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In 2011, I had little confidence in myself - but in the Towards Employment workshop I built confidence. Ms. Dove and Ms. Shephard taught me how to have a work ethic, how to carry myself and how to keep a job. Even with a prison record, they helped me believe I had a shot, that I could land a career position, not just any job.

Right after the workshop, I got a factory job. I advanced from minimum wage to $9 an hour. It wasn’t a career – but I was happy to have a job. Then I went to Towards Employment Advancement Academy. My career coach, Maria Becker, helped me think about what’s blocking my way and what are my short- and long-term goals. Before that, I couldn’t see beyond the next five minutes.

Since I’m good at math – we decided I should pursue CNC machine operating. So Towards Employment paid for my 4-month class at Cleveland Industrial Training Center. I knew I had roadblocks that would follow me everywhere – so I buckled down. I took the exam and graduated at 97% overall, their highest score ever!

Despite this success in training, the job search was very challenging and I could keep on because of the support of another career coach, Bill Cline. He said ‘Come see me. You can’t give up on this!’ And he told employers, ‘I know Daniel Marshall. He’s a good guy, a smart guy and a hard worker.’ He vouched for me when I could not vouch for myself.

I did get hired, and now in 2013, I’m making $12 an hour at a local manufacturing company with insurance and a 401K plan. I’m learning so much and building my resume. Now I can provide for my kids and be a part of their lives. I made a mistake in the past and it led me to jail. But it was a mistake, not a lifestyle. I’ve overcome the obstacles of my past. I can talk about it, keep smiling, keep my head up – and more doors open. That’s my life - it is a brighter day.
Career Pathways at TE

Towards Employment helps people who are unemployed or underemployed, with critical barriers that prevent them from moving forward toward their goals. They are looking to find a better way that doesn’t involve a trade-off between putting food on the table and paying utility bills; going without health care, or being stuck in a dead end job. In 2013, Towards Employment helped 535 people find above minimum wage, full time employment. Another 1,500 are engaged and supported with specific steps along their desired career pathway. This pathway concept - requiring many small steps with a sustained focus on a long term goal - is critical to our programming.

We appreciate our visionary board leadership (see page 14). We are grateful for the dedicated service of Steve Jenkins, Fred Bauer and Larry Vandendriessche who each completed their full term (9 years) in 2013. Steve served in turn as Treasurer, Chair of the Program committee, and ultimately Board President; he guided the agency through the early stages of our transition to a career pathway model with focus and care. Fred served as Secretary for the last 6 years, ensuring that TE had a strong tradition of transparency and accountability, and Larry served with distinction on the Fund Development and Marketing committee. Their contributions have made a huge impact on the agency, and we can’t thank them enough for their many years of commitment to creating life changing career pathways in our community.

In 2013 Towards Employment helped 106 participants complete technical training - earning 130 industry recognized credentials, which in turn is key to higher wages. We supported 151 employed graduates advance in their job, with an average wage gain of over $2/hour! That’s approximately $4,500 more a year in each graduates’ pocket!

Keys to success were the 1,800 supportive services and 1,300 legal services provided to help remove barriers and shore up successes. Barriers included lack of childcare and transportation needed for job search or until first paycheck; meeting employer hiring requirements for things like tools, uniforms, pre-employment screening; emergency assistance to ensure that lights stay on, that there is food on the table, and children have somewhere safe to go; connecting to GED, housing, financial literacy or low/no cost health care options. Through our legal services, we have cleared warrants, obtained expungements, mediated payment of child support arrears, and recovered over $1 million in debt for our participants.

Another critical key to success is the one on one coaching provided along the way. Progress along a career pathway may not be linear or quick. TE career coaches help participants define and navigate their pathway. In this annual report we share career pathways traveled and goals being pursued. We ask you to visualize the ripple effects of each pathway step - how progress positively impacts families, businesses, communities and builds momentum for our local economy. Towards Employment helps people move forward.

Jill Rizika
Executive Director

Ellen Wisbar
Board Chairperson
At age 19 Leonard went to prison for a year. He spent the next 10 years working odd jobs – until another conviction at age 31 led to a six year sentence that gave him the determination to turn his life around. After his release, he struggled to find a decent job - even with a business degree earned in prison and a commendation for outstanding conduct.

Walking into the Towards Employment (TE) workshop for individuals with a record in January 2013, Leonard felt he had lost everything – until facilitators Stella Shepard and Carol Dove helped him see his own strengths. He discovered new ways to use his intelligence, organizational abilities and people skills – and how to prepare for a job interview. “At Towards Employment, they teach you to be honest about your felony. They give you doors to walk through, but you take the first step.”

Only two weeks into the workshop, Leonard was hired at Produce Packaging. He tackled the job with enthusiasm, working as much as 15 hours a day, and using TE support for bus tickets and a uniform. His employer sent him to Chicago to be trained as lead quality assurance auditor and he earned a raise.

“Towards Employment gives you doors to walk through but YOU take the first step.”

With his experience at Produce Packaging, he was quickly hired in Quality Assurance and selected for Orlando’s Management Training Program. Leonard is determined to advance even further - in his career and in life. “I owe it to Towards Employment. No matter what hardships I face, the tools they gave me don’t go away. I still have hard times, but I can’t let that stop me now.”

After a year on the job, Leonard felt ready for more challenge, so his TE Staffing Specialist Akila Greenfield set up an interview with Orlando Baking Company.

374 job placements for people with criminal records.
Kathy needed a fresh start. She had survived a difficult divorce and left her 21-year hospital lab tech career to become her mother’s full-time caretaker until her death from cancer. With grown children on their own, Kathy was ready to explore beyond Pittsburgh where she had lived her entire life.

In Cleveland, Kathy faced the challenge of finding a job at age 57 - ten years out of the workplace and no experience with online job searches and applications. “Things had changed completely,” she recalls. “At my age, I was intimidated by the interviewing process and writing a resume.” Kathy applied for WorkAdvance - a regional initiative led by Towards Employment (TE) with education and training for careers in manufacturing or healthcare.

She was accepted into the health care career pathway, with a goal of becoming a Patient Access Specialist. The program started with a week of training at Towards Employment followed by a 3 month program at Cuyahoga Community College. “It was way more in-depth than I expected, a week of all-day workshops on telephone skills, resumes and cover letters, behavioral testing and interview skills - even before the technical training!” Kathy completed a 3-month patient access specialist program and began her externship at MetroHealth Medical Center. She did such a great job that they offered her a permanent position. She is now working full time and gaining experience. “Those who have gone through WorkAdvance always seem to have the skill sets we need,” says Cheryl VanHorn, director of talent acquisition for MetroHealth.

Kathy is grateful for her Towards Employment career coach, Debbie Lucci, who worked as a health care recruiter before joining the WorkAdvance staff. Debbie connected her with a MetroHealth recruiter and continues to be a support. “I can always call with any question, and she calls or sends me emails from Towards Employment when I hit a new milestone.” Kathy feels a new sense of confidence and a commitment to her career. “I really needed to expand my horizons. This is better than I ever thought it would be!”

**Kathy’s Pathway.**

“Towards Employment is no-nonsense preparation for the workplace.”

Cleveland’s Rustbelt Reclamation wears the label “rust belt” as a badge of honor, drawing on the region’s past industrial glory to design and build handcrafted upcycled products using salvaged materials. The company harvests lumber from buildings before demolition, often reclaiming wood of greater quality and beauty compared to new lumber. Workers must detect and remove any nails in the salvaged wood before craftsmen begin the process of transforming it into high quality furniture and other products.

The business is growing – so Rustbelt Reclamation turned to Towards Employment (TE). “This was an experiment for us,” says Chris Gellen, Director of Harvesting & Raw Materials. “I went in with my eyes wide open. You’re never sure how temporary workers will fit into our culture, where our biggest asset is human resources – not wood or machinery.”

Working closely with TE contact Joan Crosby, Chris was impressed by the motivated and well-prepared employees supported by weekly visits and reports. “It couldn’t have gone better. They were part of the family from the first week, bringing a lot of passion for the company. These guys have something to prove. For them, nothing is taken for granted.”

After just four months, the temporary workers became full-time employees. Rustbelt Reclamation provides opportunity to advance, as workers can shadow skilled craftsmen and eventually learn the trade. Joan stays in touch with the employees every week to follow up on their progress and maintain the relationship. “It’s not apple to apples to compare TE to a for-profit temp agency,” says Chris. “We look at it as an opportunity, not a stop gap. These guys set the bar really high. Towards Employment will be our first call if we need more workers.”

“Towards Employment is our first call.”

300 local employers hired graduates from Towards Employment in 2013, 80 of them more than once.
2013
TOWARDS EMPLOYMENT Impact

535 Jobs
Placement in permanent long-term work; 70% had criminal records.

1799 ADVANCEMENT & RETENTION SERVICES
career coaching, workplace training, professional development

150 Certifications
Received TECHNICAL SKILLS training.

1376 LEGAL CASES
Cleared warrents, prevented evictions & foreclosures, resolved credit issues

1859 SUPPORTIVE SERVICES
Transportation, tools, uniforms, background checks and pre-employment screening.

20% of WorkAdvance placements INCREASED EARNINGS within 1 year of placement

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2013 Financials.

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<th>SOURCES OF REVENUE</th>
<th>2011</th>
<th>2012</th>
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<td>Governmental Contributions</td>
<td>$1,646,474</td>
<td>$1,668,266</td>
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<td>Foundations &amp; Corporations</td>
<td>$704,750</td>
<td>$1,178,664</td>
<td>$1,482,201</td>
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<td>United Way Services</td>
<td>$150,000</td>
<td>$141,444</td>
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<td>Individual Contributions</td>
<td>$108,938</td>
<td>$146,822</td>
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<td>Cy Pres</td>
<td>$222,175</td>
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<td>$25,000</td>
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<td>Special Events (NET)</td>
<td>$101,806</td>
<td>$124,853</td>
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<td>Earned Income</td>
<td>$62,339</td>
<td>$64,854</td>
<td>$68,750</td>
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<td>Interest/Investment Income</td>
<td>$6,611</td>
<td>$93,200</td>
<td>$148,728</td>
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<td>Other</td>
<td>$53,371</td>
<td>$20,618</td>
<td>$11,664</td>
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<td><strong>Total</strong></td>
<td><strong>$3,056,464</strong></td>
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<th>USES OF REVENUE</th>
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<td>Staffing</td>
<td>$2,061,302</td>
<td>$2,216,315</td>
<td>$2,131,434</td>
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<td>Supportive Services</td>
<td>$469,611</td>
<td>$381,471</td>
<td>$525,567</td>
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<td>Other Program Costs</td>
<td>$105,739</td>
<td>$688,086</td>
<td>$535,828</td>
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<td>Occupancy</td>
<td>$191,959</td>
<td>$128,261</td>
<td>$222,372</td>
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<tr>
<td>Other Operating Costs</td>
<td>$195,693</td>
<td>$198,178</td>
<td>$215,468</td>
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<td><strong>Total</strong></td>
<td><strong>$3,024,304</strong></td>
<td><strong>$3,612,311</strong></td>
<td><strong>$3,630,669</strong></td>
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2013 Sources of Revenue

2013 Uses of Revenue

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2013 Donors.

$250,000 or more
Cleveland Foundation
Fund for Our Economic Future
Mayor’s Fund to Advance
New York City

$100,000-$249,999
United Way of Greater Cleveland

$50,000-$99,999
Deaconess Community Foundation
Dworken & Bernstein, Co., L.P.A.
The George Gund Foundation
KeyBank Foundation

$20,000-$49,999
Nordson Corporation
Reinberger Foundation
Reuter Foundation

$10,000-$19,999
Anonymous
Eaton Corporation Charitable Fund
Eva L. and Joseph M. Bruening
Foundation
Fifth Third Bank
Forest City Enterprises
Frank Hadley Ginn &
Cornelia Root Ginn Foundation
KeyBank
McGregor Foundation
Nord Family Foundation
The Billie Howland Steffee
Family Fund
The Fred A. Lennon Charitable Trust
The Higley Fund
The Louise H and David Ingalls
Foundation
The Thomas H. White Foundation
The Zoann Little Dusenbury Fund

$5,000-$9,999
Applied Industrial Technologies
Larry Benders
Business of Good Foundation
Cuyahoga Community College
Richard and Nancy Dietrich
RPM International, Inc.
Swagelok Company
Kathryn Tatman
The Murphy Family Foundation
Third Federal Savings and Loan
US Bank
Mark Whitham

$2,500-$4,999
Aon Risk Services
Cleveland Industrial Training Center
Cliffs Natural Resources
Christine Crisboi
D’Amore Tatman Group LLC
Dominion Foundation
Tom and Anne Jenkins Charitable
Trust
Brian Lamb
Michael & Lisa Lonsway
Denise Marchese
Medical Mutual of Ohio
Shelly Peet & Robert Martinko
Porter Wright
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The Sherwick Fund
The Sherwin-Williams Company
Thompson Hine LLP
Tom Waltermire

$1,000-$2,499
AT&T
Fred Bauer
Eileen Burkhart
CBIZ, Inc

Michele Connell
Erika & Neil Cunliffe
Nicola Deskovich
Kirk & Sarah Dietrich
Diane & Steve E. Rossa
Edible Arrangements
E-Search
Heather & Jeff Ettinger
Walter & Anne Ginn
Jack Goldwood
Thomas & Kris Greene
Stephen Jenkins
Lakeland Community College
Lillian Holofcener Charitable
Foundation
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John Reynolds
Jill Rizika & Joe DeStefano
Randi Samsel
Michael & Marian Shaughnessy
Tracey Turnbull
Jeffrey & Sharon Weedon
Amy Woods
Halle Workman
Kim & Linda Yonkers
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Thomas Zirbs

$500-$999
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Jan Beeman & Paul Burstadt
Deborah Bibb
Gilberta & John Bittman
Suzanne & Adam Blum
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George & Melissa Dent
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Soad & Ahdy Mansour
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- Cleveland Metroparks Zoo
- Cleveland Play House
- Children's Museum of Cleveland
- Copper Moon
- Cuyahoga Valley Scenic Railroad
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- DeWitts Diamond & Gold Exchange
- Robert Dietz
- Disney Orlando
- Eddy's on Coventry
- Jack Goldwood
- Great Lakes Science Center
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- Anthony Grego
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- Juji's Cafe
- David Kircher
- Meredith Krajewski
- Kathy Ladiner
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- Maltz Museum of Jewish Heritage
- Marriott Hartford/Windsor Airport
- Miller Boat Line
- Rose Paratto
- Phoenix Coffee Co.
- Pickwick and Frolic Restaurant and Club
- Pizzazz on the Circle Playhouse Square
- Porter Wright
- Rustbelt Reclamation
- Renaissance Cleveland Hotel
- Cecilia Render
- Rock and Roll Hall of Fame and Museum
- Rosalina Markfrank Hair Salon
- Diane Rossa
- Shawn Paul Salon
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- The Cleveland Browns
- The Cleveland Improv
- The Cleveland Orchestra
- The Corner Alley
- The Studio Cleveland
- The Wilds
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Mark Whitham
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Key Bank

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*retired

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Christopher Clark
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Melanie Collins
Rodney Conner
Brian Crandall
Leigh Cullen
Karan Dara
Anthony Dargaj
Sarah Daubenspeck
Luis DeJesus
Mike DiSante
Raymond Dmytriw
Jeremy Elek
Terry Emerine
Jean Evans
Steve Eyerman
Kevin Fenton
Bob Foguth
Ross Gamby
Andrea Gillis
Jeff Griffiths
Carl Hall
Saad Hasan
Virginia Havens

Judy Hirko-Besunder
Cassandra Horne
Dave Horvat
Joel Howson
John Huffman
Timothy Humbert
Teresa Jefferson
Edward Jerman
Jim Kalal
Jonathan Kesic
Sara Kidner
Mark Lamp
Kate Madden
Richard McCartney
Katie McCrystal
Colin McHale
Jana Messaros
Shawn Miko
Holly Monroe
Tom Morgan
Stacy Muratore
Jim O’Mara
Allison Oulton
Frank Pajek
Jen Palmejar-Takaki
Sean Patterson
Paul Pender
Christine Podolski
Kevin Quinet
Katie Rabovsky
Jeff Rayle
Michael Riess
Tina Ritchey
Carmen Santana
Emily Shaeffer
Scott Shepard
Regina Sibert
Matthew Sinclair
Igor Sopita
Christine Stadler

Lauren Struble
Ying Sun
Angela Townsend
Madeline Van Gunten
James Weaver
Tammy Wemer
Ken Whynott
Timothy Witte
Mark Wroblewski
Samuel Young

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# 2013 Staff

<table>
<thead>
<tr>
<th>DIRECTORS</th>
<th>STAFF</th>
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<tbody>
<tr>
<td>Jill Rizika  Executive Director</td>
<td>Patricia Gray</td>
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<tr>
<td>Mark Gallagher  Director, Legal Services</td>
<td>Melanie Green</td>
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<tr>
<td>Rebecca Kusner  Director, Policy &amp; Special Initiatives</td>
<td>Akila Greenfield</td>
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<tr>
<td>Chelsea Mills  Director, Business Services</td>
<td>Jessica Hardesty</td>
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<tr>
<td>Robin Smalley  Director, Programs &amp; Services</td>
<td>Kathryn Harlow</td>
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<tr>
<td>John Tubbs  Director, Finance &amp; Administration</td>
<td>Betty Holnapy</td>
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<td>Christie Yonkers  Associate Director</td>
<td>Larry Jackson</td>
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<td>Nettie King</td>
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<td>Jeff Stupiansky</td>
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<td>Kristin Thomas</td>
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<td>Staci Wampler</td>
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Towards Employment empowers individuals to achieve and maintain self-sufficiency through employment.