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Traditional approaches to job readiness are no longer sufficient. In
2012, Towards Employment began implementing a vision for the
future of providing pathways for participants, driven by the needs
and requirements of employers. Participants access a set of aligned
services that help bridge the gap to employment, as well as provide
ongoing supports for strong retention and career advancement.
Employers rely on us to meet their hiring needs, or for retention and
advancement services for entry-level and middle-skilled employees,
moving them along specific steps on their career pathway.
Towards Employment

path-way (n)

1 a path to employment, with room for advancement + higher earning potential

2 a comprehensive program model for disadvantaged individuals seeking employment

For 36 years, Towards Employment has paved the way for more than 120,000 adults throughout Greater Cleveland to remove barriers to employment. Adults served are living near or below poverty; may be unemployed or in low-wage jobs; and have limited work history, unstable housing, limited education and/or a criminal background.

Towards Employment has consistently delivered strong results and been a leader in the community and strong voice for workforce development, increasing the number of people placed in jobs at a lower cost per placement year after year—despite restricted resources and high unemployment.
is essential to our mission to “**EMPOWER INDIVIDUALS** TO ACHIEVE AND MAINTAIN SELF-SUFFICIENCY THROUGH EMPLOYMENT.”

**Pathways programming**

THE PATHWAY

- PREPARE FOR A JOB
- GET A JOB
- KEEP A JOB
- ADVANCE IN A CAREER
Towards Employment

Success Outcomes

149 people received technical skills training

518 permanent job placements

359 people with criminal backgrounds placed with 3.75% recidivism vs. 31.3% state-wide

2,684 advancement & retention services

Career counseling, professional development planning, legal counsel, financial literacy & coaching, personal wellness & workplace success training
20% of WorkAdvance placements increased earnings within one year of job start. WorkAdvance is a sector specific, career pathways program allowing Towards Employment to pilot the full pathways concept.

$2/hour wage increase

1,989 supportive services

1,460 legal cases

Overall 2,422 people served

a 42% increase vs. 2011
### SOURCES OF REVENUE

<table>
<thead>
<tr>
<th>Source</th>
<th>2010</th>
<th>2011</th>
<th>*2012</th>
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</thead>
<tbody>
<tr>
<td>Governmental Contributions</td>
<td>$2,262,272</td>
<td>$1,646,474</td>
<td>$1,668,266</td>
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<tr>
<td>Foundations and Corporations</td>
<td>$474,499</td>
<td>$704,750</td>
<td>$1,178,664</td>
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<td>United Way Services</td>
<td>$45,357</td>
<td>$150,000</td>
<td>$141,444</td>
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<tr>
<td>Individual Contributions</td>
<td>$129,041</td>
<td>$108,938</td>
<td>$146,822</td>
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<tr>
<td>Cy Pres</td>
<td>—</td>
<td>$222,175</td>
<td>—</td>
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<tr>
<td>Special events (NET)</td>
<td>$104,616</td>
<td>$101,806</td>
<td>$124,853</td>
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<tr>
<td>Earned Income</td>
<td>$140,618</td>
<td>$62,339</td>
<td>$64,854</td>
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<tr>
<td>Interest/Investment Income</td>
<td>$93,513</td>
<td>$6,611</td>
<td>$93,200</td>
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<tr>
<td>Other</td>
<td>$7,620</td>
<td>$53,371</td>
<td>$20,618</td>
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<tr>
<td><strong>Total</strong></td>
<td>$3,257,536</td>
<td>$3,056,464</td>
<td>$3,438,721</td>
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</table>

### USES OF REVENUE

<table>
<thead>
<tr>
<th>Use</th>
<th>2010</th>
<th>2011</th>
<th>*2012</th>
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</thead>
<tbody>
<tr>
<td>Staffing</td>
<td>$1,945,762</td>
<td>$2,061,302</td>
<td>$2,216,317</td>
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<td>Supportive Services</td>
<td>$382,644</td>
<td>$469,611</td>
<td>$320,970</td>
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<td>Other Program Costs</td>
<td>$381,890</td>
<td>$105,739</td>
<td>$733,458</td>
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<td>Occupancy</td>
<td>$254,432</td>
<td>$191,959</td>
<td>$128,262</td>
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<td>Other Operating Costs</td>
<td>$133,419</td>
<td>$195,693</td>
<td>$213,305</td>
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<tr>
<td><strong>Total</strong></td>
<td>$3,098,147</td>
<td>$3,024,304</td>
<td>$3,612,312</td>
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</tbody>
</table>

*The timing of receipt of revenues, particularly grants, has a big impact on our bottom line at the close of any given fiscal year. Therefore we focus on a rolling three-year average of revenues and expenses. Although we show a deficit in 2012, our rolling three-year average shows that our revenues have slightly exceeded expenses, putting us in a strong position for the period.*
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