



LEADERSHIP
ORLANDO

COLLECTIVE IMPACT ON

SOCIAL MOBILITY

Leadership Orlando [2.0] – The Impact Project 2019



ORLANDO
ECONOMIC
PARTNERSHIP

Compared to the national average of 18%, a child born in Parramore has **just a 2% chance** of reaching the top fifth of the income distribution.

Across the street in College Park the probability of the same economic progress is **28%**.

How can there be so much disparity between two adjacent neighborhoods? Answering this question requires us to wrap our minds around the enormity of an issue as complex as barriers to social mobility. There is no silver bullet solution.



A Message from Team I

In contrast to isolated community efforts, collective impact breaks down the silos of geography, industry, and business model to focus strategy and action through the lens of a common agenda. It brings individuals and organizations together in a structured way to address socio-economic challenges. Collective impact calls for humility and necessitates understanding regional action as a process, rather than a destination.

Such a complex and daunting challenge calls for candid conversations and the activation of the Orlando region's capacity for collective leadership. From the ranks of more than 5,000 alumni, two dozen executives stepped forward in March 2019 to pioneer Leadership Orlando 2.0—The Impact Project. Like the classes they represented, members of Team I reflected diversity across industry sectors, gender, race, and ideology. The common thread that brought them together? A commitment to understanding the root causes underlying barriers to socio-economic mobility and an openness necessary to apply collective impact as a framework for regional solutions with outcomes that likely take a generation to be realized.

A Call for Collective Impact

Characteristics of the Orlando region's record growth create a surprising paradox. While Orlando stands as the envy of the nation in economic development categories including job growth and emerging talent supply, these achievements do not provide a full picture of the region's economy.

In the context of the longest economic expansion in American history, the most recent release of the United Way's ALICE report (Asset Limited, Income Constrained, Employed) reveals that Central Floridians are increasingly unable to survive even the most modest of financial challenges. A staggering 45 percent of the households in the region's seven-county footprint are considered asset constrained and living from paycheck to paycheck.

The influx of 1,500 new residents each week is expected to intensify the region's challenges otherwise common across geographies anchored by a vibrant city like Orlando. Perhaps the most complex and daunting priority is the need to address barriers to social mobility that are evident in the erosion of middle-wage jobs. In economic terms, Orlando is seeing the increased polarization of wages as the region attracts jobs at both ends of the spectrum. Technology-driven innovation threatens to exacerbate the erosion of jobs forming the middle rungs of the economic ladder.



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Orlando Economic Partnership's Broad-based Prosperity Model

The Impact Project augmented its collective impact framework by aligning the initiative with the Partnership's broad-based prosperity model. The model illustrated in Diagram 1 provided structure for understanding the critical components of social mobility, as well as revealing the need for a new narrative designed to champion the region's assets while giving visibility to the challenges undermining the Orlando region's pursuit of broad-based prosperity. The model's three core concepts focus attention on the requisite features of an economy built for social mobility: **Opportunities**, **Capabilities**, and **Access**.

OPPORTUNITIES

Represent the vibrancy of the economy leading to expanded options for Central Floridians to participate in the region's growth. Traditional indicators, such as job growth and productivity (GDP per capita), are enhanced by assessing how such factors contribute to middle-wage occupation growth that serve as the rungs in the ladder of prosperity.

CAPABILITIES

Reflect the ability and capacity of the region's talent supply to meet the demands of employers competing in a rapidly evolving economy. Educational attainment and health measures signal the vibrancy of the region's workforce and call attention to the critical role of strengthening our talent ecosystem.

ACCESS

Reveals the presence or absence of barriers hindering full participation in the economy. This includes material needs such as food, broadband connectivity, affordable housing, and transportation.



Team I visits the Tangelo Park 2-4 Year Old Program. In 1995, Harris Rosen, CEO, Rosen Hotels and Resorts International expanded the childcare opportunity to all children in Tangelo Park at no cost.

NURTURING
COMMUNITY INCUBATION



Local Models That Work

Economic transformation can only be realized through collective leadership that harnesses assets to create opportunities for those with evolving capabilities and unfettered access necessary to participate in the region’s economy. Leadership Orlando’s Impact Project embodies a bias for action made possible by regional proclivity for partnerships and collaboration – such as the success of action-oriented philanthropy demonstrated by the Tangelo Park Program and LIFT Orlando. The success of these neighborhood-centric, business-backed initiatives are dependent on the relationships among the parts within the ecosystem. The hard work of identifying then instilling or removing the structural conditions and policies in the region necessary to build an environment that encourages firm creation, job expansion, wage progression, and regional engagement should be embraced and scaled.

Six Impacts on Social Mobility

BRIDGING SOCIAL CAPITAL

Bridging social capital refers to connections that link people across a chasm that typically divides society, such as race, or class, or religion.

What if social capital is leveraged as a solution to help those who need it most? Bridging describes social relationships of exchange, often of associations between people with shared interests or goals but irrespective of social identity. In promoting greater equality or opportunity, we should be seeking “bridging” social capital, which connects people across all neighborhood strata from the lowest in opportunity density, to the middle, to the most opportunity dense (and in reverse order). The benefits of bridging social capital are far-reaching and can include access to information and resources, access to power, and exposure to new opportunities. Social capital extends beyond people-to-people relationships, but also exists from organization-to-organization, organization-to-person, etc. both inside and outside of a community.

DEMOCRATIZING WELLNESS

Communities do not have to wait for reform at the national level to create and expand access to wellness.

Given similar population sizes, what if West Lakes (12) had the same number of individual healthcare access points as Winter Park (112)? Lack of medical providers, expansive food deserts, and overwhelming blight in many communities negatively impacts residents’ health. Solutions should furnish a comprehensive array of primary care, mental health support, preventative care, social support, substance abuse treatment and related enabling services that go beyond the medical-only model of care offered by traditional models. Interventions must also reduce barriers to wellness, including transportation, crime, translation services, health education, and food insecurity, and take the environment, ecology, and culture of a location into account. In all cases, the catalyzing ingredient should be fueled by the community in question.

NURTURING COMMUNITY INCUBATION

Incubating solutions within Orlando results in a new approach to education, entrepreneurship and economic development.

What if educational attainment could be conceptualized as more than a traditional college degree and lifelong learning drove economic prosperity? What if we integrated entrepreneurship training as an anti-recidivism initiative? In a labor market characterized by increasing returns to skill and higher levels of global competition, it is essential that all children have access to quality education. Education is the pathway to the ultimate goal of a career, and society is moving in a direction where work-based learning and lifelong learning will become essential. Education is valuable at all levels, not only at the bachelor’s level and beyond. The consequences of skills gaps for adults are compounded as innovations in modern technologies increasingly put high-paying jobs out of reach of the under-skilled and under-credentialed.

DESIGNING FINANCIAL INCLUSION

Financial access can be facilitated through institutions that never conceived themselves as being banks.

What if we used the resources from our modeling, simulation and training industry to create interactive financial literacy curriculum for our schools? Financial inclusion means that individuals and businesses have access to useful and affordable financial products and services that meet their needs –transactions, payments, savings, credit and insurance –delivered in a responsible and sustainable way. It also means that everyone has an opportunity to increase their financial literacy skills. These groups are an essential bridge to core banking infrastructure to deliver the financial products and services to the underserved. This has implications for how Orlando takes on economic development and builds economic resilience in a shifting macro environment.

TURNING CLIFFS INTO SLOPES

Addressing benefits cliffs can create pathways to sustainable economic self-sufficiency.

What if we created career pathways with jobs above ALICE levels and eliminated barriers to individual wage progression? Turning cliffs into slopes allows employees to pursue economic security for their children by removing unintended penalties often resulting from raises, working overtime, and accepting promotions. Mitigating cliff effects increases access to economic stability, reduces dependency on government, improves child and family outcomes, and supports economic development for the entire community. There needs to be a philosophical shift around public support programs to see them as economic engines for our communities, not a handout. Public support and advocacy is a key component of community development strategy, but the systems must be designed to not trap individuals on the edge of a cliff with no way to escape a life of public support.

ENSURING A MULTI-GENERATION LENS

A multi-generation lens creates a legacy of economic security that breaks the cycle of poverty.

What if every suggested solution for increasing social mobility had a multi-generation approach? One that aligns, educates, and promotes from within, so that every generation performs better than their parents. Multi-generation approaches target low-income children and parents from the same household, combining parent and child interventions to interrupt the cycle of poverty. One of the most compelling rationales for an integrated multi-gen approach to service delivery is the multiplier effects for parents and children. A multi-gen approach to these problems acknowledges that there is a problem when being born in a certain zip code in a community can have adverse impacts on an individual's future.

“I believe that the private sector has a debt...

Instead, when we tell people what we’re doing here [Parramore], most say: ‘That’s interesting. We’ll pass,’” Harris Rosen, local hotelier and philanthropist.

Team I of Leadership Orlando 2.0. – The Impact Project has cemented its legacy by creating a foresight-fueled, collective impact agenda aligned with a model for broad-based prosperity that will empower future leaders to come. **We call for the business community to champion this imperative in each of Orlando’s underserved neighborhoods – it’s been done successfully before and there is no reason it can’t be done again.**



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The Orlando Economic Partnership is a public-private, not-for-profit economic and community development organization that works to advance broad-based prosperity by strengthening Orlando’s economy, amplifying Orlando’s story, championing regional priorities, empowering community leaders and building a brilliant region. These five foundational objectives serve to improve the region’s competitiveness while responding to the needs of communities, residents and businesses.