Exposing individuals to success stories, mentors, and environments that foster achievement can positively impact their aspirations and belief in their own capabilities. Proximity to success provides invaluable learning experiences, inspiration, and guidance. It helps individuals witness firsthand the possibilities that lie ahead and instills in them a sense of hope and determination. By observing others who have triumphed over challenges, people in marginalized communities can acquire valuable insights, strategies, and resilience to fuel their own journeys. Many organizations in the Greater Cleveland area seek to bridge this gap but their efforts often fail to equate to overall changes in the poverty rate and the quality of life for residents due to the underlying lack of trust.

Recommendations:

While these recommendations for increasing access are tangible short-term solutions, it is crucial to acknowledge that lasting change requires systemic transformation. These recommendations can serve as an initial step towards increasing access, but systemic change is essential for achieving meaningful and lasting progress toward greater access and inclusivity for communities in the urban core.

Championing Digital Marketing

In an increasingly digital and interconnected world, organizations must adapt and harness the power of digital channels to effectively reach and engage their target audiences. Considering Mayor Justin Bibb's efforts to increase equity in the digital realm through the Request for Proposal (RFP) initiative, using digital media to communicate opportunities will be the most effective at reaching the target audience. Utilizing social media platforms like TikTok, Instagram, and Twitter for correspondence will reach a broader audience as the average citizen may not read newspapers, pamphlets, and magazines at the same rate as in the past. Moreover, digital marketing provides valuable data and analytics, enabling organizations to measure and optimize their campaigns for better results. As technology continues to evolve and consumer behavior becomes more digitally focused, embracing digital marketing is not only essential but also pivotal for organizations to broaden their reach thereby increasing access.

Grants and Marketing

Additionally, emphasizing marketing in grant formation is a feasible way to increase access. Shifting the breakdown of the grants to guarantee that designated portions are allocated to marketing will increase access. Funding organizations in the nonprofit sector oftentimes overlook the power of marketing. Without an emphasis on marketing and communication, residents will not reap the benefit of the work that these organizations are doing because the lack of intentional marketing results in a lack of awareness. Marketing should be included in grant formation to ensure effective communication, visibility, and impact of the funded project or initiative. Including marketing in grant formation allows organizations to strategically plan and implement activities that maximize the reach, engagement, and impact of the funded project. It facilitates effective communication, stakeholder involvement, resource mobilization, and project visibility. By incorporating marketing elements into grant formation, organizations can enhance the overall success, sustainability, and long-term effectiveness of the project.

Cleveland is a resource-rich city with an abundance of programs, organizations, and resources available to residents. These various programs and efforts have the capacity to increase proximity to success for residents, counteract systemic barriers that plague these communities, and improve residents' overall quality of life. **In order to accomplish the goals that these organizations set out to achieve, reimagining what access looks like and tailoring outreach efforts to the target audience are the first steps.**

METRICS

Background

In October of 2021, PolicyBridge released a report titled "Resetting the Table," which functions as a call to action for cross-sector collaboration in creating an urban agenda for Cleveland. PolicyBridge highlights the need for shared metrics among government, business, and philanthropic community leaders that define a vision for success in Cleveland. The goal of this urban agenda, as stated in the report, is to "improve the lives of Cleveland's people and strengthen its communities."

To achieve this goal, leaders from diverse backgrounds have been meeting since February of 2023 to determine measurable metrics to guide the agenda. Starting with 48 metrics, the group unanimously narrowed in upon a single metric: economic mobility. The framework of this metric, as shown in the graphic below, is broken down into four components: Social Capital, Human Capital, Financial Capital, and Bridge Capital. The first three capitals mentioned are adapted from a report released by the Pew Research Center, and the last (bridge capital) was added by PolicyBridge. The group agreed that an individual or group cannot achieve economic mobility without the presence of these capitals and that each capital contributes equally to the goal of economic mobility. Beneath each of the capitals are indicators and related community metrics that provide a guideline for measurement.

This team of Morehead-Cain Scholars was tasked with interviewing community stakeholders to receive feedback on the proposed framework of Economic Mobility created by PolicyBridge. The scholars converted the PolicyBridge framework into a simple, informational graphic to present to interviewees (as shown below).

METRICS

Human Capital: includes assets like education, training, intelligence, skills, health, experience, and other things possessed by an individual or population that employers value
Indicators: Parent Educational Attainment, Child's Educational Attainment, Health Status, Work Readiness
Related Community Metrics: Workforce Development, Health Outcomes, Mental Health, Education, Transportation, Literacy

Financial Capital: money, credit, and other forms of funding that build wealth for people and businesses
Indicators: Home Ownership, Entrepreneurship, Retirement Savings, Competitive Wages
Related Community Metrics: Access to Capital, New Business Starts, Black/White Wealth Gap

Social Capital: nonfinancial resources available through relationships to people and institutions, including family, neighborhood, and other social influences that appear to shape a person's path of economic mobility
Indicators: Family Structure, Parenting Skills, School-Based Relationships, Community Influences, Work Related Networks
Related Community Metrics: Voting, Community Engagement and Vibrancy, Violence Disruption

Bridge Capital: the resources, both financial and non-financial, that are leveraged through direct contact to people, organizations, or institutions that wield power and influence
Indicators: Access to Networks, Access to Affluence and Power, Reach into Various Ethnic Groups, and Credibility with Key Influencers.
Related Community Metrics: Minorities in C-Suites and on Corporate and Nonprofit Boards (DEI), Equitable Investment Opportunities, Sentencing Disparities

"What do you think of these four indicators? Do they make sense?"

"To what extent do you believe these indicators contribute to economic mobility, or lack thereof?"

Survey Questions

After presenting the graphics, the team asked each community leader a variety of questions to initiate a conversation about economic mobility and improvements to make to the framework. The questions were consistently variations of the following

"Is there an area associated with economic mobility that you believe is missing from this list?"

"What in your opinion contributes most to limited wealth and economic opportunities for black and brown Clevelanders?"

Interviewees

Over the course of eight weeks, the team met with over sixty community stakeholders from a diverse range of backgrounds, professions, and experiences, including but not limited to:

Justin Bibb
Mayor of Cleveland

Chris Ronayne
Cuyahoga County Executive

Stephanie Howse
Councilwoman, City Council

Roland Anglin
Dean of Urban Affairs, Cleveland State University

Tania Menesse
CEO-President, Cleveland Neighborhood Progress

Lilian Kuri
Incoming President, Cleveland Foundation

James Quincy
Pastor, Lee Road Baptist Church

Stephan Rowan
Pastor, Bethany Baptist Church

Michael Baston
President, Cuyahoga Community College

Anthony Richardson
President, Gund Foundation

Eric Gordon
CEO, Cleveland Metropolitan School District

Edward Barksdale
Surgeon in Chief, University Hospitals

Ronald Richard
Outgoing President, Cleveland Foundation

Daniel Sydnor
CEO, Rise Together Innovative Institute

Michelle Rose
Executive Director, Ohio Means Jobs

Allen Smith
Chief Programs Officer, Boys and Girls Club of Northeast Ohio

METRICS

Julian Khan
Neighborhood Connections

Albert Ratner
Former CEO,
Forest City Realty Trust

Frank Sullivan
Chairman and CEO,
RPM International Inc,

Craig Dorn
President and CEO,
Youth Opportunities Unlimited

Harold Anderson
Teacher,
East Cleveland Schools

Baiju Shah,
President and CEO,
Greater Cleveland Partnership

Sharon Sobol Jordan
President and CEO,
United Way of Greater
Cleveland

Alfie Chatman-Walter
Manager of DEI,
Federal Reserve Bank of
Cleveland

Kirby Suntala
Associate Director of
Grants Management,
Cleveland Foundation

Key Takeaways:

Agreement with the Framework

100% of interviewees expressed approval of the overall framework. Of them, 65% suggested amendments to the framework and 35% did not suggest any amendments.

Weighing the Capitals

Based on the interviews, the team concluded that w**eighing all types of capital in the framework equally** will promote collaboration and allow individual entities to locate themselves within the graphic and visualize the potential for teamwork. When asked which metric, if any, contributed the most to promoting economic mobility, 55% said that they all contributed equally. If choosing a single category, most interviewees regarded financial capital as the most important.

Did not suggest amendments
35%

Suggested amendments
65%

Bridge 5%

Social 5%

Human 5%

Financial 30%

All 55%
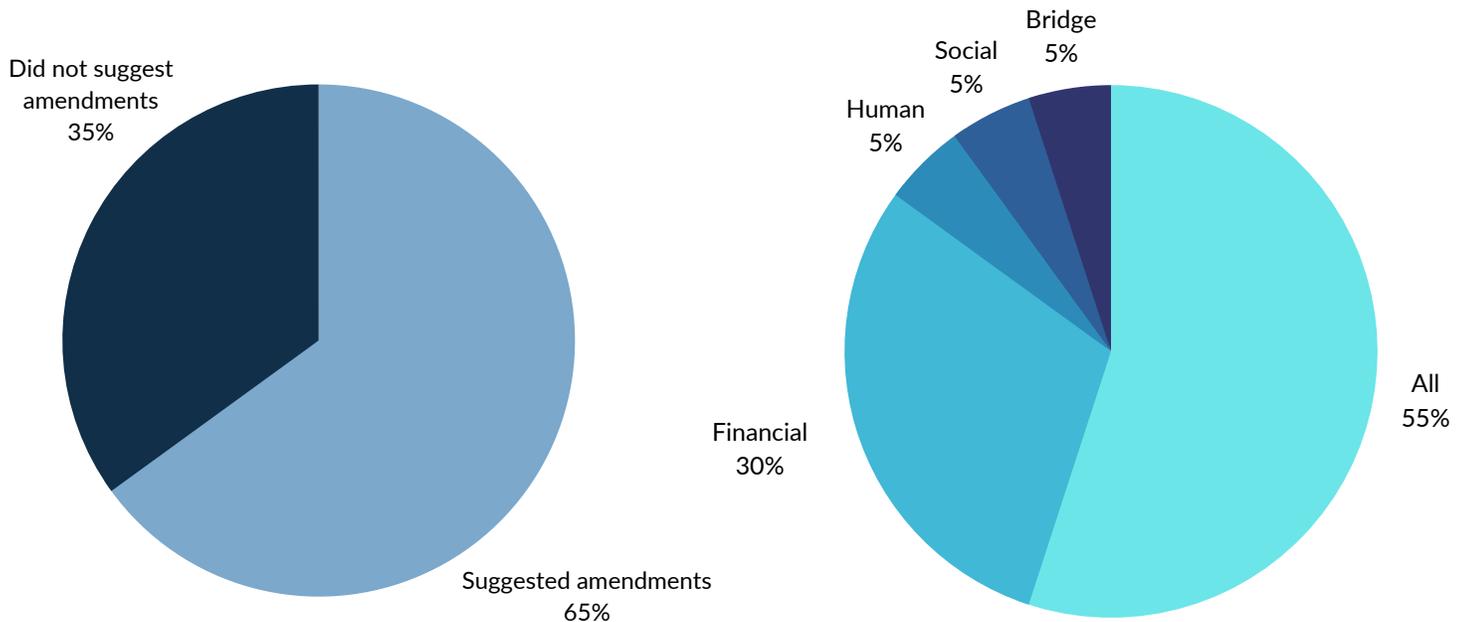
Key Takeaways:

General Comments

Interviewees asserted that **systemic racism** is the root cause of economic inequality in Cleveland and for that reason wanted racism specifically mentioned in the framework. Systemic racism is defined as "policies and practices that exist throughout a whole society or organization and that result in and support a continued unfair advantage to some people and unfair or harmful treatment of others based on race."

Stakeholders suggested **simplifying** the framework in order to set a more narrow goal for the community to rally around. Individuals proposed focusing on two or three indicators to start and then shifting focus as the Urban Agenda progresses. Prospective indicators of focus included the median household income, the black/white wealth gap, and Cleveland's overall poverty rate.

Missing Elements – Reoccuring Responses

Trauma
Trauma serves as a barrier to productive habits as one cannot focus on building wealth when they are merely trying to survive. And thus, trauma should be mentioned specifically, in addition to the measurement of mental health, as an indicator of human capital.

Systemic Racism
As mentioned above, interviewees stated **racism** was a root cause of economic inequality and prevented people of color from bettering their economic positions. Therefore, people suggested that racism be named as an indicator of human capital.

Digital Divide
The enduring **digital divide** in Cleveland greatly limits people's ability to access the resources available to them, consequently inhibiting one's path toward economic growth. This element would also fall under the umbrella of human capital.

Missing Elements – Individual Responses

Clarification Statement
An interviewee suggested that PolicyBridge insert a statement to clarify that these indicators function merely as **measurements and not as predictive analytics.** In other words, just because someone does not have a college education does not inherently mean that they can never be upwardly mobile.

Continuums Linked to Age
Another interviewee commented on the need to **monitor continuums linked to age or media literacy**. He suggested the need to shift perspective as many of the indicators mentioned can change over time. For example, the ability to become economically mobile as an 18-year-old with a high school degree is much higher than the likelihood to become economically mobile as a 65-year-old with a high school degree.

Consideration of Generational Wealth
This individual urged the team to holistically look at an individual or a region. They argued that it is imperative to factor in **the assets of a group over generations to understand how wealth builds over time,** looking beyond snapshots from the present. They suggested comparing federal reserve assets in minority communities to majority communities.

Missing Elements – Individual Responses

Sponsorship for People of Color
One suggested that **sponsorship be named in addition to the mentorship** piece of Bridge Capital. Advice is not always sufficient, and sponsorship can build that bridge between advice and action by providing the additional resources needed. For example, telling a student to stay in school until graduation does not help them if they cannot afford transportation to school in the mornings. However, sponsorship is not limited to money; it can also be through promotion and advocacy by word of mouth.

Cultural Competency
Another individual suggested the addition of **cultural competency** under human capital as it is a type of DEI education and it greatly affects work life. Cultural competency is imperative to minimizing interpersonal conflicts, so this factor could affect one's likelihood to hold a job or gain a promotion.

Ambition
An interviewee posed that the element of **ambition** affects economic mobility. As argued, one must possess the ambition and desire for economic betterment in order to achieve any kind of upward mobility. For example, even if an individual has every possible resource at their disposal, they cannot achieve upward mobility if they do not utilize those resources.

Collaboration

- Facilitated network model:
  - To structurally encourage collaboration, a backbone organization should create connections among community-serving organizations.

- Strategic partnership:
  - The backbone organization should be a strategic partnership between the think-tank PolicyBridge and an action-based organization.

- A single metric:
  - Economic mobility should be the metric of focus. Within the framework of economic mobility, the backbone should prioritize tracking income progression using datasets from cross-sectoral sources.

- Incentives:
  - Organizations can incentivize structural collaboration via staff-sharing, collaborative grant-making incentives, community scorecards, collaborative planning of government funding applications, etc.

- Community feedback:
  - Stakeholder input should be woven into programs through surveys, conversations, or rating mechanisms. Community members should receive compensation for their participation in offering feedback.

ACCESSIBILITY

- Shift grant breakdown
  - Replicate the dollars spent in the budgets of funding organizations in the grants for organizations that they support to increase structural efficacy of grants. A portion of the grants should be allocated to media and marketing.

- Incorporate youth perspective:
  - Utilize adolescent and young adult ideas into marketing tactics as it relates to digital media marketing.

- Optimize data use:
  - Use industry trends, campaign analytics, and data to shape future marketing tactics.

- Utilize multiple systems:
  - In addition to digital marketing, utilize multiple marketing channels such as word of mouth and paid advertising.

- Incorporate holistic programs
  - Make a commitment to funding and developing mentorship and sponsorship programs in urban communities that not only track enrollment but outcomes to increase proximity to success in a manner that focuses on results.

METRICS

- Pick Specific Indicators
    - The focus of the framework needs to be more specific in order to spark motivation toward concrete progress. The indicators create room for participation from a diverse range of organizations, but the number of indicators may also be overwhelming when trying to unite a community around a shared goal. Since the agenda intends to target racism and economic inequality, then start with indicators that directly reflect those objectives—such as median household income and the black/white wealth gap.

- Community Scorecard
    - Several interviewees mentioned a community scorecard as a means of holding Clevelanders accountable for their actions. Once the urban agenda is set into motion, a community scorecard should be utilized to track the indicators of focus. This tracking would most likely take place on a public website to allow access and promote transparency to any Cleveland citizen. The scorecard would show the community where Cleveland's current statistics measure up to the intended rankings. In addition to the public website, the scholars suggest sending out a quarterly report (similar to a financial report) to the leading organizations involved with the crafting of the framework to communicate any changes or progress that arise.

RECOMMENDATIONS

METRICS

- Set Yearly Goals
  - In order to keep organizations motivated and on track, it is imperative to set specific and measurable goals for the initiative. The Greater Cleveland Partnership progress report provides an excellent example of monitoring community progress toward their shared goals. Their goals are numeric figures pulled from data, and thus easy to measure and track. A similar model should be employed for the overall urban agenda.

- Organization Mapping
  - In order to engage various organizations, PolicyBridge should create a platform for organizations to visualize themselves within the economic mobility framework. By clearly displaying where the nonprofit, business, or government entity could contribute to the shared goal, the likelihood of participation will increase. The organization mapping will also provide insight into what organizations have overlapping objectives that could become streamlined for greater collective impact.

We would like to acknowledge those who offered their time, knowledge, and advice during our stay in Cleveland. Thank you to:

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Finally, we would like to express our heartfelt gratitude for Mr. Randell McShepard and all that he has done for this team. The impact of your kindness, support, and generosity extends far beyond our time here in Cleveland, as we will carry your influence back into our respective communities, and for that we are truly grateful. Thank you for challenging us to ask difficult questions, lending a listening ear, and offering valuable words of encouragement. We will forever treasure our relationship, and we look forward to more moments together. Whenever you decide to visit, you will find an unwavering Randy Fan Club at UNC.

Genevieve Holliday '26

I am a rising sophomore scholar from Englewood, Colorado, pursuing a major in Biochemistry with a minor in Chinese. I am currently an undergraduate researcher helping an analytical chemist in the Erie lab. Outside of the classroom, I enjoy tap dancing with the Carolina Tap Ensemble, exploring new ideas and languages, and working on a science fiction novel.

Matthew Owusu '26

I am a rising sophomore from Gaithersburg, Maryland, with an intended major in biology. I am interested in going into the epidemiology and virology research field in the future. Currently I am working as a volunteer in the Maddox research lab. Outside of the classroom I enjoy learning Spanish, playing music and interacting with new people.

Mikaela Johnson '26

I am a rising sophomore from Washington, D.C. My intended majors are Psychology and Media and Journalism with an Advertisement and Public Relations concentration. I am a member of the Caribbean Students Association as well as Black Student Movement on campus. Outside of the classroom I enjoy hiking through nature, playing basketball and listening to music.

Aayas Joshi '26

I am a rising sophomore from Kathmandu, Nepal, majoring in Media and Journalism with a concentration in Documentary Journalism. Currently, I am engaged in climate change projects based in the Gulf of Maine, the Everest region of the Himalayas, and the Arctic circle. Outside of school, I enjoy exploring and learning about new places through travel.

Chloe Pearson '26

I am a rising sophomore from Gastonia, North Carolina pursuing a major in Business Administration with a minor in Conflict Management. I am interested in finance and law, hoping to work in consulting or wealth management. On campus, I am involved in research through the Family Enterprise Center, and I serve as my sorority's finance specialist.