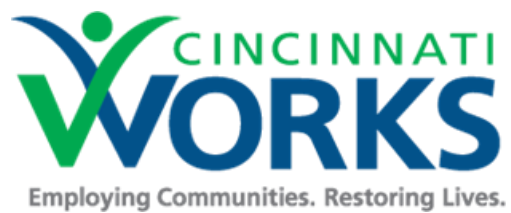


**The Economic Benefits of  
Cincinnati Works  
on the Greater Cincinnati Region**

Prepared for



By The Economics Center

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**| EconomicsCenter**

# EXECUTIVE SUMMARY

## Introduction

A nonprofit organization founded with the vision of working toward the elimination of poverty in Greater Cincinnati, Cincinnati Works has created an innovative job readiness and advancement program. Its mission is to partner with all willing and capable people living in poverty to assist them in advancing to economic self-sufficiency through a combined focus on employment and personal stability. Since opening its doors in 1996, Cincinnati Works has helped more than 5,800 people successfully find and stabilize in employment on their journey to economic self-sufficiency. To date, Cincinnati Works has funded its services largely through private donations and other philanthropic support. Recently the City of Cincinnati has also given financial support to Cincinnati Works to help expand its impact on the poverty issues in the City.

Through its individualized, personal one-on-one employment and life coaching, Cincinnati Works enables people in the Greater Cincinnati region to get a job, stabilize on the job, advance in a job, and achieve self-sufficiency<sup>1</sup> – no matter how long it takes. Through collaboration, Cincinnati Works coordinates with existing community service providers that are equipped to assist in the removal of barriers to employment and personal success.

This report builds upon and is an update of a previous study completed in 2013 by the Economics Center at the University of Cincinnati to provide a deeper understanding of the benefits of its programs. The 2013 study examined the community benefits that Cincinnati Works provided to the Greater Cincinnati region between 2008 and 2012, while this report examines Cincinnati Works impacts for 2013 and 2014 as well as over its 20-year history. Placements for 2015 are not included in the analysis since one-year retention results would only become available after the date of completion for this report.

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<sup>1</sup> Self-sufficiency is defined as wages at or above 200% of the Federal Poverty Guidelines for family size.

## Economic Impacts

With \$4.05 million in total expenses during 2013 and 2014, Cincinnati Works helped 766 Members<sup>2</sup> secure employment, facilitating 1,200 placements.<sup>3</sup>

### KEY TAKEAWAYS:

- During 2013 and 2014, Cincinnati Works helped provide societal and economic benefits of \$4.56 million. Cincinnati Works' placement of Members generated an estimated \$679,000 in tax revenues and saved society \$3.88 million in social costs.
- With average total expenses of \$4,650 per Member, and societal benefits of \$5,956 per Member, Cincinnati Works' net return on investment comes to \$1,306 per Member, a 28.1 percent rate of return, solely from the immediate employment tracking period.
- The 20-year net return on investment (ROI) exceeds \$10 million.

**A. Impacts from Societal Benefits in 2013 and 2014:** The societal benefits of Cincinnati Works are produced when its Members become less reliant on various income support programs as a result of being gainfully employed. Although there are expenditures associated with the activities of Cincinnati Works, there are also reductions in social service costs and increases in taxes paid by Members.

**B. Impacts of Personal Benefits:** Over the past two years, Cincinnati Works has adopted several new financial measures for more closely tracking successes of those Members participating in programs at the Walnut Street site. Three new metrics all show substantial progress and have important benefits for Members.

**Table 1**

**Measures of Financial Success of Members in Programs at Walnut Street Site**

	2013	2014
Members increasing net income	50	125
Members increasing net worth	15	45
Members increasing credit score	14	49
Members achieving self-sufficiency	79	95

This new financial stability has cascading benefits which enable Members to tackle barriers that may have been holding them back, such as transportation (purchasing a car), education

<sup>2</sup> A Cincinnati Works Member is an applicant who has successfully completed the job readiness workshop and has engaged in job search.

<sup>3</sup> Full extent of cost includes admin, fundraising, training, barrier removal, placement, retention and advancement.

(enrollment in/paying for school), and/or housing (moving out of low income housing, renting an apartment, or purchasing a home).

- C. 20-Year Economic Impacts of Investment:** Spending by Cincinnati Works can be said to function in a manner similar to investment in other forms of infrastructure, which help to accelerate economic growth and development. By making expenditures that improve the size and quality of the local workforce, Cincinnati Works has helped to develop a segment of Greater Cincinnati’s workforce, with the consequent acceleration of economic returns on that investment.

Measured in 2015 dollars, the total societal benefits estimated to have occurred as a result of the 20-year partnership between Cincinnati Works, its Members, and employers have reached a level that is nearly \$10 million more than the investment. Cincinnati Works generates a positive ROI within 12-18 months.

**Table 2**

**20-Year Economic Impact of Cincinnati Works’ Initial Returns on Investment (2015 \$)**

Members Placed:	5,813	Members Placed:	5,813
Cost per Member	\$4,284	Benefits per Member	\$5,956
Total Cost	\$24,900,000	Total Benefits	\$34,620,000

## Geographic Impact

**KEY TAKEAWAY:** While the heaviest concentrations of both employers (72.3%) and placements (55.8%) are found within the City of Cincinnati, Cincinnati Works' Members remain heavily affected by transportation issues across all geographies.

- A. Employers:** Companies seeking employees were broadly dispersed within the regional economy of the Greater Cincinnati and Northern Kentucky areas. However, generally, employers were concentrated within the Interstate 75 and 71 corridors, in the City of Cincinnati Central Business District (CBD), Cincinnati/Northern Kentucky International Airport, and the Blue Ash/Sharonville areas.

The heaviest concentration of employers was found within the City of Cincinnati, with 94 (18.4%) within 45202, the primary zip code of the CBD, plus another 182 within other neighborhoods of the City for a total of 276 (53.9 %) employers.

- B. Members:** Placements spanned 70 unique zip codes, covering most of Hamilton County and numerous communities in the surrounding counties. However, generally, Members sought employment at employers located along key transportation corridors and bus routes, including US Route 22, and Interstates 71 and 275.

The heaviest concentrations of placements occurred within the City of Cincinnati, with 252 (22.9 %) within the Central Business District plus another 362 within other neighborhoods of the City for a total of 614 (55.8 %) placements.

## Job Placement Analysis by Industry

**KEY TAKEAWAY:** Cincinnati Works has improved its record of placing Members in the fastest growing industries while also improving advancement opportunities by equipping Members with skills applicable to higher paying occupations.

- A. Placements by Industry Sector:** The 2013 and 2014 employers were coded to a particular industry using the North American Industry Classification System (NAICS). There were 1,200 Member placements during this time period. Of these, 610 (50.8%) occurred within the top 15 NAICS codes.

The leading industry for placements was Temporary Help Services, which accounted for 15% of placements. The seven industries with more than 25 placements were:

- Temporary Help Services (180 jobs);
- Limited-Service Restaurants (51 jobs);
- Full-Service Restaurants (48 jobs);

- General Medical Hospitals (45 jobs);
- Casinos (34 jobs);
- Services for the Elderly & Disabled (30 jobs); and
- Managing Offices: Corporate, Subsidiary, Regional (26 jobs).

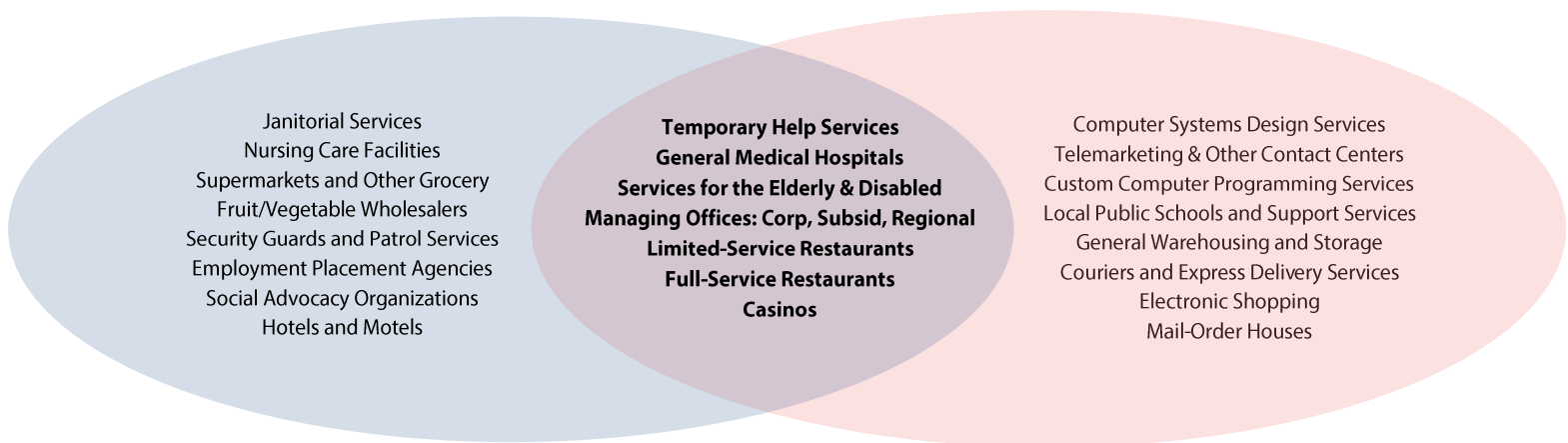
While 180 placements occurred in the Temporary Help Services classification, the majority of placements (85%) were direct hire placements across all other industries.

- B. Growth by Industry Sector:** Of the fastest growing industries within the Cincinnati Metropolitan Statistical Area (MSA), the top 15 industries collectively gained 18,946 jobs within the MSA. Twenty-four percent of Cincinnati Works' placements were in the top four industries with the most growth potential.
- C. Employment Trends and Advancement Opportunities:** When comparing Cincinnati Works Member placements to the top 15 fastest growing industries within the Cincinnati MSA, Cincinnati Works has made placements in nine of the top growth industries in the Cincinnati MSA (429 placements, 35.8%). Of the top 15 industries for Cincinnati Works placements, seven are within the top 15 growth industries for the Cincinnati Metropolitan Statistical Area. This is an improvement from the 2008-2012 study, in which Cincinnati Works placements were in three of the top 10 growth industries.

**Figure 1**

### Placements in Fastest Growing Industries

**Top 15 Industries for Cincinnati Works Placements    Top 15 Industries for Area Job Growth**



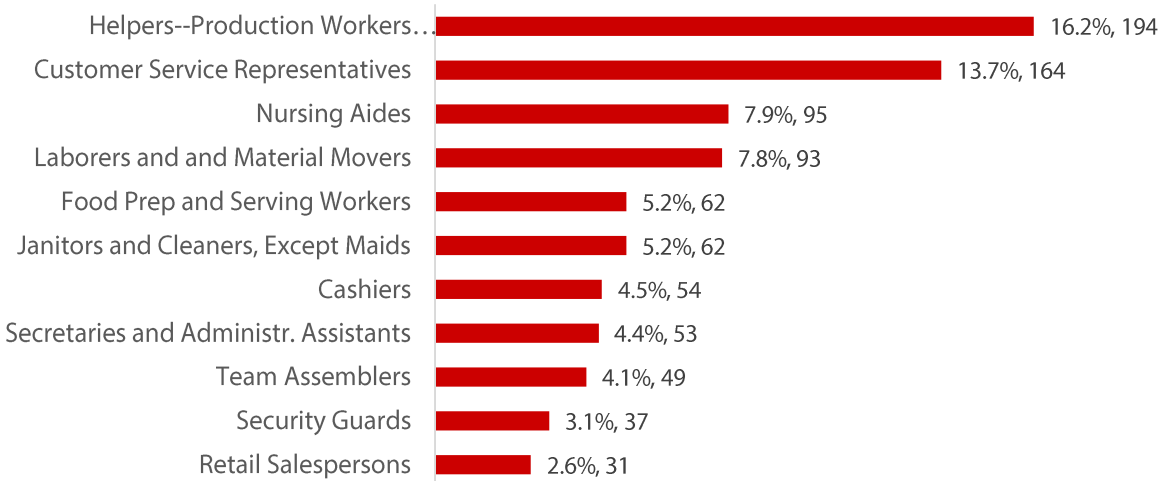
## Job Placement Analysis by Occupation

**KEY TAKEAWAY:** Most Cincinnati Works' Member placements are made in positions with limited education and training requirements.

The 2013 and 2014 placements were coded to particular occupations. There were 1,200 Member placements during this time period. The top 11 occupations, which account for all but a quarter of all placements, are identified here.

**Figure 2**

### Top 11 Occupations by Number of Cincinnati Works Placements, 2013-2014



## Job Placement Analysis by Gender

**KEY TAKEAWAY:** Of the 766 Members placed between 2013 and 2014, 429 were women and 337 were men. Within the top 11 occupations, women earned a higher wage than men in all but four occupations.

An examination of Cincinnati Works placements during 2013 and 2014 found that there were gender differences in placements by industry. Specifically:

- The number of industries dominated by female placements is twice as large as the number of male-dominated ones.
- Many female-dominated industries are heavily female, while male-dominated ones are only mildly so.

## Additional Job Placement Characteristics

**KEY TAKEAWAY:** Higher pay and benefits were found to be key factors in higher rates of job retention among Members.

Of 766 Cincinnati Works Members placed during 2013 and 2014, most (62%) had only one job placement, while a lesser proportion (12%) had three or more placements. Those with more than one placement were just as likely to eventually find a longer-term employment arrangement. Two factors were found to be associated with greater retention: higher pay and offering benefits.

## Member Profile

The average Member profile during 2013 and 2014 is described below, and provides insight as to some of the barriers to finding employment.

Overall:

- The median age is 33;
- 56 percent are female and 44 percent are male;
- 80 percent are black, 15 percent are white, and 5 percent are various other races;
- 45 percent are black females and 35 percent are black males;
- 80 percent are single, 7 percent are married, and 13 percent are divorced, widowed, or separated;
- 72 percent have no children in the home and 28 percent have children in the home; and,
- 66 percent rely on public transportation.

Notably:

- 44 percent have some sort of criminal record (up from 36% for 2008-2012);
- 11 percent lack a high school diploma or equivalent (down from 17% for 2008-2012); and,
- 77 percent lack a post-secondary degree or credential.

## Societal Impacts

**KEY TAKEAWAY:** Improvements continue to be made in assisting Members facing limitation(s) in finding employment. Despite the decrease in the number of Members affected by transportation, it remains the most common limitation among Members.

With the information obtained by Cincinnati Works regarding each Member's personal limitations for successfully finding employment, Members were carefully assessed and placed into five archetypes based on their primary employment limitation.

### **Serious Criminal Background (18.0% of 2013-2014 Members, up from 15.8% for 2008-2012):**

This archetype includes Members that have seven misdemeanors or any felonies at the time of



application. These Members are typically in their 30s with no children, and experience the greatest challenge in the job market.

Each employed Member in this archetype provides a net social savings of \$4,820 per year.

**Childcare Issues (19.7% of Members, up from 18.8% for 2008-2012):** Members in this category have as many or more children than adults in the household (single with one or more children or married with two or more children), are in their 30s, have at least a high school education, have no felonies, and do not fall into the Serious Criminal Background archetype.

Each employed Member in this archetype provides a net social savings of \$7,866 per year.

**Lack of Education (6.1% of Members, down from 9.9% for 2008-2012):** Members in this category have less than a high school education (or GED), are likely to be a black male or female in his or her 30s with no children, and do not fall into the Serious Criminal Background or Childcare Issues archetypes.

Each employed Member in this archetype provides a net social savings of \$3,015 per year.

**Transportation Difficulties (36.9% of Members, down from 41.0% for 2008-2012):** Members in this category do not list a car as their primary means of transportation, are likely to be a female in her 20s with no children, and did not fall in the Serious Criminal, Education, or Childcare archetypes.

Each employed Member in this archetype will provide a net social savings of \$4,619 per year.

**Other Issues (19.2% of Members, up from 14.5% for 2008-2012):** Members in this archetype do not fall into any of the above categories. This Member is likely to be a black female over 40 years of age, with no children. Common issues within this archetype include lack of work experience and lack of computer skills.

Each employed Member in this archetype will provide a net social savings of \$3,955 per year.

## **Conclusions**

Cincinnati Works is a dynamic source of labor that benefits the local economy by helping to fill temporary and cyclical gaps in lower-skill industries, and it fosters local economic recovery and vitality by assisting impoverished citizens achieve sustained employment by placing Members in some of Greater Cincinnati's top growing industries.

By filling these critical needs in the ebb and flow of industry employment, Cincinnati Works contributes to a more efficient economy by flexibly allowing businesses to satisfy many of their needs for low skill or temporary labor. Cincinnati Works also contributes to Members' future well-being by helping them acquire crucial job skills and training that may help them secure more or higher-paying work in the future. Further, Cincinnati Works benefits tax-payers by reducing reliance of low-income individuals on social services and increasing local tax revenues by placing Members into jobs.

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# ANALYSIS OF COMMUNITY IMPACTS

## I. Introduction

A nonprofit organization founded with the vision of working toward the elimination of poverty in Greater Cincinnati, Cincinnati Works has created an innovative job readiness and advancement program. Its mission is to partner with all willing and capable people living in poverty to assist them in advancing to economic self-sufficiency through a combined focus on employment and personal stability. Since opening its doors in 1996, Cincinnati Works has helped more than 5,800 people successfully find and stabilize in employment on their journey to economic self-sufficiency. To date, Cincinnati Works has funded its services largely through private donations and other philanthropic support. Recently the City of Cincinnati has also given financial support to Cincinnati Works to help expand its impact on the poverty issues in the City.

## II. Unique Approach

**SUMMARY:** Through its individualized, personal one-on-one employment and life coaching, Cincinnati Works enables people in the Greater Cincinnati region to get a job, stabilize on the job, advance in a job, and achieve self-sufficiency – no matter how long it takes. Through collaboration, Cincinnati Works coordinates with existing community service providers that are equipped to assist in the removal of barriers to employment and personal success.

Through research, study, and experience, Cincinnati Works has developed a unique, award-winning program focused on job readiness, placement, retention, and advancement – rather than simply job placement. Cincinnati Works' model focuses on two key stakeholder groups, job seekers and employers, and its services are offered to both at no cost. The focus for each stakeholder group is described below.

### A. Job Seekers:

For job seekers (“Members<sup>4</sup>”), Cincinnati Works provides a comprehensive and individualized approach, with services designed to bridge the gap from poverty to sustained employment in a living-wage job. Many Cincinnati Works Members have experienced generational poverty and, as such, did not have support systems in place to teach the skills necessary to seek or retain gainful employment. Cincinnati Works offers hope and encouragement to individuals living in poverty through an array of job services, employer partnerships, and personal support.

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<sup>4</sup> A Cincinnati Works Member is an applicant who has successfully completed the job readiness workshop and has engaged in job search.

At Cincinnati Works, Members participate in a job readiness workshop to learn job search skills, build confidence, and develop soft skills essential for the workplace. An employment coach provides ongoing one-on-one personal mentoring tailored to the specific needs and goals of each Member. Comprehensive support services are offered to Members, including: financial literacy coaching, behavioral counseling, chaplain services, legal advocacy, transportation assistance, and child care resources.

Once employed, Members are encouraged to make a commitment to stay at their job for at least one year. Coaches maintain contact with Members and their employers to monitor progress and help ensure retention. Once Members have demonstrated stability and have been employed for at least one year, they are eligible for the Advancement program. Working closely with an advancement coach, Members work on a plan to pursue a career, increase earning power, and build long-term, sustainable financial independence. Advancement from a low-wage, entry-level job to higher paying jobs is an essential part of helping people move from poverty to stability and self-sufficiency.

This comprehensive, long-term approach is designed to respect the dignity of Members, while building skills to achieve self-reliance and confidence. The goal is to eliminate barriers to attaining long-term employment, and ultimately, economic self-sufficiency.<sup>5</sup> There are no time limits on membership in the Cincinnati Works spectrum of programs. As long as a Member is seeking employment or working, they may remain a Member for life.

## **B. Employers:**

Cincinnati Works has partnerships with more than 75 employers in the Greater Cincinnati Region who regularly hire entry - to mid-level employees for positions that pay, on average, between \$10.00 and \$13.00 an hour. These partners, known as Employer Partners, typically offer full-time jobs and health benefits after 90 days of employment.

For employers, Cincinnati Works seeks to understand entry-level job needs and appropriately match trained and pre-screened Members to those needs. In fact, the intake process at Cincinnati Works is modeled after employer requirements. This employer-linked job training approach helps Cincinnati Works solicit employer input in program design and implementation – it also enables Cincinnati Works to have a working knowledge of current and future job opportunities and trends. This partnership with employers is a collaborative effort that provides a win-win situation for both the employer and the Member.

Once Members are hired, to assist in workforce retention, the Cincinnati Works employment team is in regular communication with both Members and Employer Partners to proactively address any issues that may develop. For the employer, this

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<sup>5</sup> Self-sufficiency is defined as wages at or above 200% of the Federal Poverty Guidelines for family size.

approach helps reduce employee turnover costs like interviewing, training, work disruption, and lost productivity. A review of several studies examining employee turnover costs revealed that, for a workers earning less than \$50,000 a year (three quarters of all workers in the United States), costs can range from 10 to 20 percent of the annual salary for that position. For low wage, high turnover positions the average replacement cost is 16 percent of the annual salary. In other words, the cost to replace a \$10/hour retail employee would be \$3,328.

### **III. Study Methodology**

Cincinnati Works engaged the Economics Center to provide Cincinnati Works, its Members, and community supporters with a deeper understanding of the benefits of the organization. The research is comprised of a two-phased approach which includes the development of a comprehensive *Job Placement Analysis* and an *Economic Impact Analysis* for the two-year period of 2013 and 2014. The sample population for this two-year period consists of 766 Members placed in 1,200 jobs across 569 employers.

#### **A. Phase I – Job Placement Analysis:**

This phase identified the industry sectors, occupations, and geographical areas that are impacted by the employment of Cincinnati Works Members by documenting the following:

- Geographic impact of placements (Section V),
- Placements by industry sector, including growth potential in top sectors (Section VI),
- Placements by occupation, including employment trends and advancement opportunities in top occupations (Section VII),
- Placements by gender (Section VIII), and
- Additional job placement characteristics (Section IX).

#### **B. Phase II – Economic Impacts:**

Building on the information gathered in Phase I, Phase II sought to quantify the economic impact of Cincinnati Works by documenting:

- Member profile types,
- Public resources utilized by Members,
- Societal savings resulting from successful Member employment,
- Economic impacts resulting from Member employment, and
- Assessment of 20-year economic impact.

The findings of this study are presented below.

## IV. Economic Impacts

### A. Impacts from Societal Benefits in 2013 and 2014

The societal benefits of Cincinnati Works are produced when its Members become less reliant on various income support programs as a result of being gainfully employed. Although there are expenditures associated with the activities of Cincinnati Works, there are also reductions in social service costs and increases in taxes paid by employed Members.

- With \$4.05 million in program-related expenses during 2013 and 2014, Cincinnati Works helped 766 Members secure employment, facilitating 1,200 placements.
- During 2013 and 2014, Cincinnati Works helped provide a value of \$4.56 million by reducing reliance on social services and increasing income and sales tax collections.
  - During 2013 and 2014, Cincinnati Works placements generated \$679,000 in local and state taxes. In 2014 alone, these new placements generated an additional \$192,000 in income taxes and \$147,000 in sales taxes at the local and state levels.
  - The average equivalent annual income for Members across the past two years is nearly \$19,000, reducing reliance on social services by \$5,070 per person, and producing almost \$886 per person in state and local tax revenue.
  - During 2013 and 2014, Cincinnati Works' placement of Members generated an estimated \$679,000 in tax revenues and saved society \$3.88 million in social costs.
- With average program-related expenses of \$4,650 per Member and societal benefits of \$5,956 per Member, Cincinnati Works' net return on investment comes to \$1,306 per Member, which is a 28.1 percent rate of return, solely from the immediate employment tracking period (one year).

*See Appendix B for Member Earnings calculations.*

*See Appendix C for Member Benefits to Society calculations.*

## **B. Impacts of Personal Benefits**

As a result of Cincinnati Works' programs, its Members derive substantial personal benefits through their employment. Analysis of the duration of placements and the wages earned by Members produced the following findings:

- Once Members are placed in a job, they tend to stay gainfully employed. Those who only experienced a single placement account for 62 percent of Members. Even with Members who experienced multiple placements, their periods of unemployment were very short. Those with two placements (26% of all Members) experienced employment gaps that averaged less than two weeks. Members with three to five placements (11.4%) experienced, on average, combined employment gaps of five weeks or less.<sup>6</sup>
- Members with one or two placements earned average weekly wages of \$395 in their positions. Those with three to five placements generally worked positions that paid slightly less (\$350 per week). Those who had more than five placements (less than 1% of all Members) earned only \$315 weekly, on average.

Since 2011, Cincinnati Works has offered financial literacy education and financial coaching services to Members. The goal is to help Members change their financial behaviors in a way that encourages long-term commitment to increasing income, decreasing expenses, building credit, and acquiring assets – the key elements to becoming truly self-sufficient.

- Growth in net income enables Members to cover more or all of their expenses, and ideally to have money left over to build assets and/or pay down debt.
- Increasing net worth provides Members more security in knowing that they will have the financial resources to handle life's necessities in the case of lost income, and eventually the financial freedom to make longer-term life decisions.
- Improving credit scores eliminates barriers to purchasing a car, renting an apartment, buying a house, enrolling in school, and pursuing other avenues for career advancement and personal stability.

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<sup>6</sup> A handful of Members with six or more placements were excluded from this analysis

**Table 1**

**Measures of Financial Success of Members in Programs at Walnut Street Site**

	<b>2013</b>	<b>2014</b>
Members increasing net income	50	125
Members increasing net worth	15	45
Members increasing credit score	14	49
Members achieving self-sufficiency	79	95

**C. 20-Year Economic Impacts of Investment (1996-2015)**

**KEY TAKEAWAY:** Cincinnati Works' \$25 million investment in Members over the period from 1996 to 2015 has produced total benefits in excess of \$34 million. While this figure is significant, it does not take into account the innumerable benefits, albeit less tangible, experienced by Members and their families in escaping poverty. Cincinnati Works has placed 9,108 Members over 20 years which has helped develop a segment of the regional workforce further driving economic growth and development.

**Activities and Expenditures of Cincinnati Works**

The workforce development process begins with a workshop in which Members receive training in key job skills in addition to comprehensive, personalized coaching to help them work through particular issues that are potential barriers to long-term work success. From 1996 through 2015, a total of 7,185 Members have completed workshops offered by Cincinnati Works (an 80% completion rate for those who started the training). Individuals are required to complete a workshop in order to become a Member of Cincinnati Works.

Cincinnati Works then assists these Members in finding and retaining gainful employment. Many Members are placed in jobs at Employer Partners or other employers that collaborate with Cincinnati Works. Over the past 20 years, 5,813 unique individuals have obtained employment. In some cases, an initial placement ends with some form of separation, and Members are placed in another position. From 1996 through 2015, Cincinnati Works made a total of 9,108 placements.

Total expenditures by Cincinnati Works over its 20-year history have totaled \$24.9 million, when measured in 2015 dollars.<sup>7</sup> This means that the average cost per Member placed comes to \$4,284. As shown in the figure below, these costs have varied from year to year, but there appear to be three distinct periods that have each exhibited a different cost pattern.

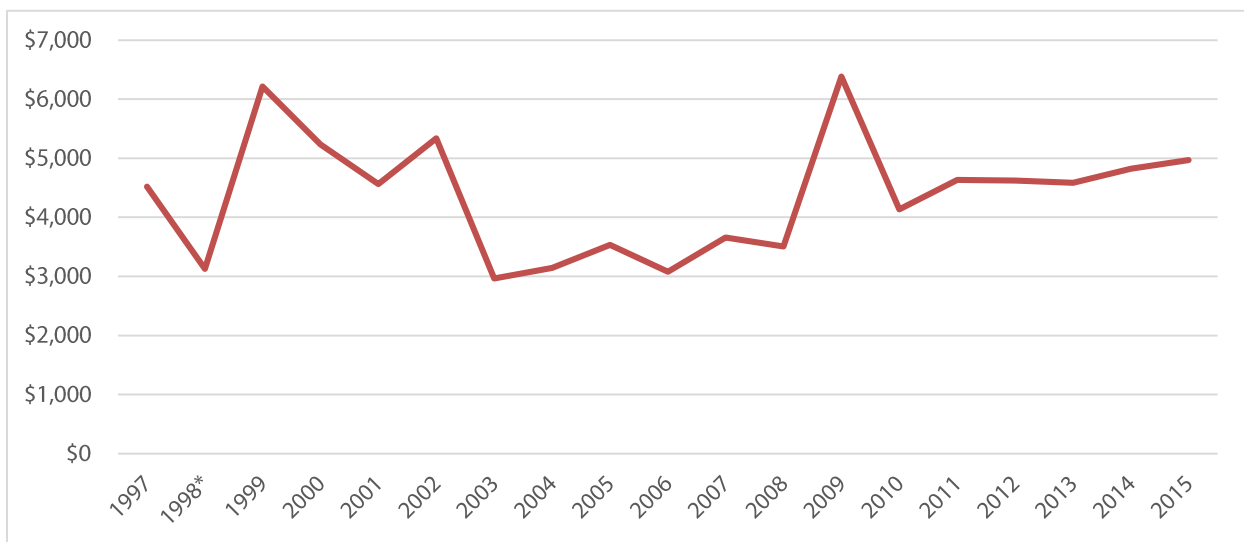
<sup>7</sup> Total expenditures, as reported by Cincinnati Works in its financial statements, come to \$22,124,605 from its beginning in 1996 through 2015.



During the initial years of Cincinnati Works operations (1996-2002), costs per Member placed generally increased from \$4,500 to \$5,300 per placement. In the middle years (2003-2008), the cost per Member placement was much lower, ranging from \$2,900 to \$3,500. In the latest period (2009-2015), as Cincinnati Works has expanded its programming to address a broader range of objectives, costs have been higher, fluctuating between \$6,300 in 2009 and \$5,000 per placement in 2015. This was largely a factor of the Great Recession, when the volume of job openings dropped dramatically, resulting in fewer job placements and more intensive effort applied to finding and making placements. Also in recent years, Cincinnati Works has seen a shift in the demographics of the Members – to individuals with multiple and more complex barriers to address. Cincinnati Works expanded its programming to address the changing needs of the Members.

**Figure 3**

**Cincinnati Works Total Operating Cost per Member Placed, in 2015 Dollars**



Note: Costs for 1996-1998 are based on an estimated allocation of spending and placements.

### **Economic Impacts**

In considering the community benefit of Cincinnati Works, a useful perspective is to assess the total impact of the Organization’s 20 years’ worth of accomplishments. What does a \$25 million investment in workforce “infrastructure” produce?

Early on, Cincinnati Works recognized that a significant part of the local workforce was not suitable for employment, much as certain forms of physical infrastructure can cease to be functional if neglected. In response, it has invested in helping its Members develop the workforce skills they need in order to find employment and succeed at work. This investment,

over the two decades of the operations, amounts to \$24.9 million when all spending is adjusted to 2015 dollars.

Spending by Cincinnati Works can be said to function in a manner similar to investment in other forms of infrastructure, which help to accelerate economic growth and development. By making expenditures that improve the size and quality of the local workforce, Cincinnati Works has helped to develop a segment of the Cincinnati workforce, with the consequent acceleration of economic returns on that investment.

To determine the magnitude of this economic impact, the Economics Center conservatively estimated the benefits from the investment of Cincinnati Works by only counting returns through the end of 2014 for persons placed in 2013. This approach limits the benefit period to an average of 18 months (on average, from the middle of 2013 through the end of 2014).

Assuming that, on average, Cincinnati Works has been as effective throughout its history as it was in 2013 and 2014, the table below provides a simple calculation of the total economic impacts over 20 years. **Measured in 2015 dollars, the total societal benefits estimated to have occurred as a result of the partnership between Cincinnati Works and its Members have reached a level that is nearly \$10 million more than the investment.** Furthermore, this number is a conservative assessment, as it only counts the benefits generated in the initial year of a Member’s employment.

**Table 4**

**20-Year Economic Impact of Cincinnati Works’ Initial Returns on Investment (2015 \$)**

Members Placed:	5,813	Members Placed:	5,813
Cost per Member	\$4,284	Benefits per Member	\$5,956
Total Cost	\$24,900,000	Total Benefits	\$34,620,000

Even using the lower annual benefits figure of \$4,697 per Member, arrived at in the 2013 Cincinnati Works study, it appears that **Cincinnati Works generates a positive return on its investment within 12 to 18 months of making that investment.**

**D. Revenue Sources**

This economic return has been made possible primarily through private investments. For most of its 20-year history, Cincinnati Works has been funded only through private sources, including foundations, corporations, individuals, and the United Way of Greater Cincinnati.

In recent years, Cincinnati Works has also received public funding to build new capabilities and expand its footprint. In 2011, Cincinnati Works was awarded a five-year federal Social Innovation Fund grant through LISC (Local Initiatives Support Corporation), and in 2014 the City of Cincinnati granted financial support to Cincinnati Works to help expand its impact on

the poverty issues in the City. These public funding sources have not displaced the private investments but rather have supplemented the private investments to fuel capacity building and expansion.

The revenues that supported the operations of Cincinnati Works in 2015 came primarily from three sources: individuals (24%), public grants (24%), and foundations (23%). The remaining funding came from the following sources: corporations (15%), United Way (10%), and in-kind donations (4%). More than 90 percent of annual funding for Cincinnati Works, both private and public, has come from local contributors.

## **V. Geographic Impacts**

Using Cincinnati Works' employment data for 2013 and 2014, the Economics Center geocoded Cincinnati Works employers and Member placements to measure the geographic impact of the Organization. A comparison of employers by zip code to placements by zip code, demonstrates that:

- Employers and job placements were concentrated in the City of Cincinnati, especially the Central Business District (CBD), areas north of Cincinnati including Blue Ash and Springdale, and Northern Kentucky communities of Hebron, Florence, and Fort Mitchell.
- This suggests that Members most frequently sought and found employment along key transportation corridors and bus routes, including Interstates 71 and 75, and the corresponding parallel major transportation arterials. This is a result of intentional efforts by Cincinnati Works to enlist Employer Partners along bus routes in order to minimize transportation barriers for Members.

The findings for the top 16 zip codes, based on the numbers of employers and Member placements, are presented below.

### **A. Employer Locations:**

The Economics Center identified the top 16 zip codes with the largest numbers of employers as shown in Table 5. The findings are:

- Employers seeking employees were broadly dispersed within the more densely-populated areas of the Cincinnati Metropolitan Statistical Area (MSA).
- Generally, employers were concentrated centrally, within the Interstate 75 and 71 corridors.
- Of the 512 employers (89.9% of total employer partners) with whom Cincinnati Works Members were placed within the MSA, the heaviest concentration was found within

the City of Cincinnati, a total of 276 (53.9% of all MSA employers). Of these employers, 94 (18.4% of the total) were located within 45202, the primary zip code of the central business district (CBD), and another 182 (35.5%) within other City neighborhoods.

- Approximately 10 percent of employers with whom Cincinnati Works Members were placed were located outside of the Cincinnati MSA.
- There were 37 employers in the Hebron and Florence areas, and 44 employers within the Blue Ash/Springdale area.
- The top 16 zip codes include 305 employers that accepted 803 Member placements from Cincinnati Works.

The table below compares the locations of employers in 2013-2014 with those of the previous five years. Most of these zip codes show comparable numbers of employers from one period to the next. The Cincinnati CBD continues to top the list, and most of the largest counts are in the same geographic areas.

**Table 5**

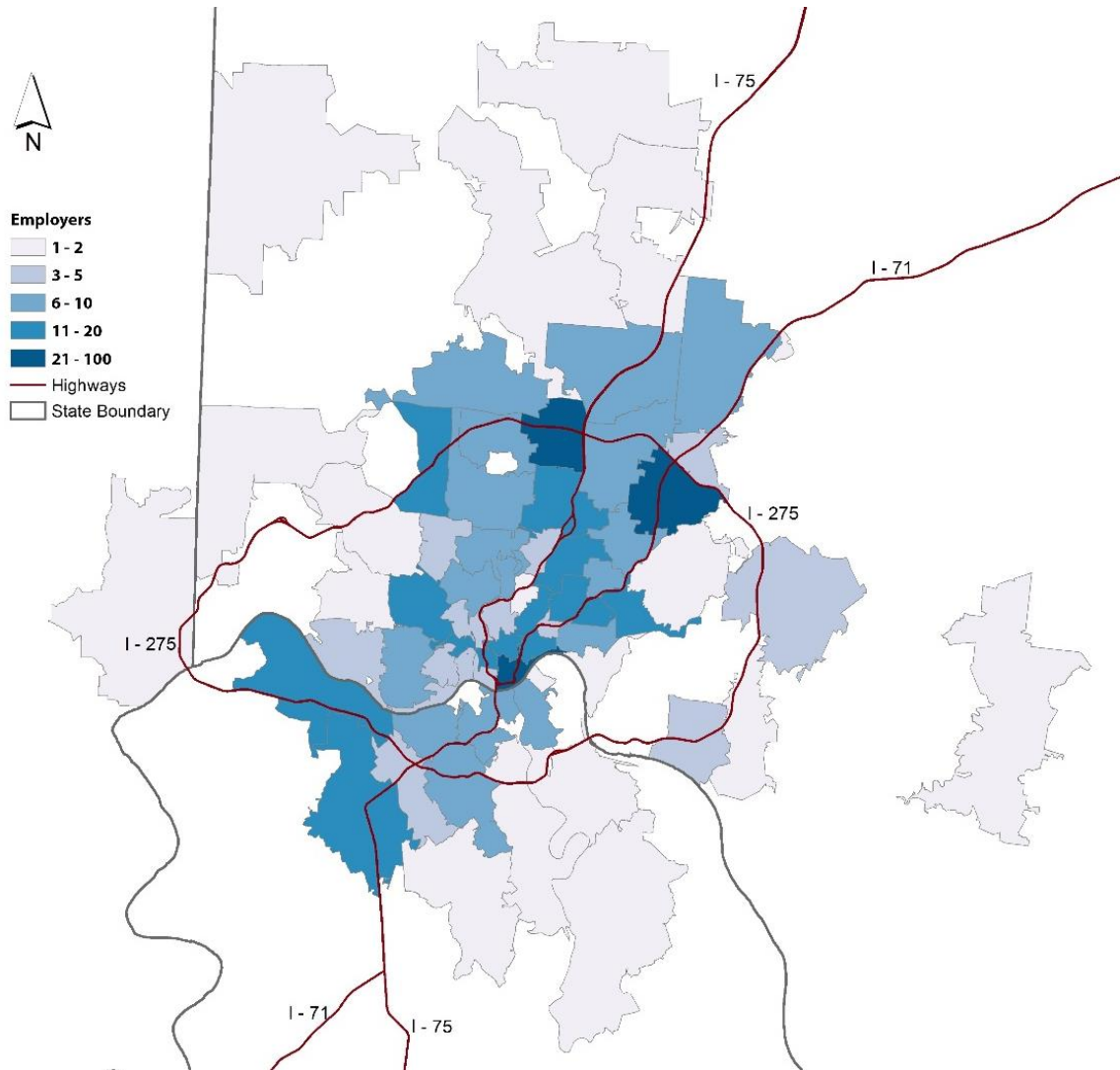
**Top 16 Zip Codes by Employers, 2013-2014<sup>8</sup>**

Zip	Community	Employers		Rank	
		2008-12	2013-14	2008-12	2013-14
<b>45202</b>	Downtown	116	94	1	1
<b>45242</b>	Blue Ash	21	23	5	2
<b>45246</b>	Springdale	24	21	2	3
<b>41042</b>	Florence	17	19	8	4
<b>45237</b>	Bond Hill	21	17	5	5
<b>45209</b>	Oakley	9	16	-	6
<b>45214</b>	Fairmt/West End	8	13	-	7
<b>45215</b>	Lockland/Reading	11	13	11	8
<b>41048</b>	Hebron	7	12	-	9
<b>45229</b>	Avondale	13	12	9	10
<b>45212</b>	Norwood	10	12	14	11
<b>45219</b>	Corryville	9	12	-	12
<b>45206</b>	Walnut Hills	21	12	5	13
<b>45211</b>	Westwood	11	12	11	14
<b>45227</b>	Madisonville/Fairfax	10	11	14	15
<b>45251</b>	Colerain	11	11	11	16

<sup>8</sup> Employer location may differ from actual place of work.

Figure 4

Cincinnati Works 2013-2014 Employers, by Zip Code



**B. Member Placements<sup>9</sup>:**

The Economics Center also identified the top 16 zip codes for Member placements. The highlights of this analysis are:

- Although there were placements throughout the Cincinnati MSA, Member placements were concentrated centrally and along key transportation corridors and bus routes, especially Interstates 71 and 75 and the parallel major arterials.

<sup>9</sup> Member placements and employer locations are calculated as the subset of total employers and employees for whom location data were provided. These data were for a total of 1,100 out of 1,200 Member placements.

- Placements spanned 70 unique zip codes, covering most of Hamilton County and numerous communities in the surrounding counties.
- The heaviest concentrations of placements were found within the City of Cincinnati, with a total of 614 placements (55.8% of the MSA total). Of these, 252 (22.9% of the total) were within 45202 in the CBD, while another 362 (32.9%) were in other neighborhoods of the City.
- There were 155 placements in Hebron and Florence and 103 placements within the Blue Ash/Springdale area.

**Table 6**

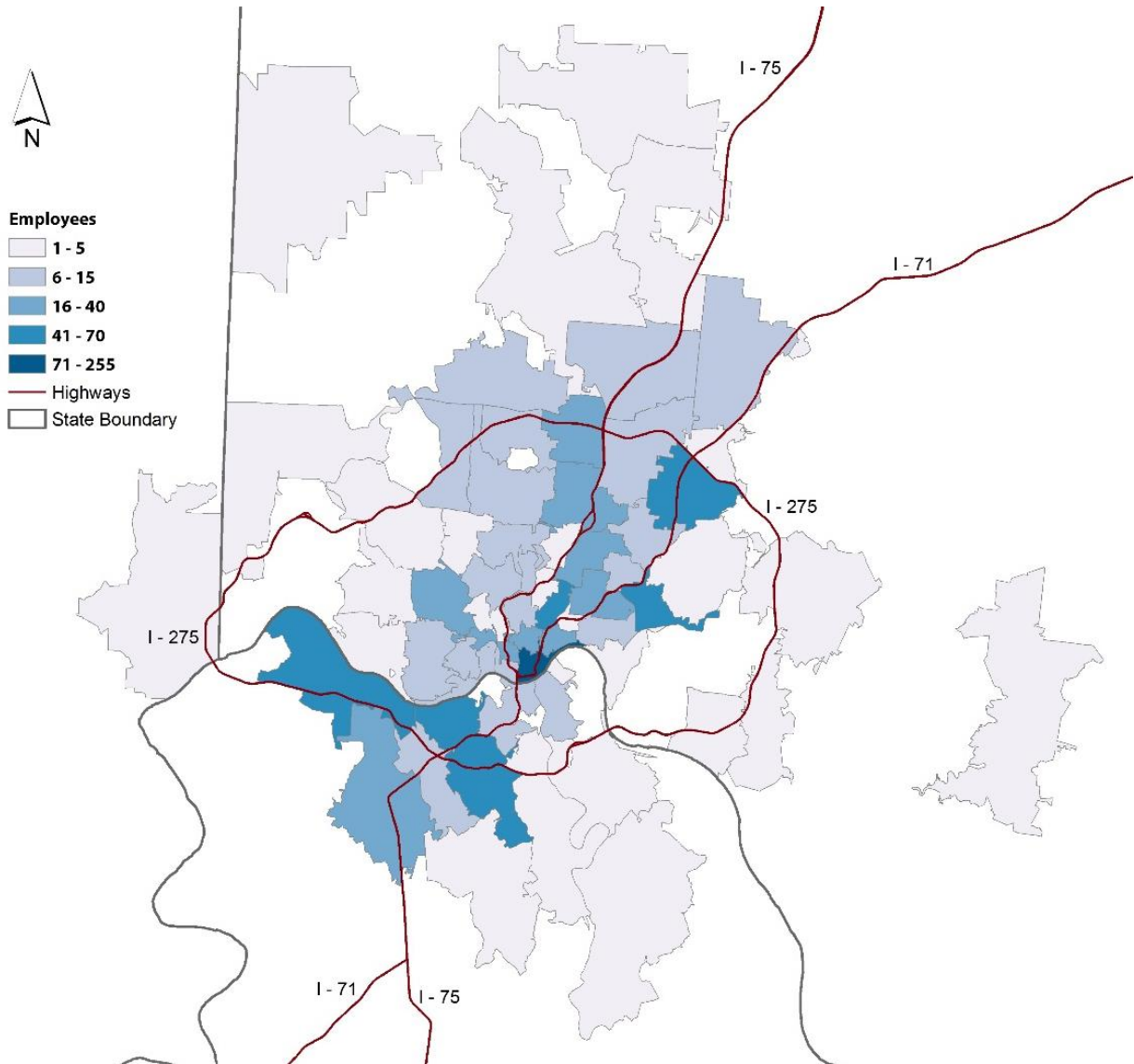
**Top 16 Zip Codes by 2013-2014 Placements<sup>10</sup>**

Zip	Community	Placements
<b>45202</b>	Downtown	252
<b>45242</b>	Blue Ash	68
<b>41048</b>	Hebron	68
<b>45229</b>	Avondale	50
<b>41017</b>	Fort Mitchell	50
<b>45227</b>	Madisonvl/Fairfax	41
<b>41042</b>	Florence	37
<b>45246</b>	Springdale	35
<b>45212</b>	Norwood	34
<b>45209</b>	Oakley	28
<b>45237</b>	Bond Hill	27
<b>45214</b>	Fairmt/West End	27
<b>45219</b>	Corryville	26
<b>45215</b>	Lockland/Reading	22
<b>45206</b>	Walnut Hills	22
<b>45211</b>	Westwood	16

<sup>10</sup> Employer location may differ from actual place of work.

Figure 5

Cincinnati Works 2013-2014 Employee Placements, by Zip Code



Comparison of placements in 2013 and 2014 with those of the previous five years uses average annual figures to account for the shorter time period of this analysis. Although there is slightly less continuity than was observed in the analysis of employers, the pattern of placements is largely the same.

- The CBD has far and away the most placements. It is also notable that the rate of placements in 2013 and 2014 exceeds the rate for 2008-2012 in 12 of the top 16 zip codes.

**Table 7**

**Top 16 Zip Codes, by Average Annual Placements in 2013-2014**

Zip	Community	Employers		Avg. Ann. Placements	
		2008-12	2013-14	2008-12	2013-14
<b>45202</b>	Downtown	116	94	103	<b>126</b>
<b>45242</b>	Blue Ash	21	23	13	<b>34</b>
<b>41048</b>	Hebron	7	12	16	<b>34</b>
<b>45229</b>	Avondale	13	12	26	<i>25</i>
<b>41017</b>	Fort Mitchell	11	6	10	<b>25</b>
<b>45227</b>	Madisonvl/Fairfax	10	11	19	<b>21</b>
<b>41042</b>	Florence	17	19	27	<i>19</i>
<b>45246</b>	Springdale	24	21	13	<b>18</b>
<b>45212</b>	Norwood	10	12	19	<i>17</i>
<b>45209</b>	Oakley	9	16	7	<b>14</b>
<b>45237</b>	Bond Hill	21	17	9	<b>14</b>
<b>45214</b>	Fairmt/West End	8	13	10	<b>14</b>
<b>45219</b>	Corryville	9	12	5	<b>13</b>
<b>45215</b>	Lockland/Reading	11	13	7	<b>11</b>
<b>45206</b>	Walnut Hills	21	12	14	<i>11</i>
<b>45211</b>	Westwood	11	12	5	<b>8</b>

Note: Zip codes with increased average annual placement rates for 2013 and 2014 are shown in **bold**, while those with lower rates are shown in *italics*.



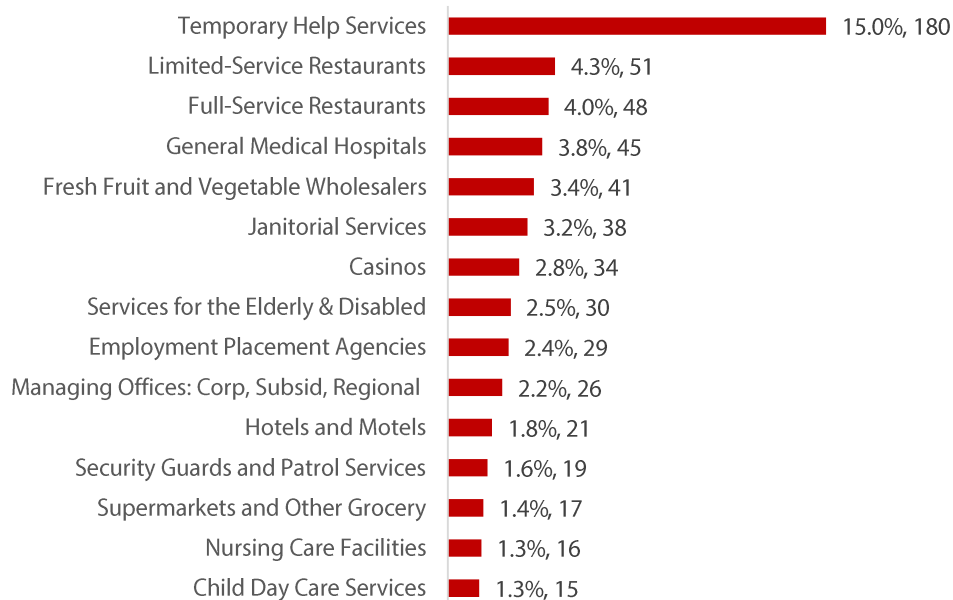
## VI. Job Placement Analysis by Industry

### A. Placements by Industry Sector:

The 2013 and 2014 employers were coded to a particular industry using the North American Industry Classification System (NAICS), the standard used by federal statistical agencies in classifying business establishments.

There were 1,200 Member placements during this time period. While 180 placements (15.0%) occurred in the Temporary Help Services classification, the significant majority of placements (85%) were direct hire placements across all other industries. The top 15 industries collectively accounted for 610, a sizeable share of all placements (50.8%). Cincinnati Works has been more successful at placing Members directly in positions rather than through temporary job help services in 2013 and 2014 (85%) than in 2008 to 2012 (77.7%).

**Figure 6**  
**Top 15 Industries by Number of Cincinnati Works Placements, 2013-2014**



**Table 8****Top 15 Industries by Number of Cincinnati Works Placements, 2013-2014**

NAICS	Industry	# Placed	Jan 2013 Jobs	Dec 2014 Jobs	2-Year Growth	Annual Openings
561320	Temporary Help Services	180	21,092	23,315	10.5%	1,111
722513	Limited-Service Restaurants	51	31,007	33,863	9.2%	1,428
722511	Full-Service Restaurants	48	40,135	42,446	5.8%	1,155
622110	General Medical Hospitals	45	45,140	46,701	3.5%	781
424480	Fresh Fruit and Vegetable Wholesalers	41	764	784	2.7%	10
561720	Janitorial Services	38	7,178	7,663	6.8%	242
713210	Casinos	34	2,772	3,708	33.8%	468
624120	Services for the Elderly & Disabled	30	4,335	5,087	17.4%	376
561311	Employment Placement Agencies	29	2,534	2,639	4.1%	52
551114	Managing Offices: Corp, Subsd, Regional	26	40,653	41,546	2.2%	446
721110	Hotels and Motels	21	5,929	6,094	2.8%	82
561612	Security Guards and Patrol Services	19	3,215	3,382	5.2%	83
445110	Supermarkets and Other Grocery	17	16,597	16,347	-1.5%	(125)
623110	Nursing Care Facilities	16	16,400	16,111	-1.8%	(145)
624410	Child Day Care Services	15	6,690	6,656	-0.5%	(17)

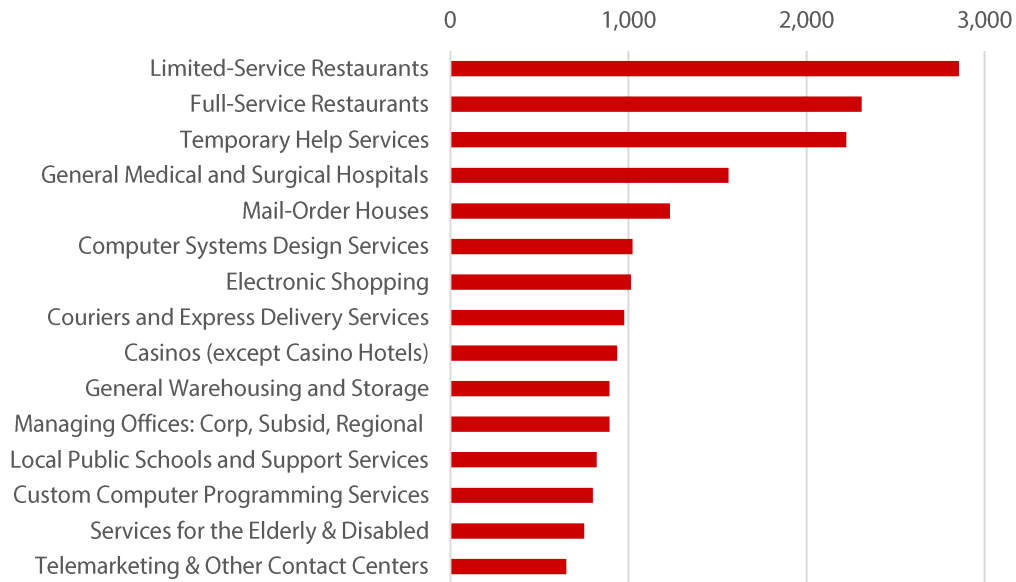
**B. Growth by Industry Sector:**

Using the NAICS codes and data from the Bureau of Labor Statistics (BLS) for the 2013-2014 time period, the fastest growing industries within the Cincinnati MSA were identified and are noted below, in order of job growth. During this time period, the top 15 industries collectively gained 18,946 jobs within the MSA.

- During 2013 and 2014, Cincinnati Works was able to place 324 Members (27% of total placements) in the top four industries with the most growth potential in the Cincinnati MSA.

**Figure 7**

**Top 15 Industries for Job Growth in the Cincinnati MSA, 2013-2014**



**Table 9**

**Top 15 Industries for Job Growth in the Cincinnati MSA, 2013-2014**

NAICS	Industry	# Placed	Jan 2013 Jobs	Dec 2014 Jobs	2-Year Growth	Growth Rate
722513	Limited-Service Restaurants	51	31,007	33,863	2,856	9.2%
722511	Full-Service Restaurants	48	40,135	42,446	2,310	5.8%
561320	Temporary Help Services	180	21,092	23,315	2,223	10.5%
622110	General Medical and Surgical Hospitals	45	45,140	46,701	1,561	3.5%
454113	Mail-Order Houses	-	1,405	2,639	1,234	87.8%
541512	Computer Systems Design Services	-	4,595	5,618	1,022	22.2%
454111	Electronic Shopping	-	1,890	2,904	1,014	53.6%
492110	Couriers and Express Delivery Services	9	6,046	7,022	977	16.2%
713210	Casinos (except Casino Hotels)	34	2,772	3,708	937	33.8%
493110	General Warehousing and Storage	-	6,061	6,954	893	14.7%
551114	Managing Offices: Corp, Subsd, Regional	26	40,653	41,546	893	2.2%
903619	Local Public Schools & Support Services	-	2,083	2,906	822	39.5%
541511	Custom Computer Program. Services	-	3,541	4,342	801	22.6%
624120	Services for the Elderly & Disabled	30	4,335	5,087	752	17.4%
561422	Telemarketing & Other Contact Centers	6	1,991	2,643	651	32.7%

**C. Employment Trends and Advancement Opportunities:**

When comparing Cincinnati Works Member placements to the top 15 industries with the largest job growth in the Cincinnati MSA, the following employment trends and advancement opportunities are noted:

- Cincinnati Works is making 50.8 percent of its placements in its top 15 industries.
- Cincinnati Works has made placements in nine of the top growth industries in the Cincinnati MSA (429 placements, 35.8%), including seven industries with more than 25 placements, as listed below:
  - Temporary Help Services (180 jobs)<sup>11</sup>;
  - Limited-Service Restaurants (51 jobs);
  - Full-Service Restaurants (48 jobs);
  - General Medical Hospitals (45 jobs);
  - Casinos (34 jobs);
  - Services for the Elderly & Disabled (30 jobs); and,
  - Managing Offices: Corporate, Subsidiary, Regional (26 jobs).
- By continuing to track employment trends for entry-level employee industries and placing Members in growth industry opportunities, Cincinnati Works will be in a position to place greater numbers of its Members, as well as protect them from job losses caused by downsizing.
- Of the top 15 industries for Cincinnati Works placements, seven are within the top 15 growth industries for the Cincinnati MSA. This is improved from the 2008-12 study in which Cincinnati Works placements were in 3 of the top 10 growth industries.

**Figure 8**

**Placements in Fastest Growing Industries**

**Top 15 Industries for Cincinnati Works Placements    Top 15 Industries for Area Job Growth**



<sup>11</sup> In addition, many temporary help placements are made in other growth industries.

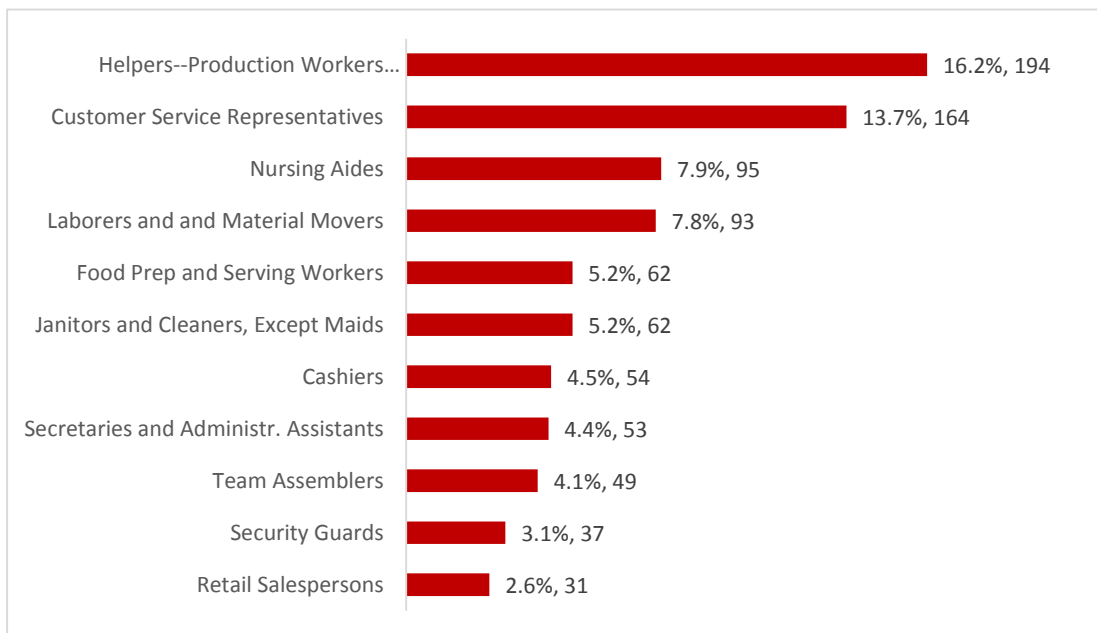
## VII. Job Placement Analysis by Occupation

The 2013 and 2014 placements were coded to particular occupations using the Bureau of Labor Statistics' Standard Occupational Classification System.

- There were 1,200 Member placements during this time period.
- The top 11 occupations, which account for all but a quarter of all placements, are identified here.
- There were 863 Member placements during this time period among the top 11 occupations (71.9% of total placements).

**Figure 9**

**Top 11 Occupations by Number of Cincinnati Works Placements, 2013 – 2014**



**Table 10****Top 11 Occupations by Number of Cincinnati Works Placements, 2013-2014**

<b>SOC</b>	<b>Occupation</b>	<b># Placed</b>	<b>Jan 2013 Jobs</b>	<b>Dec 2014 Jobs</b>	<b>2-Year Growth</b>	<b>Occ Median Hr Wage</b>
51-9198	Helpers--Production Workers (incl. Packers and Packagers: 53-7064)	<b>194</b>	10,435	11,146	6.8%	\$10.28
43-4051	Customer Service Representatives	<b>164</b>	16,747	17,656	5.4%	\$14.75
31-1011	Nursing Aides	<b>95</b>	7,109	7,711	8.5%	\$10.04
53-7062	Laborers and Material Movers	<b>93</b>	17,369	18,510	6.6%	\$11.27
35-3021	Food Prep and Serving Workers	<b>62</b>	27,298	29,234	7.1%	\$8.96
37-2011	Janitors and Cleaners, Except Maids	<b>62</b>	14,413	15,043	4.4%	\$10.36
41-2011	Cashiers	<b>54</b>	20,685	20,978	1.4%	\$9.13
43-6014	Secretaries and Administr. Assistants	<b>53</b>	11,689	12,072	3.3%	\$15.67
51-2092	Team Assemblers	<b>49</b>	7,003	7,347	4.9%	\$15.06
33-9032	Security Guards	<b>37</b>	6,016	6,302	4.7%	\$12.75
41-2031	Retail Salespersons	<b>31</b>	28,011	28,227	0.8%	\$10.09

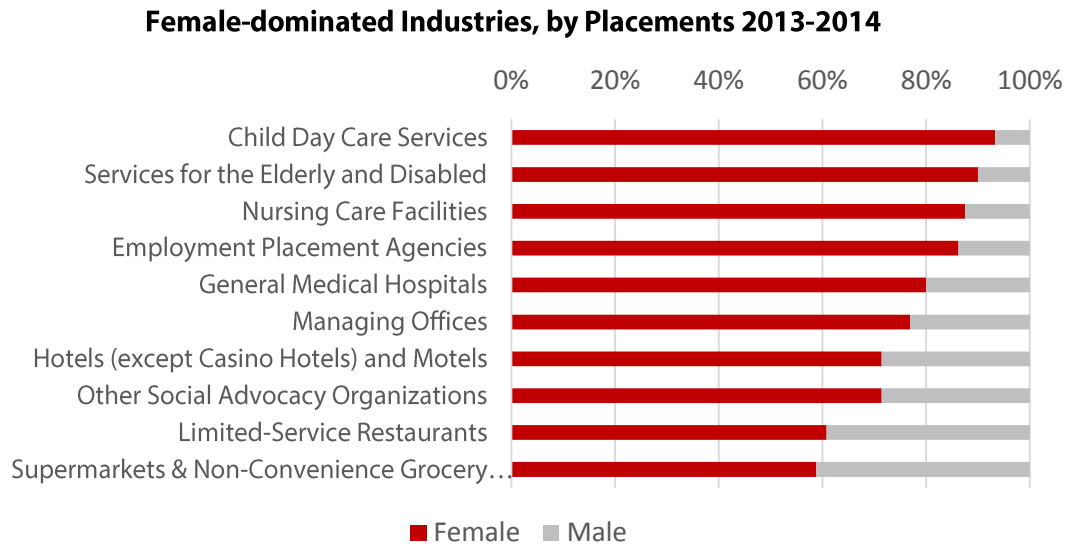
## VIII. Job Placement Analysis by Gender

It is well known that a gender gap in wages exists across many industries, both nationally and locally. Although this gender gap has narrowed somewhat in recent years, disparities in wages between men and women continue to be an issue for concern.

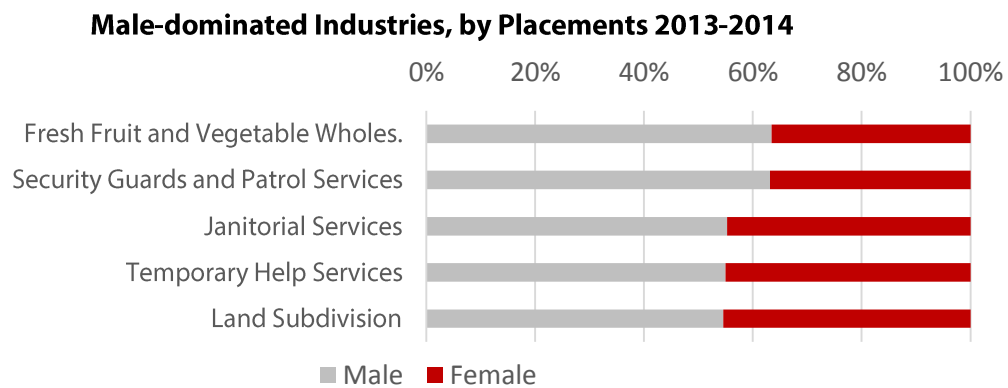
An examination of Cincinnati Works placements for 2013 and 2014 found that there were gender differences in placements by industry. Specifically:

- The number of industries dominated by female placements is twice as large as the number of male-dominated ones.
- Many female-dominated industries are heavily female, while male-dominated ones are only mildly so.

**Figure 10**



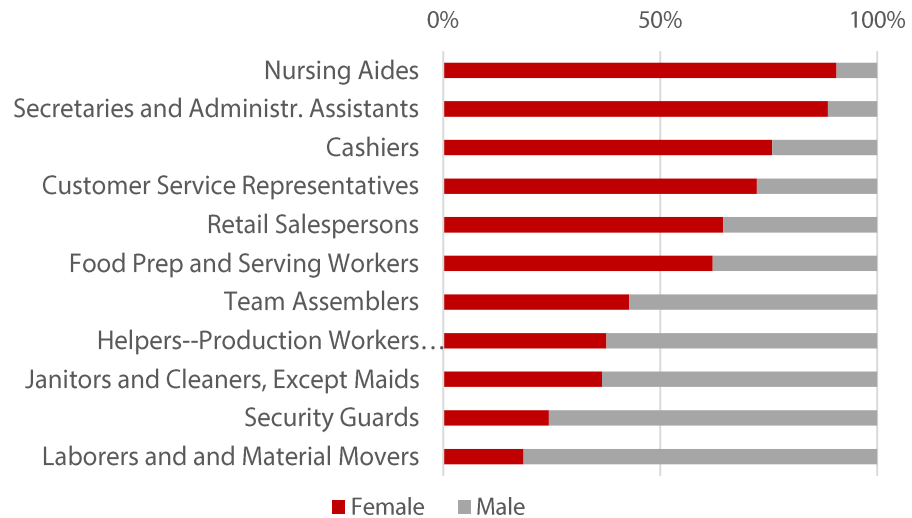
**Figure 11**



Looking at placements in the top occupations, some are female-dominated and some are male-dominated, but there is an almost even split between male and female placements overall.

**Figure 12**

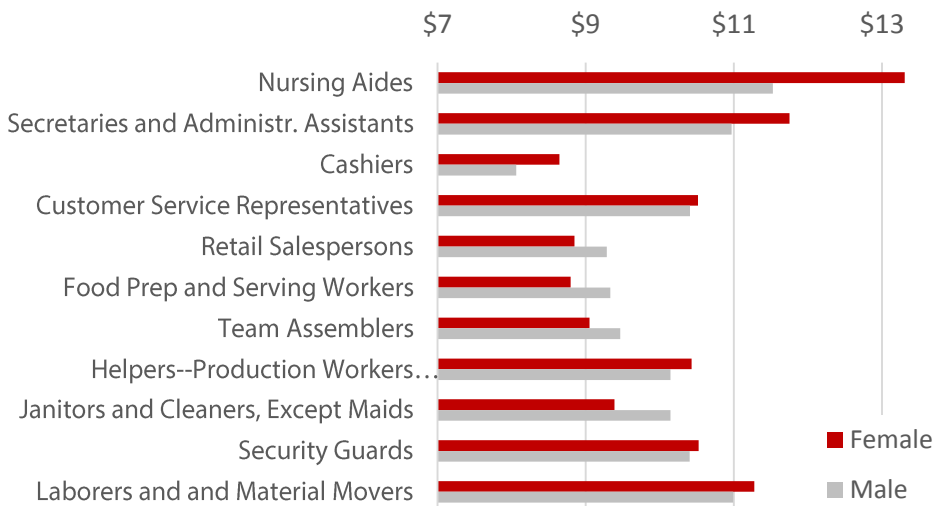
**Gender Mix in Top Occupations**



Wage differences between men and women in top occupations are negligible, except among Nursing Aides. Controlling for both occupation and industry, the gender gap in wages amounts to less than two percent.

**Figure 13**

**Wages in Top Occupations**





## IX. Additional Job Placement Characteristics

An analysis of the 1,200 placements of 766 Cincinnati Works Members during 2013 and 2014 revealed that most Members (62%) had only one job placement, while a lesser proportion (12%) had three or more placements. The occurrence of multiple placements for some Members may be indicative of issues affecting employment stability including mental health issues or lack of a good initial job match. In a comparison of those with only a single placement to those with exactly two placements and then again to those with three or more placements, about 60 percent of Members in each group immediately or eventually found a position that resulted in longer term or ongoing employment without termination.

This analysis also disclosed that certain job characteristics are associated with higher job retention. Two particular relationships emerged.

Higher pay is associated with greater retention. Among those placed in 2013:

- More than one-quarter of the placements in positions paying less than \$10 an hour lasted less than two months;
- Less than half of Members in placements earning less than \$10 an hour worked at least six months or were still in their position at the end of 2014;
- Only one in ten of those earning \$12.50 an hour or more lasted less than two months; and,
- Approximately 75 percent of Members worked at least six months or were still in their position at the end of 2014.

Offering benefits is also associated with greater retention. Members who were offered benefits were more likely to still be in their jobs at the end of 2014. For Members working 40 hours a week, access to benefits only made them slightly more likely to retain employment, but among those working fewer hours, Members who were offered benefits were 50 percent more likely to be working in those positions at the end of 2014. On the other hand, the number of hours worked weekly does not, by itself, appear to directly affect duration of employment.

Cincinnati Works Employer Partners benefit from increased employee retention as well. A significant amount of literature exists on the topic of employee turnover. The cost of replacing a worker can be substantial and literature suggests that turnover cost often exceeds 10 percent of a position's yearly wage<sup>12</sup>.

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<sup>12</sup> Hinkin, T. R., & Tracey, J. B. (2000). The cost of turnover. *Cornell Hotel and Restaurant Administration Quarterly*, 41(3), 14-21. Retrieved from <http://search.proquest.com/docview/209700228?accountid=2909>.

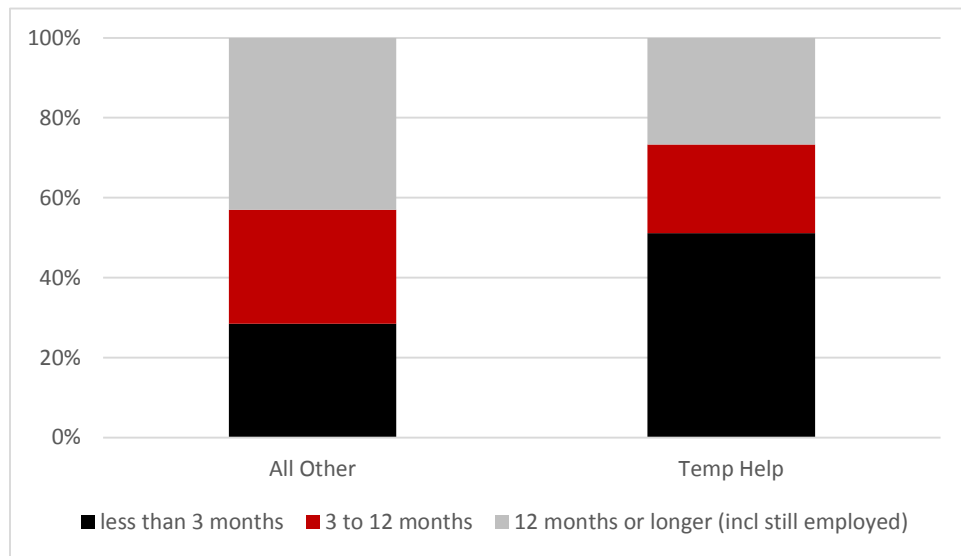
## Comparison of Placements in Temporary Help Services to Those in All Other Industries

Cincinnati Works has an expressed preference for placing Members directly with employers, rather than indirectly through temporary help services agencies. This policy has been grounded in the belief that such placements result in better outcomes for the Members.

Figure 13 shows Members employed in the Temporary Help Services industry are 38 percent less likely to stay employed for a year or longer, compared to placements in all other industries. Their placements are nearly twice as likely to be short term (under three months) than all other placements.

**Figure 13**

**Placement Duration for All Occupations by Industry**



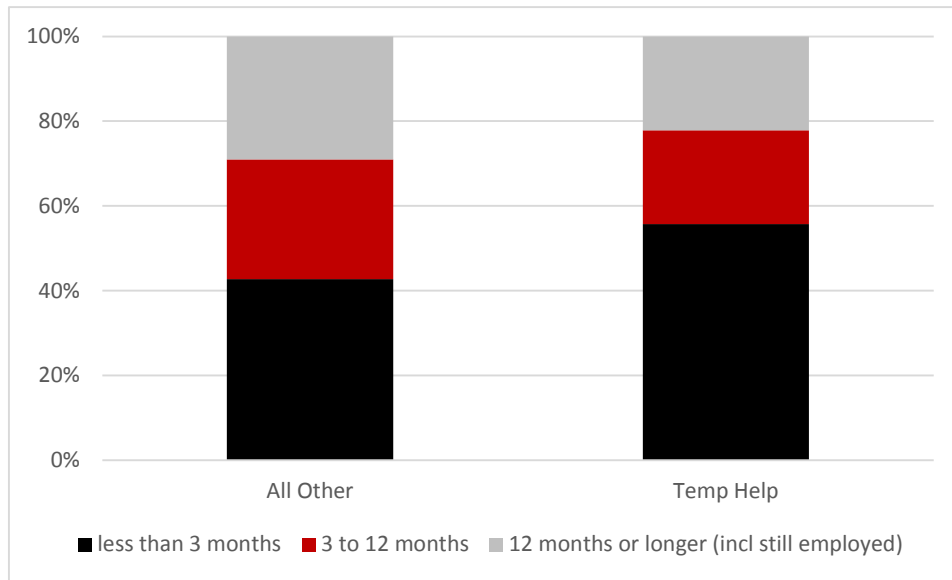
This disparity is diminished, but still clearly evident, when the comparison is limited to placements in other industries within the three dominant occupations in Temporary Help Services. Most Members placed in the Temporary Help Services industry found work in the following occupations:

- Helpers--Production Workers - 45%,
- Laborers and Material Movers - 21%,
- Team Assemblers - 16%.

For these occupations, the people who were employed through Temporary Help Services (Temp Help) tend to stay less than three months at their job as compared to the other industries. But once they have been employed for more than three months, their tenure of employment becomes more comparable to those in other industries.

**Figure 14**

**Placement Duration for Dominant Occupations in Temporary Help Services**



In the occupation of Helpers, the wage division is equal between Temp Help and non-Temp Help employees but the Temp Help employees worked for a shorter duration in a week. This was also true those employed in the occupation of Team Assemblers. The contrary trend was observed with the Laborers and Material Movers. The employees placed in Temp Help businesses worked longer hours with the same average hourly wages.

## **X. Member Profile**

During the 2013-2014 period of the study, Cincinnati Works placed 766 Members into jobs. The average Member profile is described below, and provides insight as to some of the barriers to finding employment.

Overall:

- The median age is 33;
- 56 percent are female and 44 percent are male;
- 80 percent are black, 15 percent are white, and 5 percent are various other races;
- 45 percent are black females and 35 percent are black males;
- 80 percent are single, 7 percent are married, and 13 percent are divorced, widowed, or separated;
- 72 percent have no children in the home and 28 percent have children in the home;
- 66 percent rely on public transportation.

Notably:

- 44 percent have some sort of criminal record (up from 36% for 2008-2012);
- 11 percent lack a high school diploma or equivalent (down from 17% for 2008-2012); and,
- 77 percent lack a post-secondary degree or credential.

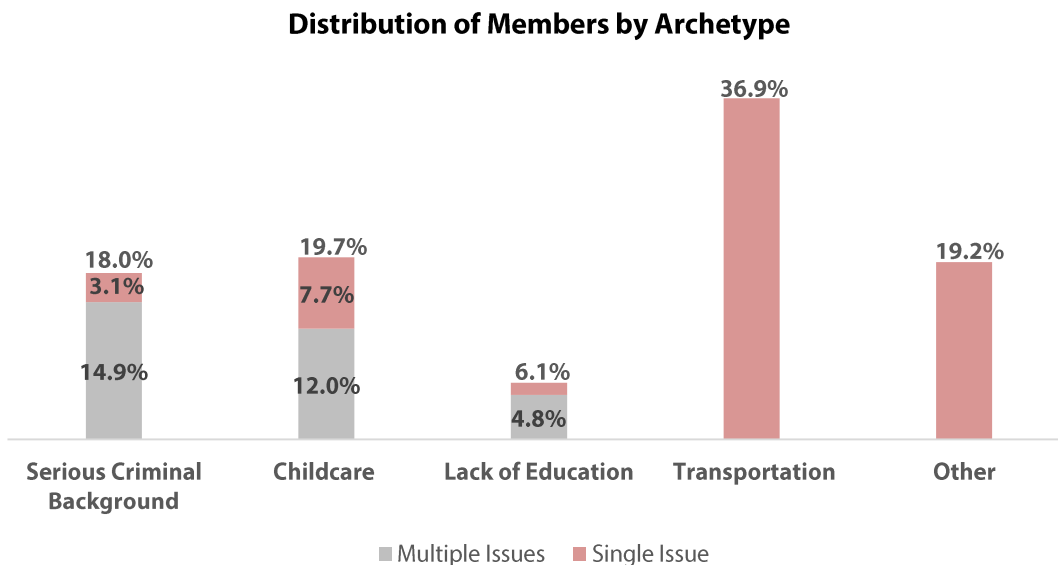
Many of the descriptors above present challenges, and frequently result in barriers when Members search for employment opportunities. To effectively secure and sustain employment, Cincinnati Works strives to assist Members in addressing these challenges including childcare, criminal record, as well as lack of transportation and education.

## XI. Societal Impacts

With information obtained by Cincinnati Works regarding each Member's personal limitations for successfully finding employment, Members were carefully assessed and placed into five archetypes, based on their primary employment limitation.

As shown in Figure 15 below, the most common archetype is reliance on public transportation, which accounts for 36.9 percent of all Members. The least common archetype is lack of education, with only 6.1 percent of all Members, but only 1.3 percent of Members are confronted solely with this issue, while 4.8 percent face multiple issues. Overall, 31.7 percent of Members have multiple issues. Members face additional limitations which pose substantial challenges to finding steady employment but these are more difficult to quantify for example mental/behavioral health, housing stability, etc.

Figure 15



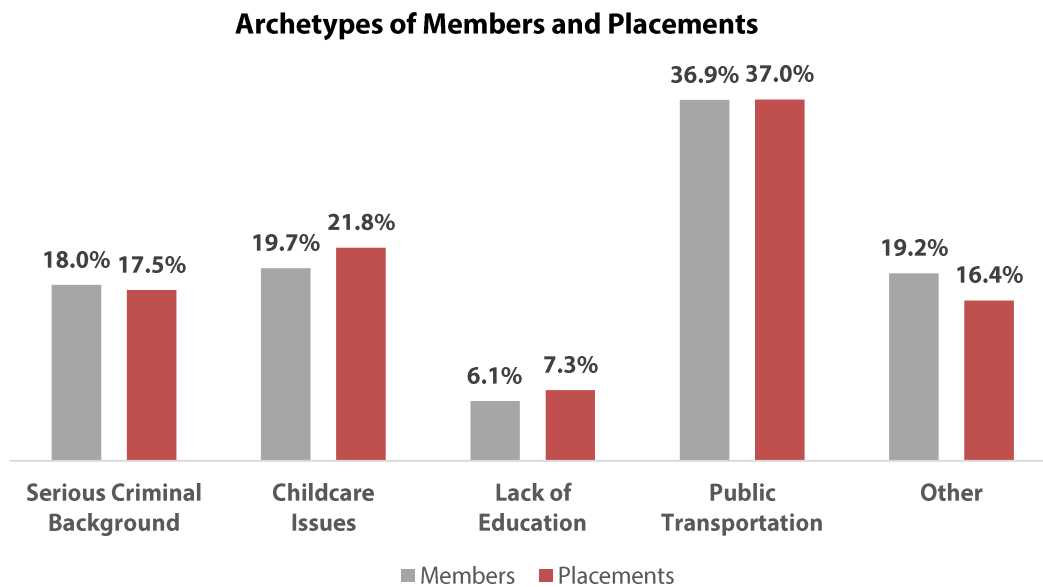
Many Members in the first three archetypes have multiple issues that create additional barriers to employment. Table 11 below indicates that reliance on public transportation is not only the most common archetype, but also the most common additional issue.

**Table 11**

<b>Number of Cincinnati Works Members in Each Archetype and Issues Faced</b>					
<b>Issues</b>	<b>Serious Criminal Background</b>	<b>Childcare Issues</b>	<b>Lack of Education</b>	<b>Public Transportation</b>	<b>Other</b>
no other issue	24	59	10	283	147
childcare	34	-	-	-	-
education	24	12	-	-	-
transportation	93	90	37	-	-
<b>Total in Archetype</b>	<b>175</b>	<b>161</b>	<b>47</b>	<b>283</b>	<b>147</b>

The distribution of placements by archetype is comparable to the distribution of Members, but they do not match completely. Where the proportion of placements is greater than the proportion of Members, this is indicative of greater difficulty in achieving a permanent or long term placement. This appears to occur primarily in the Childcare and Education archetypes, each of which has a higher percentage of placements than its percentage of Members.

**Figure 16**



**Serious Criminal Background (18.0% of 2013-2014 Members, up from 15.8% for 2008-2012):**

This archetype includes Members that have seven misdemeanors or any felonies at the time of application. These Members are typically in their 30s with no children, and due to a criminal background, experience a significant barrier in the job market. A Member with a serious criminal background differs solely from the average Member in facing this limitation. The increase in placement rates for Members in this archetype is explained by more employers accepting Members

and deliberate efforts by Cincinnati Works to build relationships with employers with more open policies on criminal records. This group:

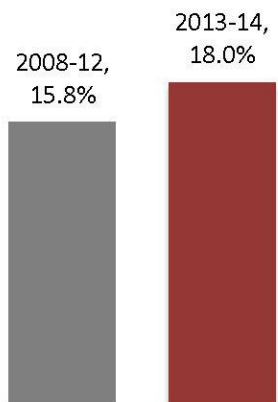
- compared to the average Member, is more likely to be a black male (64.5%, down from 78.9% previously);
- is likely to also have a transportation issue;
- costs society as much as \$14,927 per person per year in select social services; and,
- will provide net social savings per employed Member of \$4,820 per year.

Per the previous study conducted by the Economics Center, it is important to note that being a Cincinnati Works Member reduced the probability of felony indictment by 8 percentage points – a reduction of nearly 50 percent. As noted in the Economics Center’s previous analysis for Cincinnati Works, the annual cost of incarceration per the Vera Institute of Justice is \$25,814. The savings based on reduced felony indictments are not included in the savings cited above.

**(Profile of Serious Criminal Background Member Archetype on following page)**

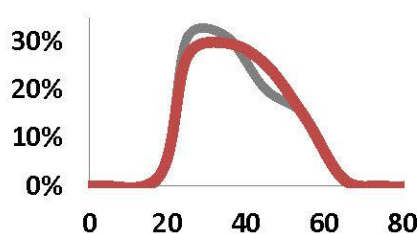
# The Serious Criminal Background Member

Percentage of Total Members

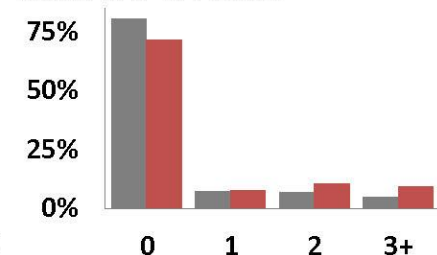


**Description:** The Serious Criminal Background Member has seven misdemeanors or at least one felony at the time of application to Cincinnati Works. He is likely a black male in his 30s with no children and also suffers from difficulties with transportation, further limiting employment options.

Age Distribution

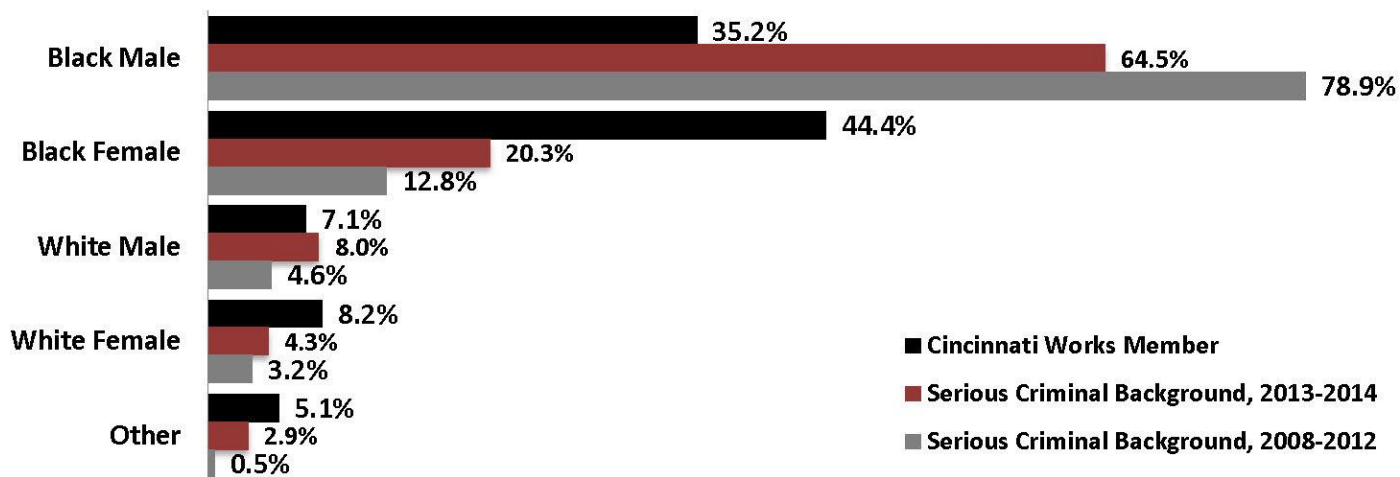


Children Per Home



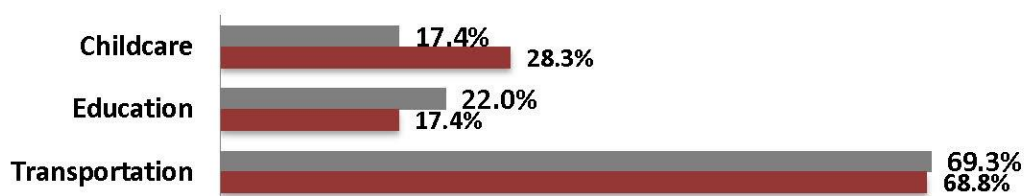
Compared to all Cincinnati Works Members, those with a Serious Criminal Background are more likely to be a black male.

Race and Gender Breakdown



Serious Criminal Background Members are likely to also have a transportation issue.

Frequency of Other Issues for Serious Criminal Background Members\*



\*Though assigned to a single archetype, Members may actually have multiple issues contributing to employability.



**Childcare Issues (19.7% of Members, up from 18.8% for 2008-2012):** Members in this category have as many or more children than adults in the household (single with one or more children or married with two or more children), are in their 30s, have at least a high school education, have no felonies, and do not fall into the Serious Criminal Background category. Compared to 2008-2012 period, more males experienced childcare issues in 2013-2014. This group:

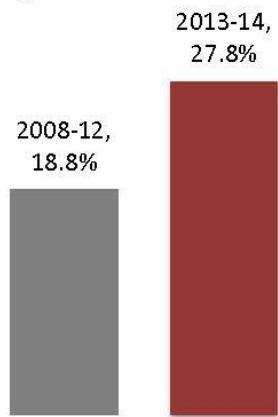
- compared to the average Member, is more likely to be female;
- is likely to also have a transportation issue;
- costs society as much as \$22,935 per person per year in select social services; and,
- will provide net social savings per employed Member of \$7,866 per year.

Please note that many public service agencies pay benefits per person in the household. As such, Cincinnati Works Members with children, and related childcare issues, tend to receive the greater quantity of social benefits.

**(Profile of Childcare Issue Member Archetype on following page)**

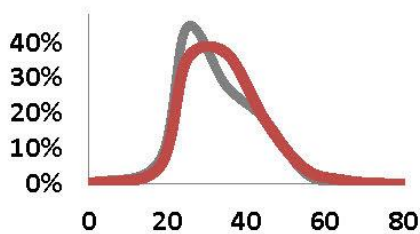
# The Childcare Issue Member

Percentage of Total Members

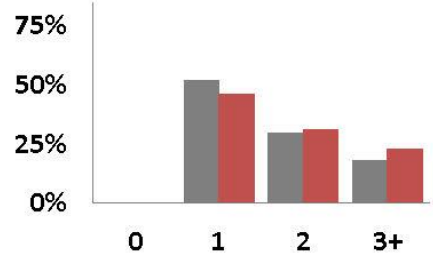


**Description:** The Childcare Issue Member has more than one child per adult in household at the time of application to Cincinnati Works. She is likely a black female in her 30s with at least one child and also suffers from difficulties with transportation, further limiting employment options. This Member faces the greatest challenge in job retention.

Age Distribution

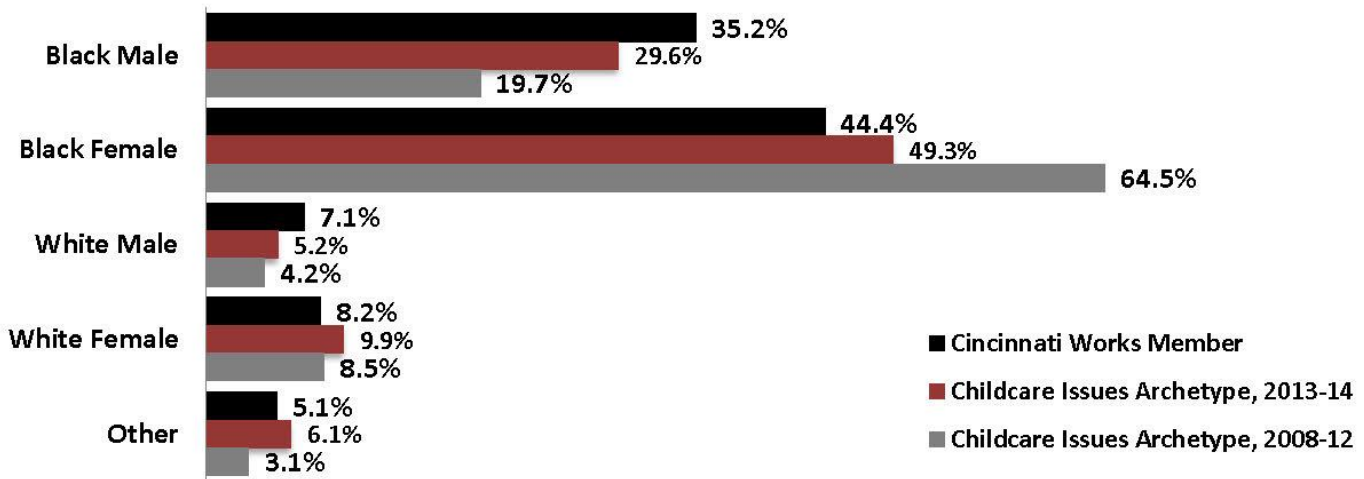


Children Per Home



Compared to all Cincinnati Works Members, those with a Childcare issue are more likely to be a black female.

Race and Gender Breakdown



Childcare issues Members are likely to also have a transportation issue.

Frequency of Other Issues for Childcare Members



\*Though assigned to a single archetype, Members may actually have multiple issues contributing to employability.

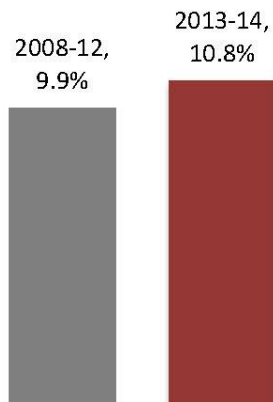
**Lack of Education (6.1% of Members, down from 9.9% for 2008-2012):** Members in this category have less than a high school education (or GED), are likely to be a black male or female in his or her 30s with no children, and do not fall into the Serious Criminal Background or Childcare category. This group:

- essentially matches the average demographic profile for all Cincinnati Works Members;
- is likely to also have a transportation issue;
- costs society as much as \$12,675 per person per year in select social services;
- will provide net social savings per employed Member of \$3,015 per year; and,
- is composed primarily by black Members (39.8% male, 48.2% female).

**(Profile of Lack of Education Member Archetype on following page)**

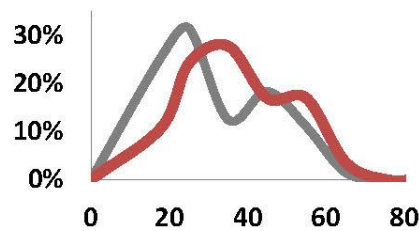
# The Lack of Education Member

Percentage of Total Members

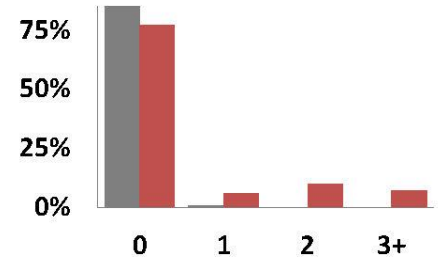


**Description:** The Lack of Education Member has no HS diploma or any equivalent degree at the time of application to Cincinnati Works. They are likely to be a black male or female in their 30s with no children and do not fall into the Serious Criminal Background or Childcare category.

Age Distribution

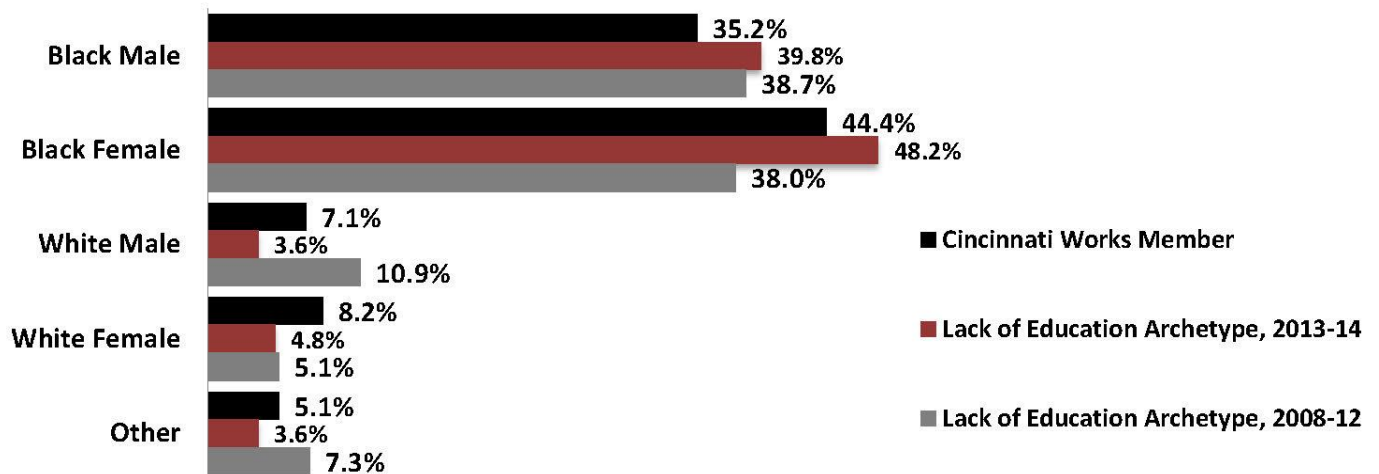


Children Per Home



Cincinnati Works Member with an Education issue match the average profile for all

Race and Gender Breakdown



Lack of Education Members are likely to also have a transportation issue.

Frequency of Other Issues for Lack of Education Members



\*Though assigned to a single archetype, Members may actually have multiple issues contributing to employability.

**Transportation Difficulties (36.9% of Members, down from 41.0% for 2008-2012):**

Members in this category do not list a car as their primary means of transportation, are likely to be a female in her 20s with no children, and did not fall in the Serious Criminal, Education, or Childcare archetypes. This group:

- is close to the demographics of the average Cincinnati Works Member;
- costs society as much as \$12,642 per person per year in select social services; and,
- will provide a net social savings per employed Member of \$4,619 per year.

The most prominent archetype for Cincinnati Works Members is Transportation Difficulties, which includes more than twice as many Members as any other category.

This archetype is supported and aided by ensuring new job placements are within walking distances to their homes or public transportation. However, Greater Cincinnati's current public transportation system creates additional limitations for job access:

- Only 59% of jobs in the region are accessible by any form of public transit<sup>13</sup>;
- Only 22% of jobs in the region are accessible in less than a 90 minute bus ride<sup>14</sup>;
- While more than 40,000 individuals use Metro every day, 15,500 of the trips are for work commuting, which represents approximately 3.7 percent of the total workforce that is located within a quarter mile of a Metro route; and,<sup>15</sup>
- Only one-quarter of the Metro Express routes are actively leaving from downtown after 6:00pm.<sup>16</sup>

Zip codes that are experiencing a greater level of employment growth in Hamilton County are located along existing Metro Routes (as of Summer 2015).

**(Profile of Transportation Difficulties Member Archetype on following page)**

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<sup>13</sup> (Cincinnati USA Regional Chamber 2015)

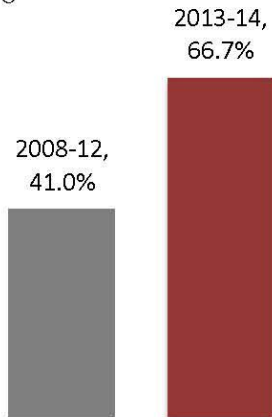
<sup>14</sup> (Cincinnati USA Regional Chamber 2015)

<sup>15</sup> (Economics Center 2015)

<sup>16</sup> (Economics Center 2015)

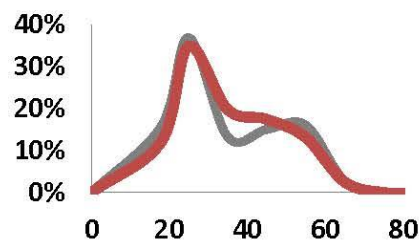
# The Transportation Difficulties Member

Percentage of Total Members

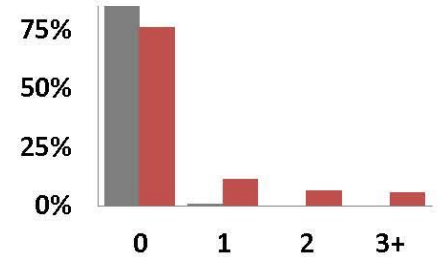


**Description:** The Transportation Difficulties Member either doesn't own a car or has self-identified as not having a transportation resource at the time of application to Cincinnati Works. She is likely a black female in her 20s with no children.

Age Distribution

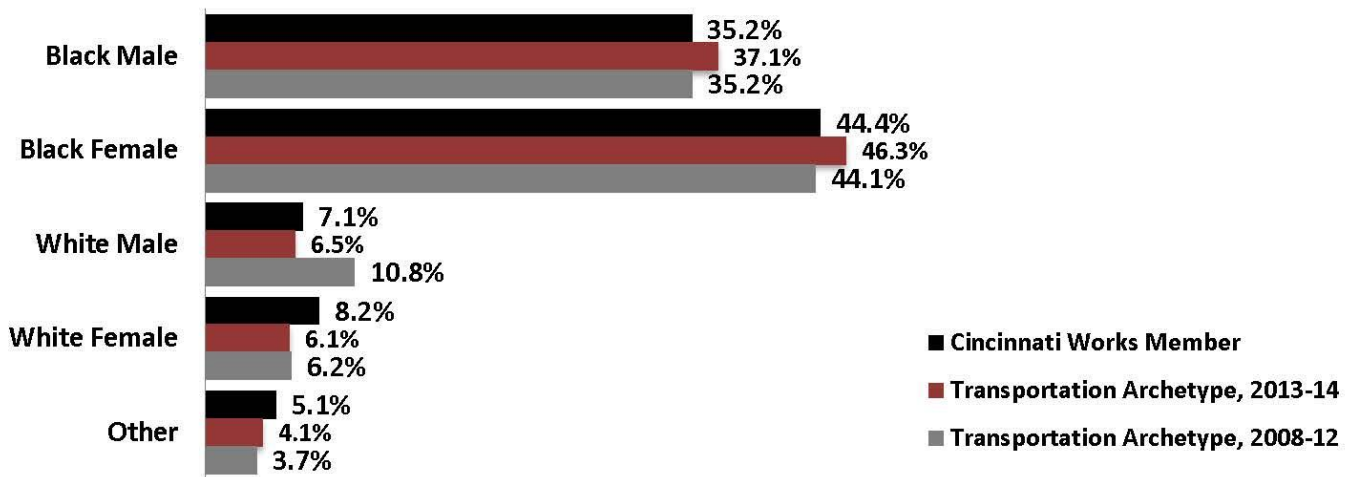


Children Per Home



Compared to all Cincinnati Works Members, those with a transportation issue match the demographics of the average Member.

Race and Gender Breakdown



**Other Issues (19.2% of Members, up from 14.5% for 2008-2012):** Members in this archetype do not fall into any of the above categories. This Member is likely to be a black female over 40 years of age, with no children. Common issues within this archetype include lack of work experience and lack of computer skills. This group:

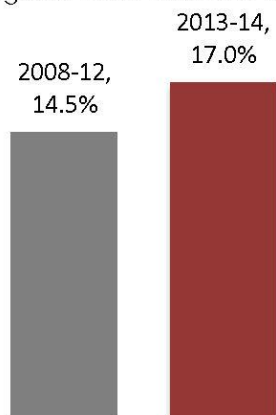
- fits the majority demographic for all Cincinnati Works Members;
- costs society as much as \$12,880 per person per year in select social services; and,
- will provide a net social savings per employed Member of \$3,955 per year.

The primary employment issues for this archetype include barriers such as a lack of work experience, lack of a stable housing situation, or absence of computer skills.

**(Profile of Other Issues Member Archetype on following page)**

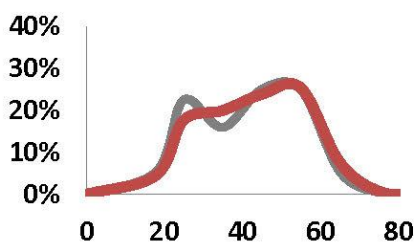
# The Other Issues Member

Percentage of Total Members

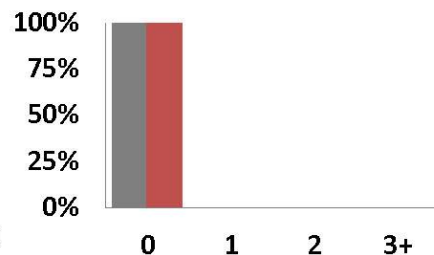


**Description:** The Other issues Member is a client that doesn't clearly fit into the obvious alternative archetypes at the time of application to Cincinnati Works. She is likely a black female over 40 with no children. Primary unemployment issues for this archetype include things such as lack of work experience, computer skills or resume.

Age Distribution

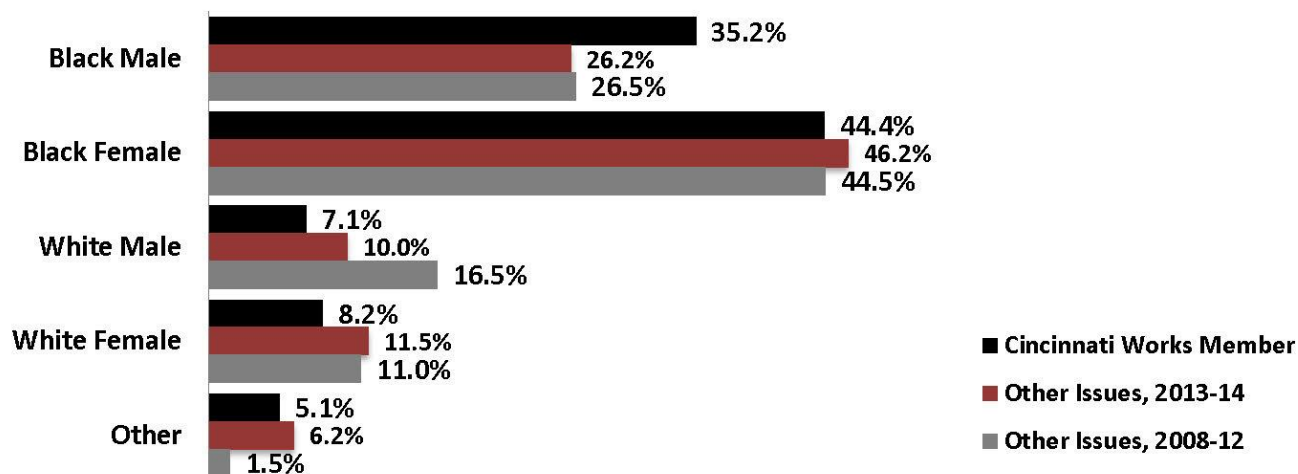


Children Per Home



Compared to Cincinnati Works Members, those with a Other issue very much fit the majority demographic for all Cincinnati Works Members.

Race and Gender Breakdown





## **XII. Conclusions**

Cincinnati Works is a dynamic source of labor that benefits the local economy by helping to fill temporary and cyclical gaps in lower-skill industries, and it fosters local economic recovery and vitality by assisting impoverished citizens achieve sustained employment by placing Members in some of the City's top growing industries.

By filling these critical needs in the ebb and flow of industry employment, Cincinnati Works contributes to a more efficient economy by flexibly allowing businesses to satisfy many of their needs for low skill or temporary labor. Cincinnati Works also contributes to Members' future well-being by helping them secure crucial job skills and training that may help them secure more or higher-paying work in the future. Further, Cincinnati Works benefits taxpayers by reducing reliance of low-income individuals on social services and increasing local tax revenues by placing Members into jobs.

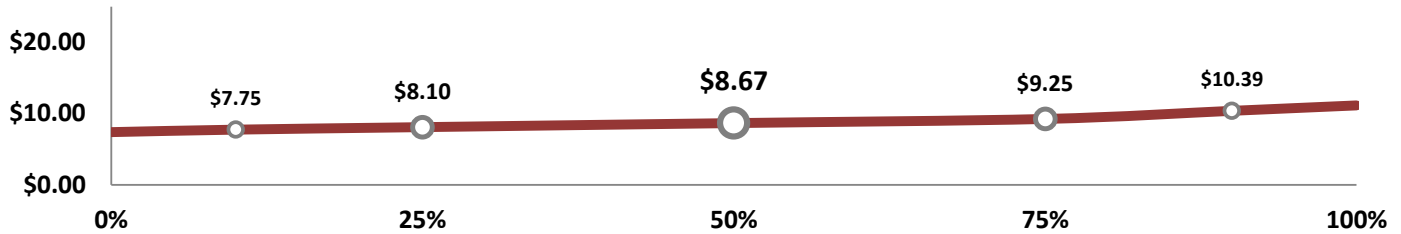
**APPENDIX A**  
**Occupation Detail**

# OCCUPATION

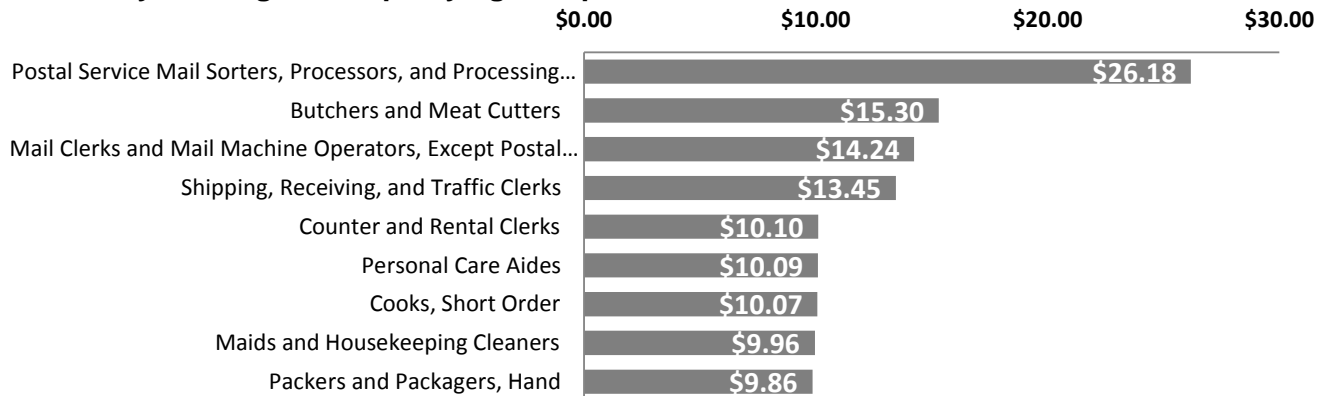
SOC Job Code: 35-3021

## Combined Food Preparation and Serving Workers, Including Fast Food

### Percentile of Hourly Earnings



### Median Hourly Earnings for Top Paying Compatible Jobs\*, 2015 Cincinnati



Cincinnati Works members can benefit through potential for higher wages.

### Top Paying Compatible\* Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
43-5053.00	Postal Service Mail Sorters, Processors, and Processing Machine Operators	-969	1,318	\$26.18	95
51-3021.00	Butchers and Meat Cutters	18	920	\$15.30	95
43-9051.00	Mail Clerks and Mail Machine Operators, Except Postal Service	6	1,151	\$14.24	96
43-5071.00	Shipping, Receiving, and Traffic Clerks	-1,257	8,280	\$13.45	95
41-2021.00	Counter and Rental Clerks	-697	3,989	\$10.10	95
39-9021.00	Personal Care Aides	2,876	5,194	\$10.09	95
35-2015.00	Cooks, Short Order	36	1,150	\$10.07	96
37-2012.00	Maids and Housekeeping Cleaners	2,793	12,483	\$9.96	96
53-7064.00	Packers and Packagers, Hand	-16	8,177	\$9.86	95

\*See next page for discussion of methodology of job compatibility and data sources.

# OCCUPATION

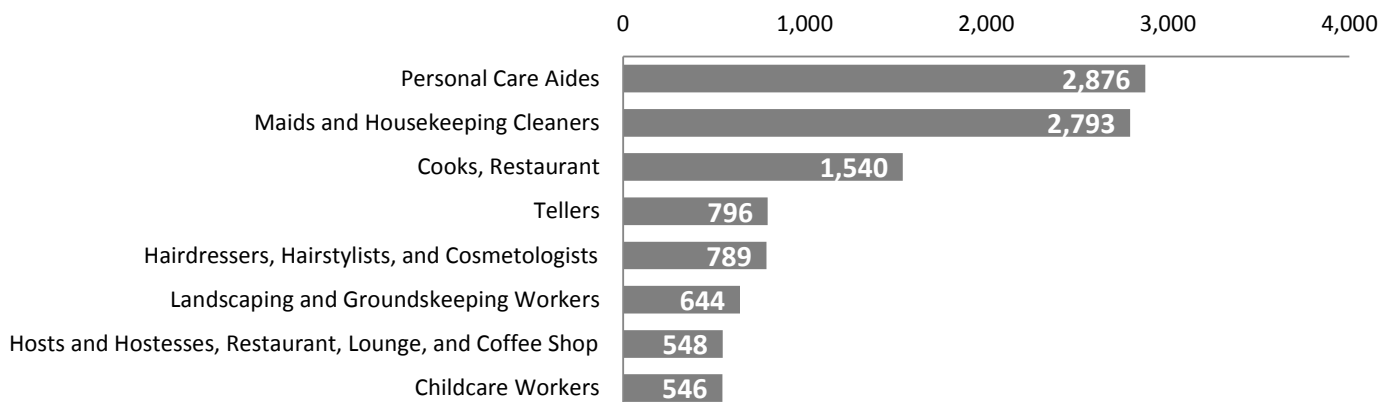
SOC Job Code: 35-3021

## Combined Food Preparation and Serving Workers, Including Fast Food

### Matching Compatible Occupations

In determining occupational compatibility, a scoring system was calculated using our proprietary algorithm and O\*Net (sponsored by the US Department of Labor/Employment and Training Administration data on Standard Occupation Classification (SOC) system from the Bureau of Labor Statistics. This index was derived by comparing the key occupation with all other available SOC classifications on Knowledge attainment, Skill attainment, and Abilities necessary for said occupation. These matching indices for each occupation are then sorted for highest compatibility.

### Ten Year Increase in Jobs for Fastest Growing Compatible Jobs, 2005-2015



By targeting growing industries, Cincinnati Works benefits the local economy, providing a dynamic source of labor.

### Fastest Growing Compatible Jobs

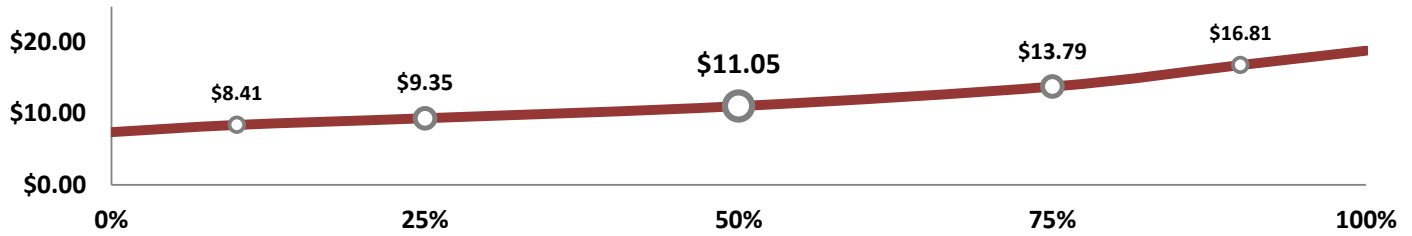
SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
39-9021.00	Personal Care Aides	2,876	5,194	\$10.09	95
37-2012.00	Maids and Housekeeping Cleaners	2,793	12,483	\$9.96	96
35-2014.00	Cooks, Restaurant	1,540	7,692	\$9.33	95
43-3071.00	Tellers	796	4,134	\$11.74	91
39-5012.00	Hairdressers, Hairstylists, and Cosmetologists	789	3,815	\$10.16	91
37-3011.00	Landscaping and Groundskeeping Workers	644	5,641	\$10.91	90
35-9031.00	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	548	3,554	\$8.82	97
39-9011.00	Childcare Workers	546	4,688	\$9.74	92

# OCCUPATION

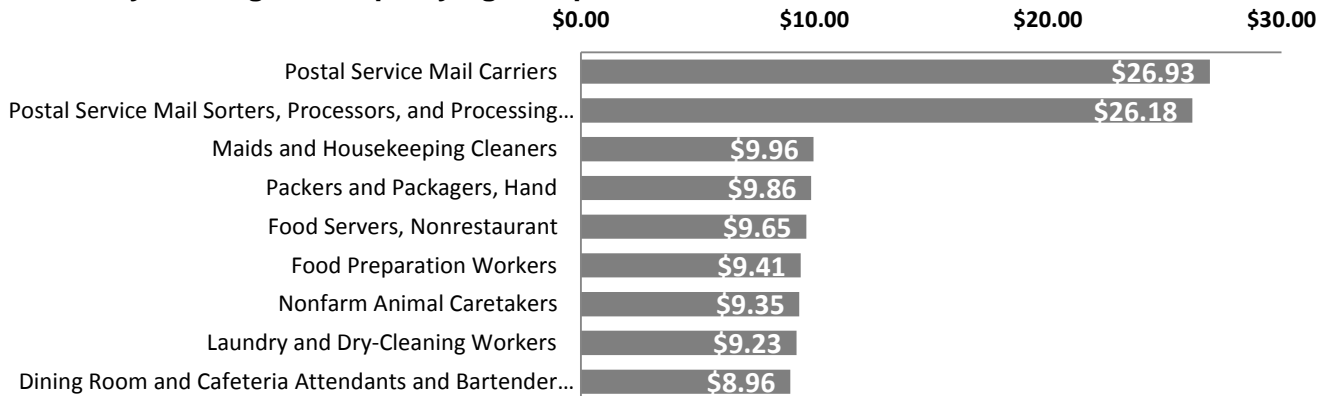
SOC Job Code: 37-2011

## Janitors and Cleaners, Except Maids and Housekeeping Cleaners

### Percentile of Hourly Earnings



### Median Hourly Earnings for Top Paying Compatible Jobs\*, 2015 Cincinnati



Cincinnati Works members can benefit through potential for higher wages.

### Top Paying Compatible\* Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
43-5052.00	Postal Service Mail Carriers	-695	2,095	\$26.93	94
43-5053.00	Postal Service Mail Sorters, Processors, and Processing Machine Operators	-969	1,318	\$26.18	93
37-2012.00	Maids and Housekeeping Cleaners	2,793	12,483	\$9.96	97
53-7064.00	Packers and Packagers, Hand	-16	8,177	\$9.86	96
35-3041.00	Food Servers, Nonrestaurant	309	2,758	\$9.65	96
35-2021.00	Food Preparation Workers	520	5,747	\$9.41	95
39-2021.00	Nonfarm Animal Caretakers	990	4,260	\$9.35	95
51-6011.00	Laundry and Dry-Cleaning Workers	-390	1,968	\$9.23	96
35-9011.00	Dining Room and Cafeteria Attendants and Bartender Helpers	86	2,384	\$8.96	96

\*See next page for discussion of methodology of job compatibility and data sources.

# OCCUPATION

SOC Job Code: 37-2011

## Janitors and Cleaners, Except Maids and Housekeeping Cleaners

### Matching Compatible Occupations

In determining occupational compatibility, a scoring system was calculated using our proprietary algorithm and O\*Net (sponsored by the US Department of Labor/Employment and Training Administration data on Standard Occupation Classification (SOC) system from the Bureau of Labor Statistics. This index was derived by comparing the key occupation with all other available SOC classifications on Knowledge attainment, Skill attainment, and Abilities necessary for said occupation. These matching indices for each occupation are then sorted for highest compatibility.

### Ten Year Increase in Jobs for Fastest Growing Compatible Jobs, 2005-2015



By targeting growing industries, Cincinnati Works benefits the local economy, providing a dynamic source of labor.

### Fastest Growing Compatible Jobs

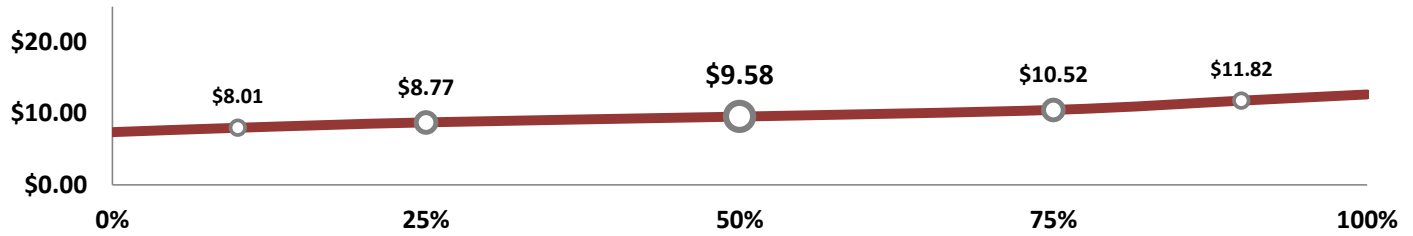
SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
35-3031.00	Waiters and Waitresses	3,092	20,111	\$8.71	92
37-2012.00	Maids and Housekeeping Cleaners	2,793	12,483	\$9.96	97
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	2,363	27,171	\$8.65	92
39-9021.00	Personal Care Aides	1,972	3,499	\$10.09	90
39-2021.00	Nonfarm Animal Caretakers	990	4,260	\$9.35	95
37-3011.00	Landscaping and Groundskeeping Workers	644	5,641	\$10.91	93
35-9031.00	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	548	3,554	\$8.82	91
35-2021.00	Food Preparation Workers	520	5,747	\$9.41	95
35-9021.00	Dishwashers	432	3,876	\$8.94	94

# OCCUPATION

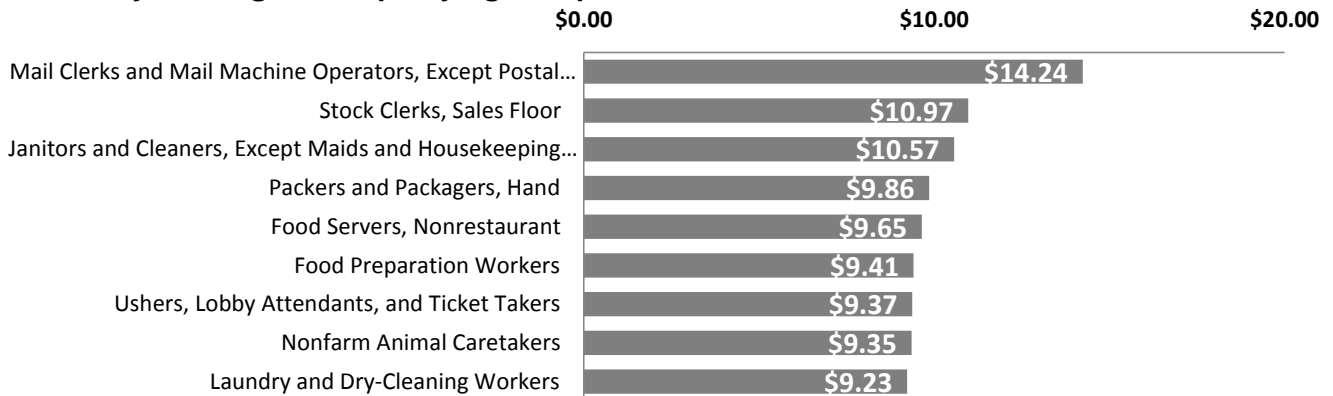
SOC Job Code: 37-2012

## Maids and Housekeeping Cleaners

### Percentile of Hourly Earnings



### Median Hourly Earnings for Top Paying Compatible Jobs\*, 2015 Cincinnati



Cincinnati Works members can benefit through potential for higher wages.

### Top Paying Compatible\* Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
43-9051.00	Mail Clerks and Mail Machine Operators, Except Postal Service	6	1,151	\$14.24	95
43-5081.01	Stock Clerks, Sales Floor	#N/A	#N/A	\$10.97	95
37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,540	20,943	\$10.57	97
53-7064.00	Packers and Packagers, Hand	-16	8,177	\$9.86	97
35-3041.00	Food Servers, Nonrestaurant	309	2,758	\$9.65	97
35-2021.00	Food Preparation Workers	520	5,747	\$9.41	96
39-3031.00	Ushers, Lobby Attendants, and Ticket Takers	10	643	\$9.37	96
39-2021.00	Nonfarm Animal Caretakers	990	4,260	\$9.35	96
51-6011.00	Laundry and Dry-Cleaning Workers	-390	1,968	\$9.23	95

\*See next page for discussion of methodology of job compatibility and data sources.

# OCCUPATION

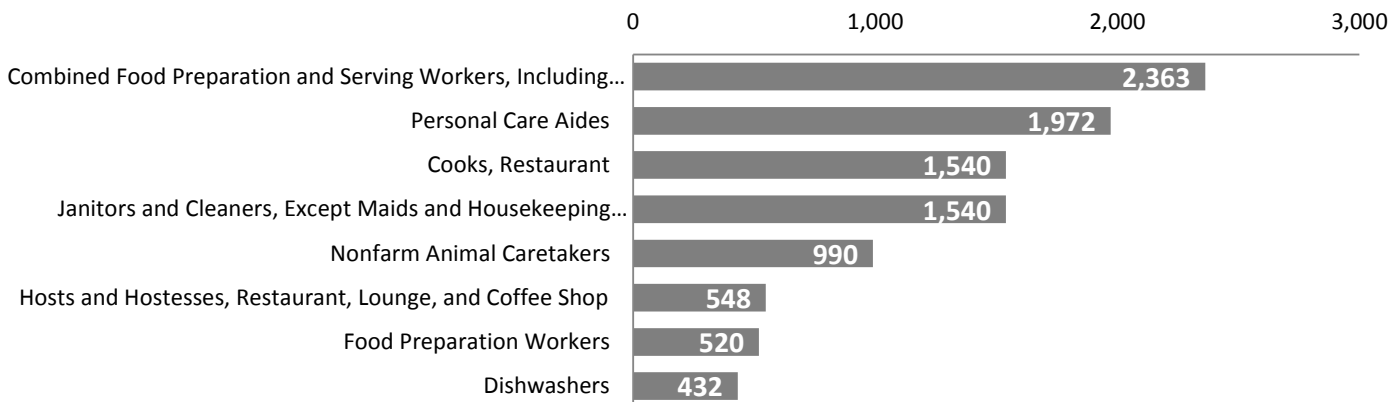
SOC Job Code: 37-2012

## Maids and Housekeeping Cleaners

### Matching Compatible Occupations

In determining occupational compatibility, a scoring system was calculated using our proprietary algorithm and O\*Net (sponsored by the US Department of Labor/Employment and Training Administration data on Standard Occupation Classification (SOC) system from the Bureau of Labor Statistics. This index was derived by comparing the key occupation with all other available SOC classifications on Knowledge attainment, Skill attainment, and Abilities necessary for said occupation. These matching indices for each occupation are then sorted for highest compatibility.

### Ten Year Increase in Jobs for Fastest Growing Compatible Jobs, 2005-2015



By targeting growing industries, Cincinnati Works benefits the local economy, providing a dynamic source of labor.

### Fastest Growing Compatible Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	2,363	27,171	\$8.65	95
39-9021.00	Personal Care Aides	1,972	3,499	\$10.09	91
35-2014.00	Cooks, Restaurant	1,540	7,692	\$9.33	90
37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,540	20,943	\$10.57	97
39-2021.00	Nonfarm Animal Caretakers	990	4,260	\$9.35	96
35-9031.00	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	548	3,554	\$8.82	95
35-2021.00	Food Preparation Workers	520	5,747	\$9.41	96
35-9021.00	Dishwashers	432	3,876	\$8.94	93

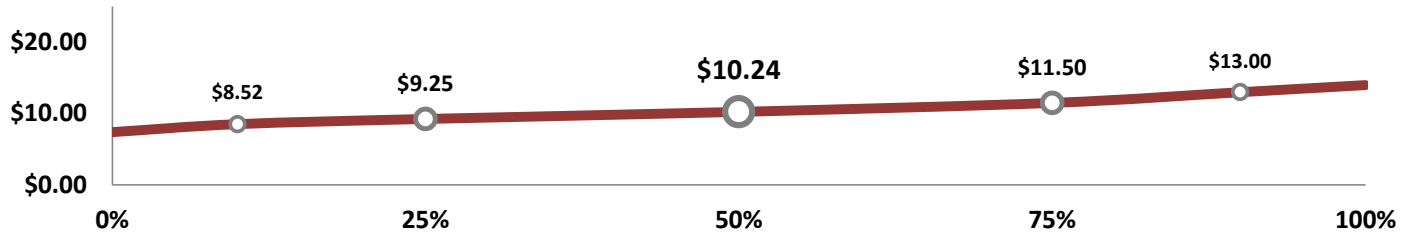


# OCCUPATION

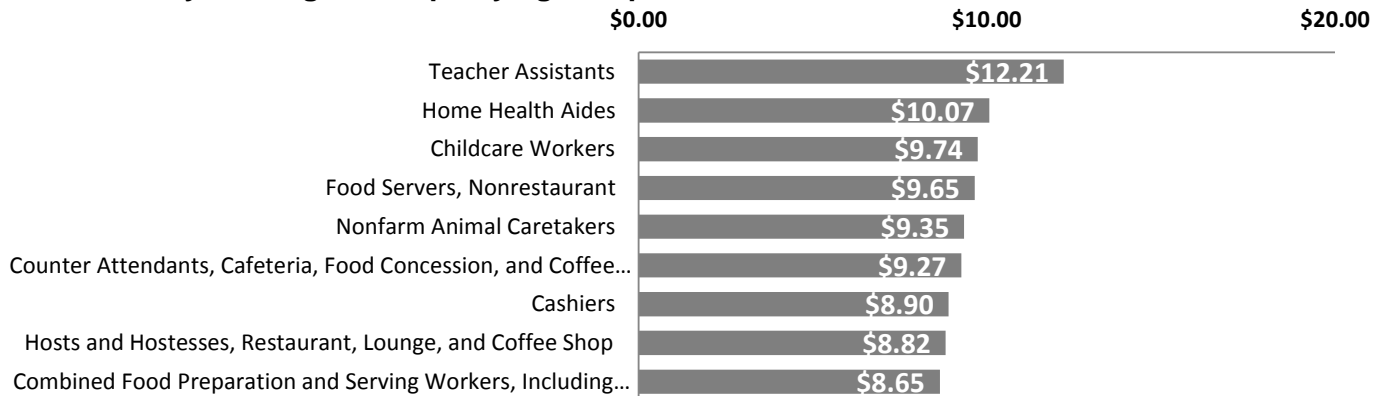
SOC Job Code: 39-9021

Personal Care Aides

## Percentile of Hourly Earnings



## Median Hourly Earnings for Top Paying Compatible Jobs\*, 2015 Cincinnati



Cincinnati Works members can benefit through potential for higher wages.

## Top Paying Compatible\* Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
25-9041.00	Teacher Assistants	135	8,099	\$12.21	95
31-1011.00	Home Health Aides	5,797	10,236	\$10.07	95
39-9011.00	Childcare Workers	2,099	12,530	\$9.74	96
35-3041.00	Food Servers, Nonrestaurant	309	2,758	\$9.65	95
39-2021.00	Nonfarm Animal Caretakers	990	4,260	\$9.35	96
35-3022.00	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	-45	3,565	\$9.27	95
41-2011.00	Cashiers	-1,686	22,088	\$8.90	95
35-9031.00	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	556	3,529	\$8.82	96
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	2,805	26,681	\$8.65	95

\*See next page for discussion of methodology of job compatibility and data sources.

# OCCUPATION

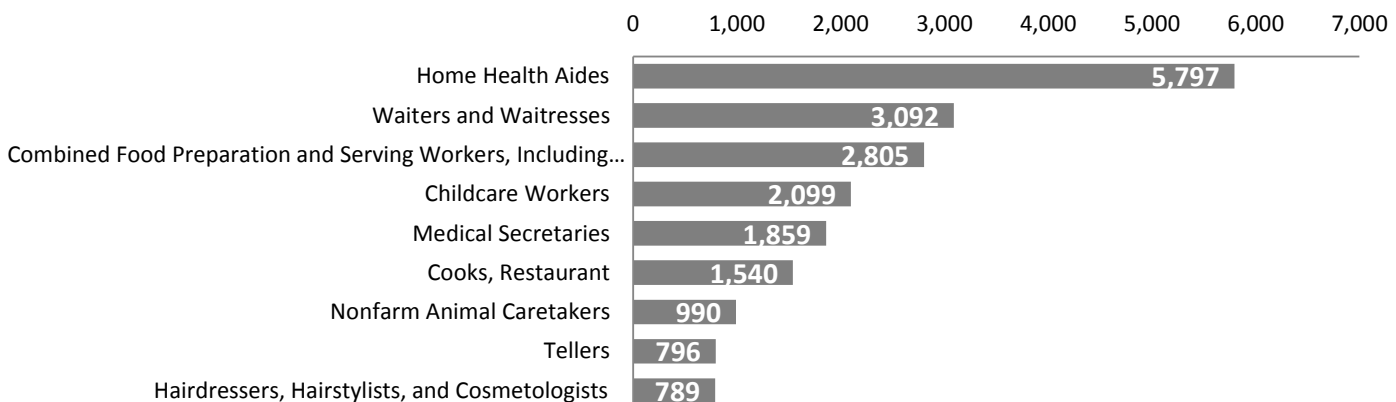
SOC Job Code: 39-9021

Personal Care Aides

## Matching Compatible Occupations

In determining occupational compatibility, a scoring system was calculated using our proprietary algorithm and O\*Net (sponsored by the US Department of Labor/Employment and Training Administration data on Standard Occupation Classification (SOC) system from the Bureau of Labor Statistics. This index was derived by comparing the key occupation with all other available SOC classifications on Knowledge attainment, Skill attainment, and Abilities necessary for said occupation. These matching indices for each occupation are then sorted for highest compatibility.

## Ten Year Increase in Jobs for Fastest Growing Compatible Jobs, 2005-2015



By targeting growing industries, Cincinnati Works benefits the local economy, providing a dynamic source of labor.

## Fastest Growing Compatible Jobs

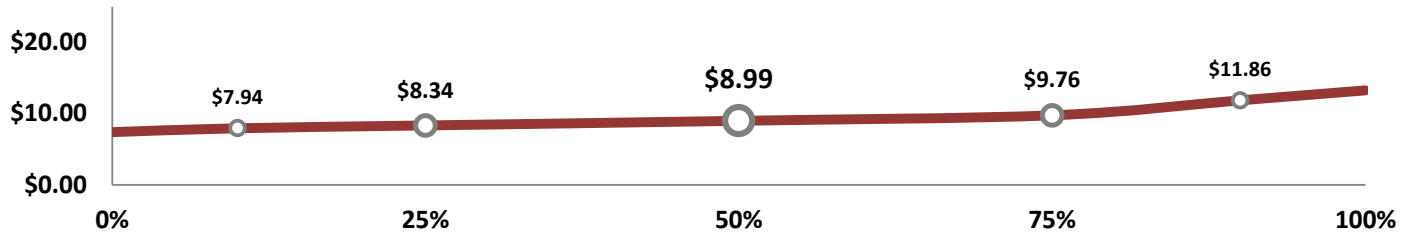
SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
31-1011.00	Home Health Aides	5,797	10,236	\$10.07	95
35-3031.00	Waiters and Waitresses	3,092	20,111	\$8.71	94
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	2,805	26,681	\$8.65	95
39-9011.00	Childcare Workers	2,099	12,530	\$9.74	96
43-6013.00	Medical Secretaries	1,859	6,335	\$14.63	91
35-2014.00	Cooks, Restaurant	1,540	7,692	\$9.33	93
39-2021.00	Nonfarm Animal Caretakers	990	4,260	\$9.35	96
43-3071.00	Tellers	796	4,134	\$11.74	91
39-5012.00	Hairdressers, Hairstylists, and Cosmetologists	789	3,815	\$10.16	92

# OCCUPATION

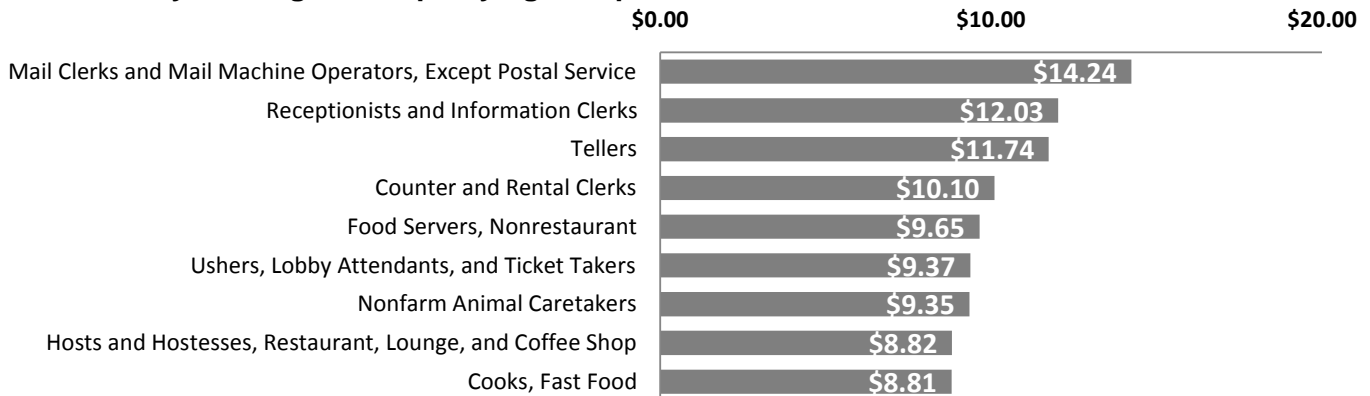
SOC Job Code: 41-2011

Cashiers

## Percentile of Hourly Earnings



## Median Hourly Earnings for Top Paying Compatible Jobs\*, 2015 Cincinnati



Cincinnati Works members can benefit through potential for higher wages.

## Top Paying Compatible\* Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
43-9051.00	Mail Clerks and Mail Machine Operators, Except Postal Service	6	1,151	\$14.24	95
43-4171.00	Receptionists and Information Clerks	389	6,744	\$12.03	95
43-3071.00	Tellers	708	3,963	\$11.74	95
41-2021.00	Counter and Rental Clerks	-697	3,989	\$10.10	96
35-3041.00	Food Servers, Nonrestaurant	309	2,758	\$9.65	96
39-3031.00	Ushers, Lobby Attendants, and Ticket Takers	10	643	\$9.37	95
39-2021.00	Nonfarm Animal Caretakers	990	4,260	\$9.35	95
35-9031.00	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	548	3,554	\$8.82	97
35-2011.00	Cooks, Fast Food	-321	2,184	\$8.81	96

\*See next page for discussion of methodology of job compatibility and data sources.

# OCCUPATION

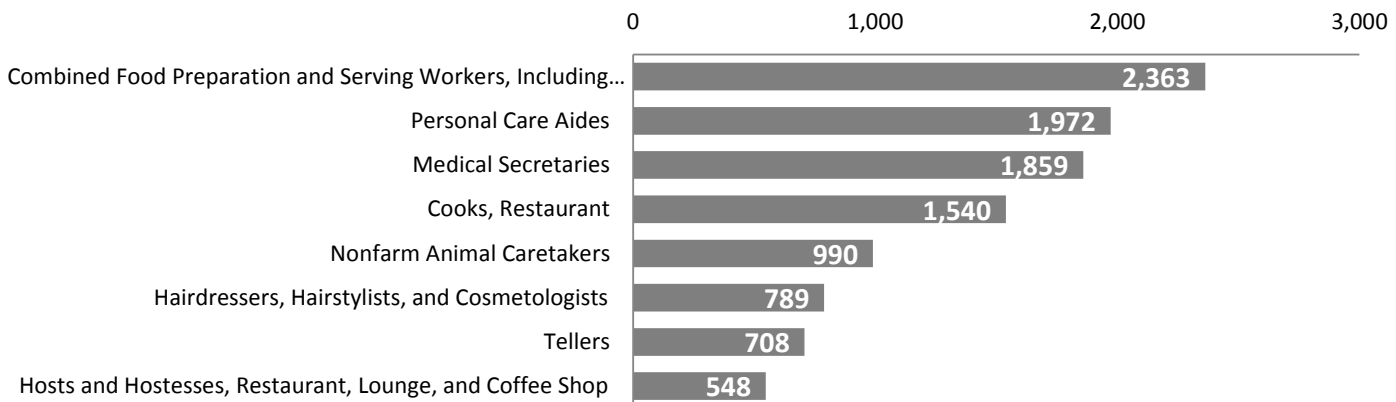
SOC Job Code: 41-2011

Cashiers

## Matching Compatible Occupations

In determining occupational compatibility, a scoring system was calculated using our proprietary algorithm and O\*Net (sponsored by the US Department of Labor/Employment and Training Administration data on Standard Occupation Classification (SOC) system from the Bureau of Labor Statistics. This index was derived by comparing the key occupation with all other available SOC classifications on Knowledge attainment, Skill attainment, and Abilities necessary for said occupation. These matching indices for each occupation are then sorted for highest compatibility.

## Ten Year Increase in Jobs for Fastest Growing Compatible Jobs, 2005-2015



By targeting growing industries, Cincinnati Works benefits the local economy, providing a dynamic source of labor.

## Fastest Growing Compatible Jobs

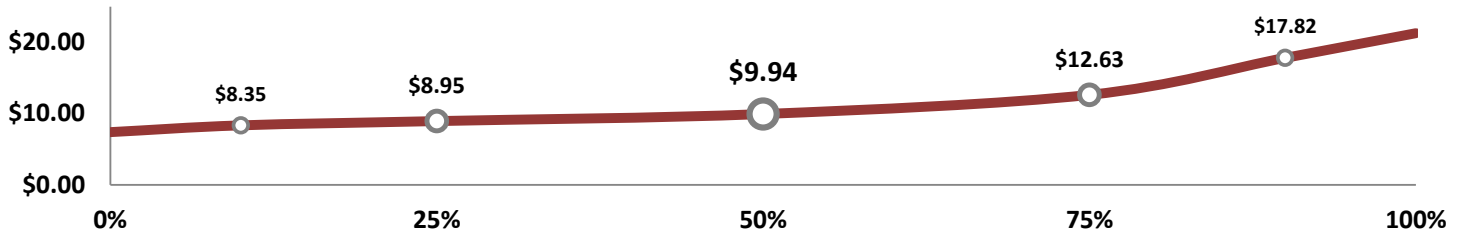
SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	2,363	27,171	\$8.65	96
39-9021.00	Personal Care Aides	1,972	3,499	\$10.09	94
43-6013.00	Medical Secretaries	1,859	6,335	\$14.63	92
35-2014.00	Cooks, Restaurant	1,540	7,692	\$9.33	92
39-2021.00	Nonfarm Animal Caretakers	990	4,260	\$9.35	95
39-5012.00	Hairdressers, Hairstylists, and Cosmetologists	789	3,815	\$10.16	91
43-3071.00	Tellers	708	3,963	\$11.74	95
35-9031.00	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	548	3,554	\$8.82	97

# OCCUPATION

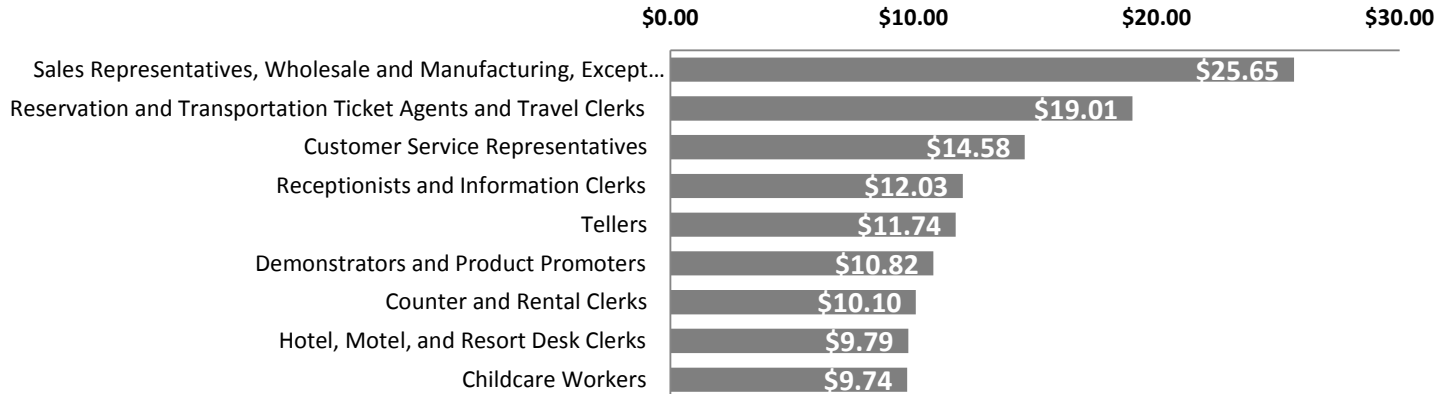
SOC Job Code: 41-2031

Retail Salespersons

## Percentile of Hourly Earnings



## Median Hourly Earnings for Top Paying Compatible Jobs\*, 2015 Cincinnati



Cincinnati Works members can benefit through potential for higher wages.

## Top Paying Compatible\* Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	-292	12,560	\$25.65	96
43-4181.00	Reservation and Transportation Ticket Agents and Travel Clerks	-1,120	1,274	\$19.01	96
43-4051.00	Customer Service Representatives	467	19,343	\$14.58	95
43-4171.00	Receptionists and Information Clerks	389	6,744	\$12.03	95
43-3071.00	Tellers	708	3,963	\$11.74	95
41-9011.00	Demonstrators and Product Promoters	44	2,765	\$10.82	95
41-2021.00	Counter and Rental Clerks	-697	3,989	\$10.10	96
43-4081.00	Hotel, Motel, and Resort Desk Clerks	-93	1,153	\$9.79	96
39-9011.00	Childcare Workers	2,099	12,530	\$9.74	96

\*See next page for discussion of methodology of job compatibility and data sources.

# OCCUPATION

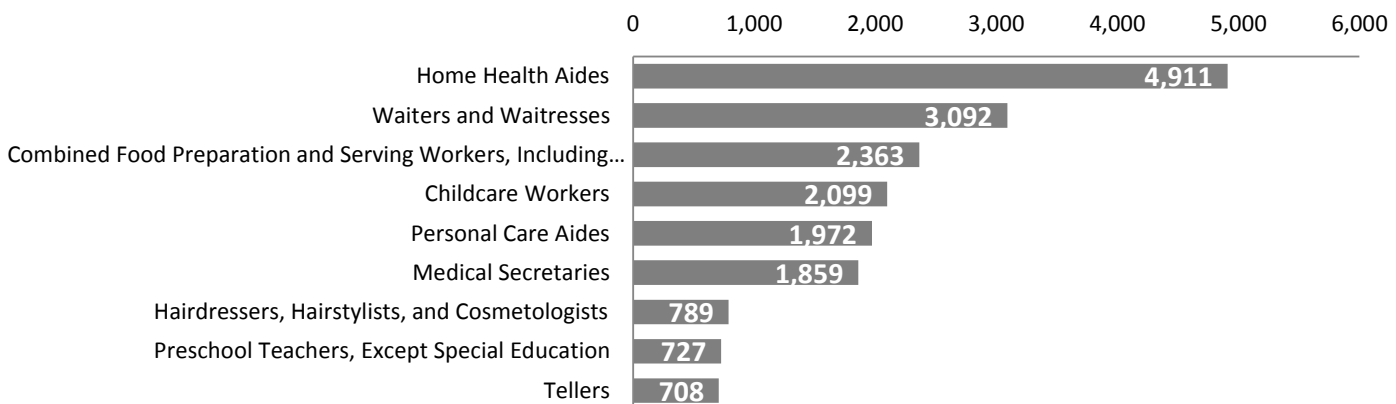
SOC Job Code: 41-2031

Retail Salespersons

## Matching Compatible Occupations

In determining occupational compatibility, a scoring system was calculated using our proprietary algorithm and O\*Net (sponsored by the US Department of Labor/Employment and Training Administration data on Standard Occupation Classification (SOC) system from the Bureau of Labor Statistics. This index was derived by comparing the key occupation with all other available SOC classifications on Knowledge attainment, Skill attainment, and Abilities necessary for said occupation. These matching indices for each occupation are then sorted for highest compatibility.

## Ten Year Increase in Jobs for Fastest Growing Compatible Jobs, 2005-2015



By targeting growing industries, Cincinnati Works benefits the local economy, providing a dynamic source of labor.

## Fastest Growing Compatible Jobs

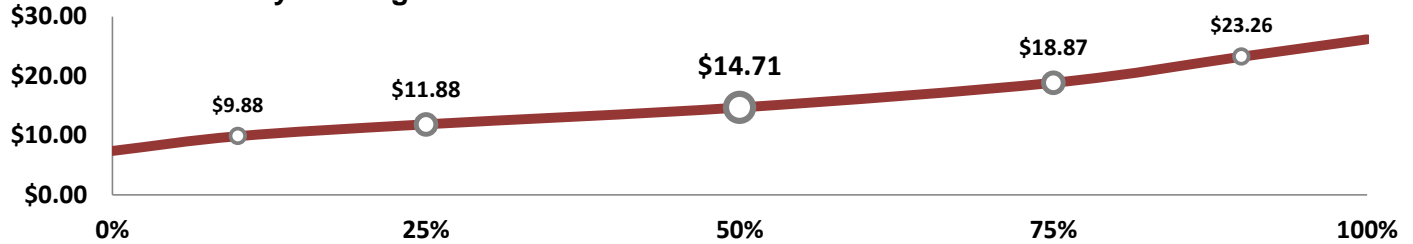
SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
31-1011.00	Home Health Aides	4,911	9,170	\$10.07	92
35-3031.00	Waiters and Waitresses	3,092	20,111	\$8.71	92
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	2,363	27,171	\$8.65	92
39-9011.00	Childcare Workers	2,099	12,530	\$9.74	96
39-9021.00	Personal Care Aides	1,972	3,499	\$10.09	94
43-6013.00	Medical Secretaries	1,859	6,335	\$14.63	93
39-5012.00	Hairdressers, Hairstylists, and Cosmetologists	789	3,815	\$10.16	91
25-2011.00	Preschool Teachers, Except Special Education	727	3,927	\$10.60	93
43-3071.00	Tellers	708	3,963	\$11.74	95

# OCCUPATION

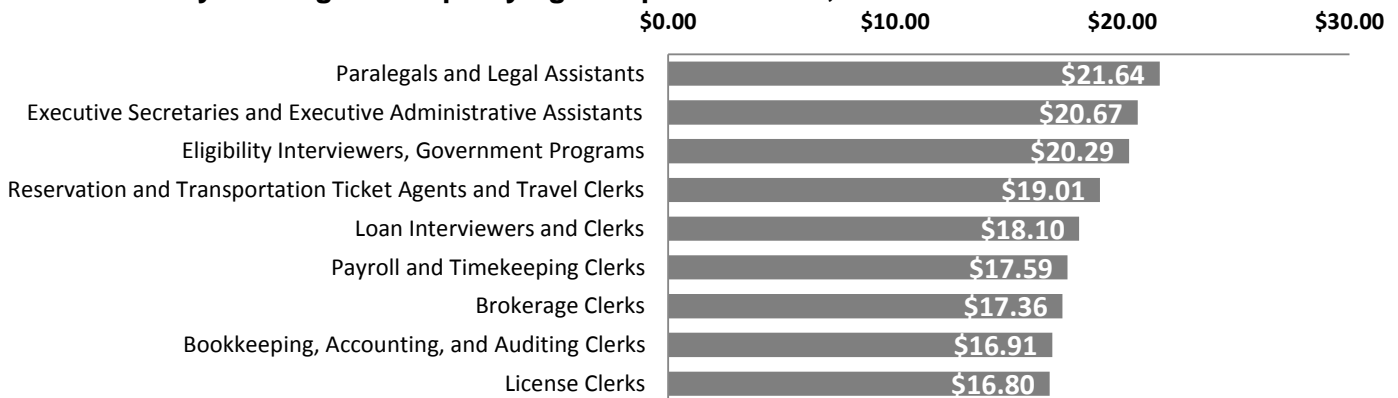
SOC Job Code: 43-4051

## Customer Service Representatives

### Percentile of Hourly Earnings



### Median Hourly Earnings for Top Paying Compatible Jobs\*, 2015 Cincinnati



Cincinnati Works members can benefit through potential for higher wages.

### Top Paying Compatible\* Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
23-2011.00	Paralegals and Legal Assistants	341	1,616	\$21.64	95
43-6011.00	Executive Secretaries and Executive Administrative Assistants	53	8,801	\$20.67	95
43-4061.00	Eligibility Interviewers, Government Programs	101	1,350	\$20.29	95
43-4181.00	Reservation and Transportation Ticket Agents and Travel Clerks	-1,120	1,274	\$19.01	95
43-4131.00	Loan Interviewers and Clerks	176	2,424	\$18.10	95
43-3051.00	Payroll and Timekeeping Clerks	-54	1,257	\$17.59	95
43-4011.00	Brokerage Clerks	-299	1,024	\$17.36	95
43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	60	14,690	\$16.91	95
43-4031.03	License Clerks	14	671	\$16.80	96

\*See next page for discussion of methodology of job compatibility and data sources.

# OCCUPATION

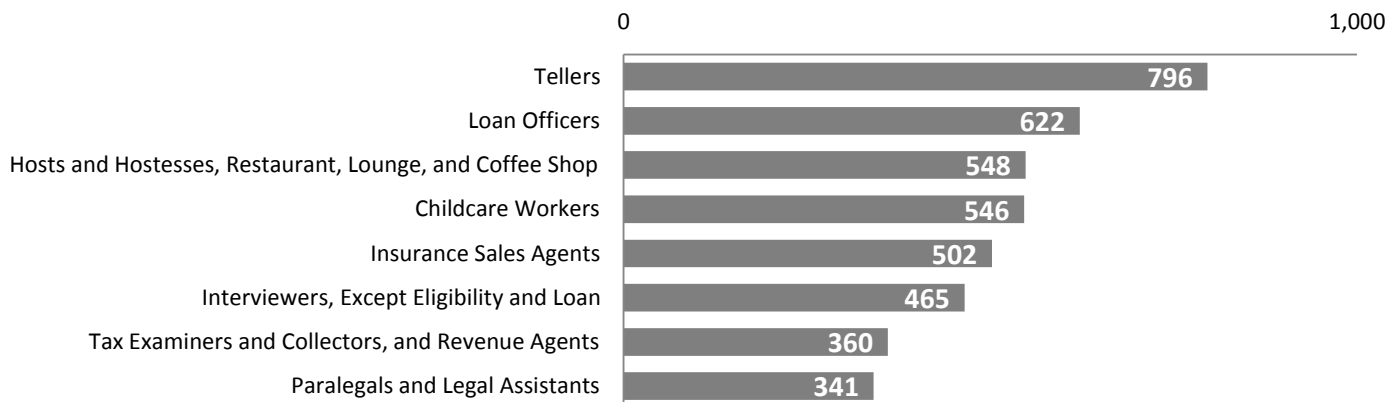
SOC Job Code: 43-4051

## Customer Service Representatives

### Matching Compatible Occupations

In determining occupational compatibility, a scoring system was calculated using our proprietary algorithm and O\*Net (sponsored by the US Department of Labor/Employment and Training Administration data on Standard Occupation Classification (SOC) system from the Bureau of Labor Statistics. This index was derived by comparing the key occupation with all other available SOC classifications on Knowledge attainment, Skill attainment, and Abilities necessary for said occupation. These matching indices for each occupation are then sorted for highest compatibility.

### Ten Year Increase in Jobs for Fastest Growing Compatible Jobs, 2005-2015



By targeting growing industries, Cincinnati Works benefits the local economy, providing a dynamic source of labor.

### Fastest Growing Compatible Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
43-3071.00	Tellers	796	4,134	\$11.74	94
13-2072.00	Loan Officers	622	2,566	\$27.00	91
35-9031.00	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	548	3,554	\$8.82	91
39-9011.00	Childcare Workers	546	4,688	\$9.74	90
41-3021.00	Insurance Sales Agents	502	2,775	\$20.47	92
43-4111.00	Interviewers, Except Eligibility and Loan	465	2,789	\$12.60	98
13-2081.00	Tax Examiners and Collectors, and Revenue Agents	360	1,851	\$24.23	90
23-2011.00	Paralegals and Legal Assistants	341	1,616	\$21.64	95

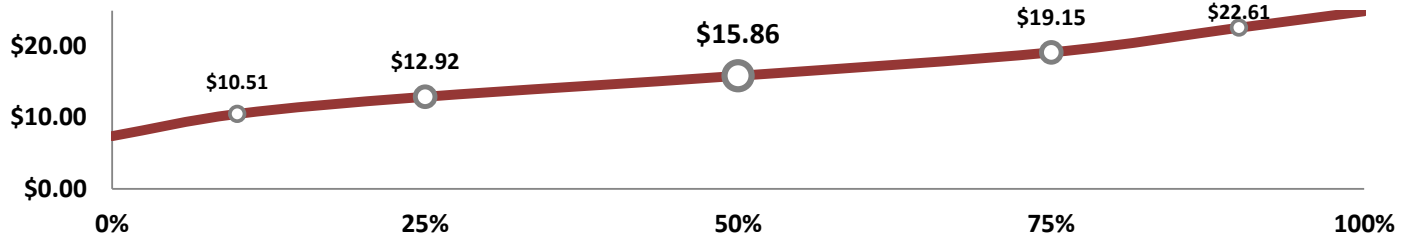


# OCCUPATION

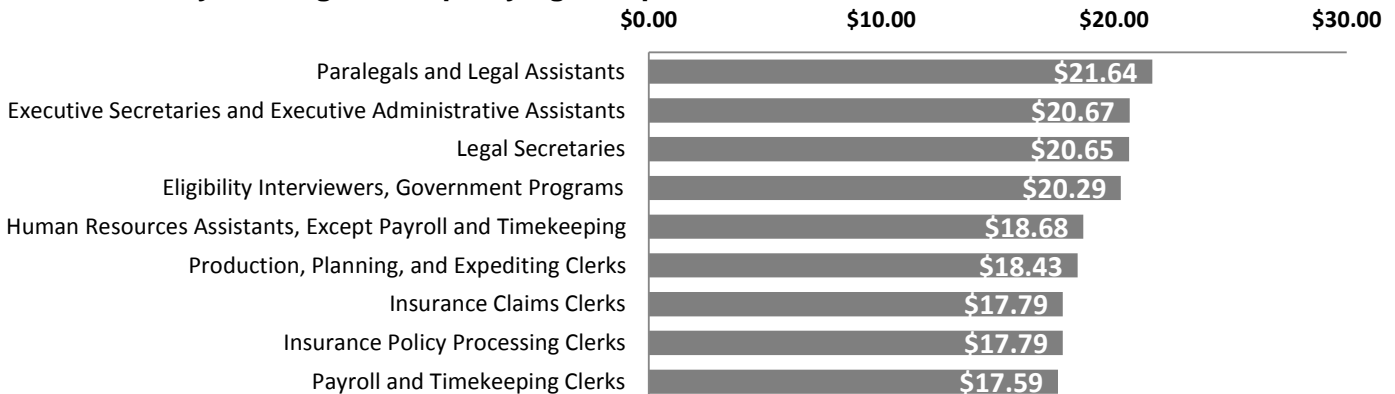
SOC Job Code: 43-6014

## Secretaries and Administrative Assistants, Except Legal, Medical, and Executive

### Percentile of Hourly Earnings



### Median Hourly Earnings for Top Paying Compatible Jobs\*, 2015 Cincinnati



Cincinnati Works members can benefit through potential for higher wages.

### Top Paying Compatible\* Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
23-2011.00	Paralegals and Legal Assistants	341	1,616	\$21.64	95
43-6011.00	Executive Secretaries and Executive Administrative Assistants	53	8,801	\$20.67	96
43-6012.00	Legal Secretaries	133	1,348	\$20.65	96
43-4061.00	Eligibility Interviewers, Government Programs	101	1,350	\$20.29	95
43-4161.00	Human Resources Assistants, Except Payroll and Timekeeping	9	1,056	\$18.68	96
43-5061.00	Production, Planning, and Expediting Clerks	-292	2,693	\$18.43	95
43-9041.01	Insurance Claims Clerks	#N/A	#N/A	\$17.79	96
43-9041.02	Insurance Policy Processing Clerks	#N/A	#N/A	\$17.79	95
43-3051.00	Payroll and Timekeeping Clerks	-54	1,257	\$17.59	95

\*See next page for discussion of methodology of job compatibility and data sources.

# OCCUPATION

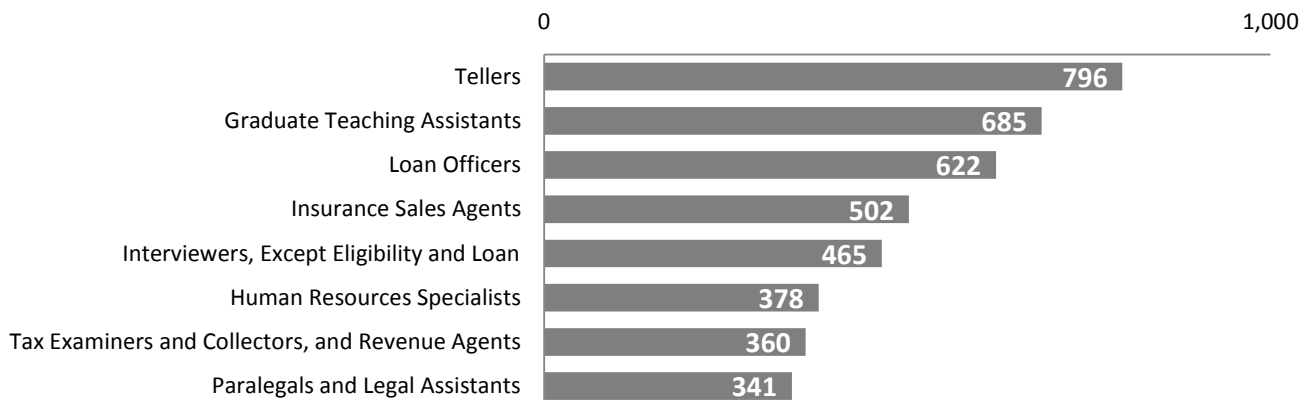
SOC Job Code: 43-6014

## Secretaries and Administrative Assistants, Except Legal, Medical, and Executive

### Matching Compatible Occupations

In determining occupational compatibility, a scoring system was calculated using our proprietary algorithm and O\*Net (sponsored by the US Department of Labor/Employment and Training Administration data on Standard Occupation Classification (SOC) system from the Bureau of Labor Statistics. This index was derived by comparing the key occupation with all other available SOC classifications on Knowledge attainment, Skill attainment, and Abilities necessary for said occupation. These matching indices for each occupation are then sorted for highest compatibility.

### Ten Year Increase in Jobs for Fastest Growing Compatible Jobs, 2005-2015



By targeting growing industries, Cincinnati Works benefits the local economy, providing a dynamic source of labor.

### Fastest Growing Compatible Jobs

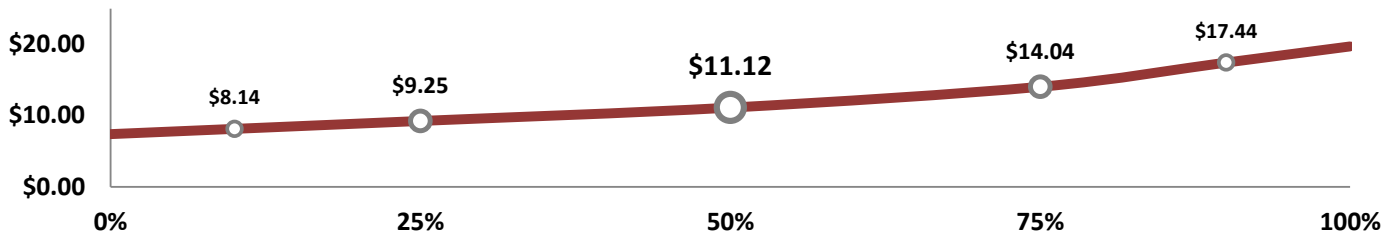
SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
43-3071.00	Tellers	796	4,134	\$11.74	91
25-1191.00	Graduate Teaching Assistants	685	8,383	\$28.44	90
13-2072.00	Loan Officers	622	2,566	\$27.00	92
41-3021.00	Insurance Sales Agents	502	2,775	\$20.47	91
43-4111.00	Interviewers, Except Eligibility and Loan	465	2,789	\$12.60	96
13-1071.00	Human Resources Specialists	378	4,056	\$24.64	93
13-2081.00	Tax Examiners and Collectors, and Revenue Agents	360	1,851	\$24.23	91
23-2011.00	Paralegals and Legal Assistants	341	1,616	\$21.64	95

# OCCUPATION

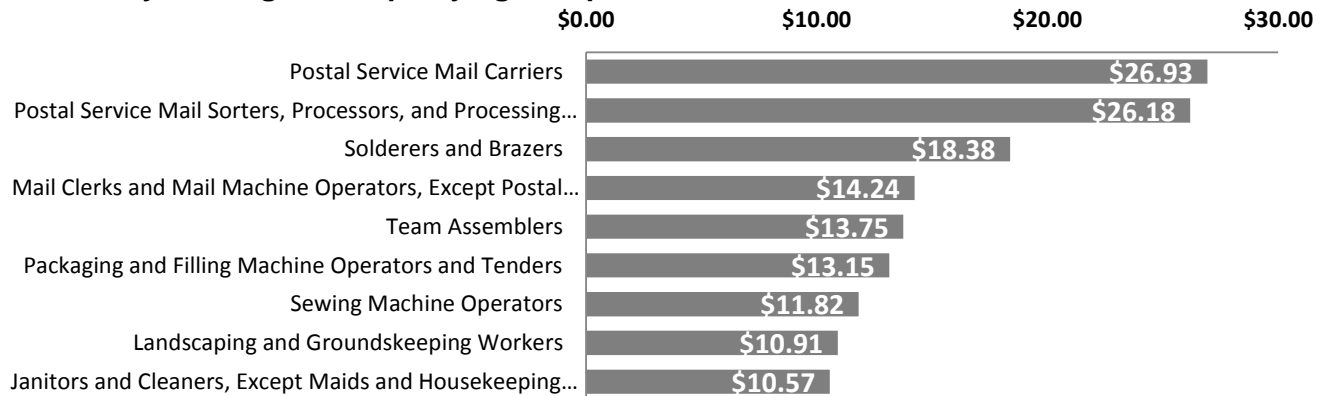
SOC Job Code: 51-9198

Helpers--Production Workers

## Percentile of Hourly Earnings



## Median Hourly Earnings for Top Paying Compatible Jobs\*, 2015 Cincinnati



Cincinnati Works members can benefit through potential for higher wages.

## Top Paying Compatible\* Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
43-5052.00	Postal Service Mail Carriers	-695	2,095	\$26.93	95
43-5053.00	Postal Service Mail Sorters, Processors, and Processing Machine Operators	-969	1,318	\$26.18	95
51-4121.07	Solderers and Brazers	#N/A	#N/A	\$18.38	95
43-9051.00	Mail Clerks and Mail Machine Operators, Except Postal Service	6	1,151	\$14.24	96
51-2092.00	Team Assemblers	-1,951	6,861	\$13.75	95
51-9111.00	Packaging and Filling Machine Operators and Tenders	-199	3,530	\$13.15	95
51-6031.00	Sewing Machine Operators	-422	1,078	\$11.82	97
37-3011.00	Landscaping and Groundskeeping Workers	2,230	8,993	\$10.91	96
37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,540	20,943	\$10.57	95

\*See next page for discussion of methodology of job compatibility and data sources.

# OCCUPATION

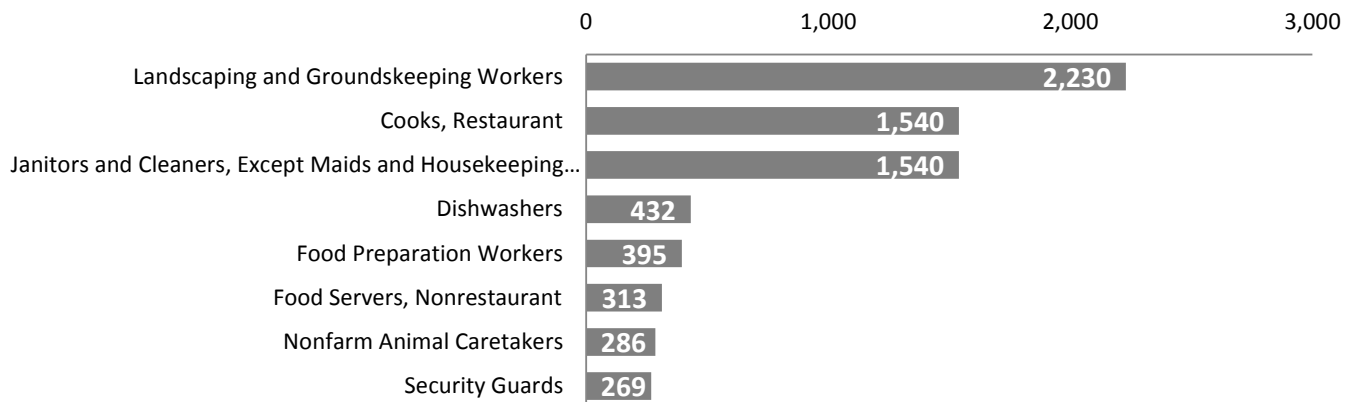
SOC Job Code: 51-9198

Helpers--Production Workers

## Matching Compatible Occupations

In determining occupational compatibility, a scoring system was calculated using our proprietary algorithm and O\*Net (sponsored by the US Department of Labor/Employment and Training Administration data on Standard Occupation Classification (SOC) system from the Bureau of Labor Statistics. This index was derived by comparing the key occupation with all other available SOC classifications on Knowledge attainment, Skill attainment, and Abilities necessary for said occupation. These matching indices for each occupation are then sorted for highest compatibility.

## Ten Year Increase in Jobs for Fastest Growing Compatible Jobs, 2005-2015



By targeting growing industries, Cincinnati Works benefits the local economy, providing a dynamic source of labor.

## Fastest Growing Compatible Jobs

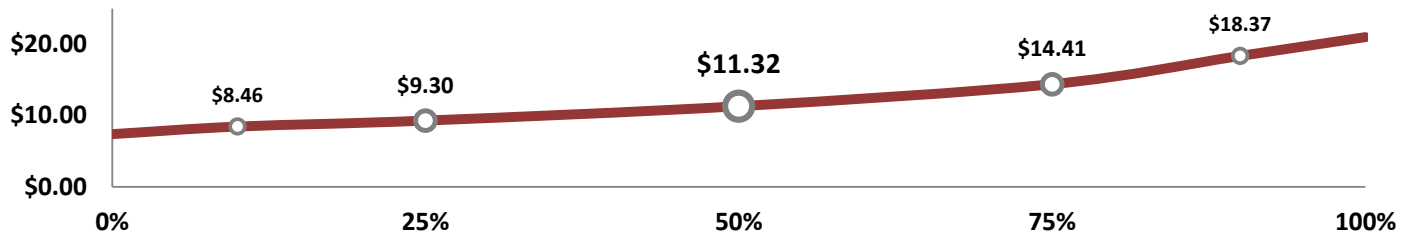
SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
37-3011.00	Landscaping and Groundskeeping Workers	2,230	8,993	\$10.91	96
35-2014.00	Cooks, Restaurant	1,540	7,692	\$9.33	92
37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,540	20,943	\$10.57	95
35-9021.00	Dishwashers	432	3,876	\$8.94	96
35-2021.00	Food Preparation Workers	395	5,552	\$9.41	93
35-3041.00	Food Servers, Nonrestaurant	313	2,785	\$9.65	94
39-2021.00	Nonfarm Animal Caretakers	286	1,104	\$9.35	93
33-9032.00	Security Guards	269	6,728	\$11.48	94

# OCCUPATION

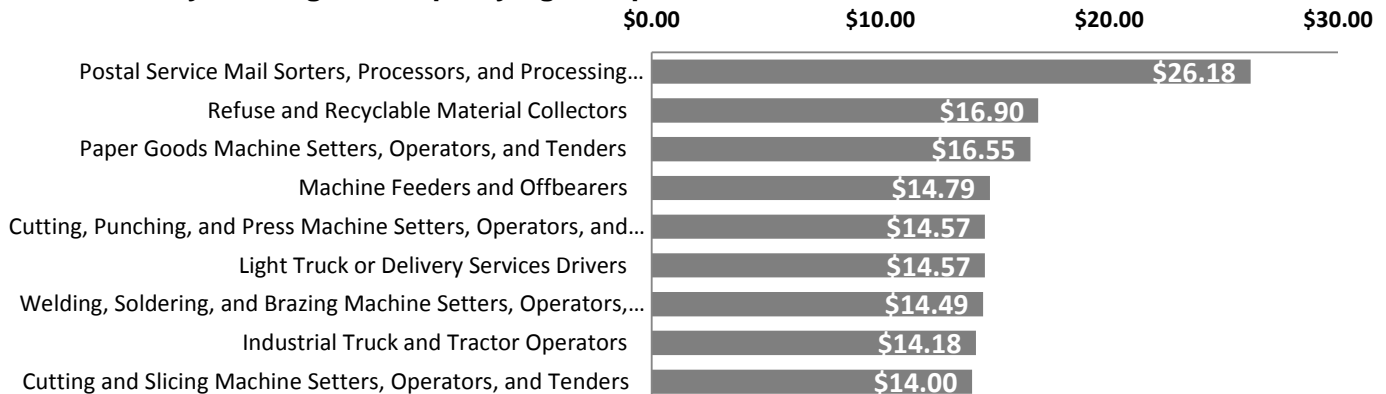
SOC Job Code: 53-7062

## Laborers and Freight, Stock, and Material Movers

### Percentile of Hourly Earnings



### Median Hourly Earnings for Top Paying Compatible Jobs\*, 2015 Cincinnati



Cincinnati Works members can benefit through potential for higher wages.

### Top Paying Compatible\* Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
43-5053.00	Postal Service Mail Sorters, Processors, and Processing Machine Operators	-969	1,318	\$26.18	95
53-7081.00	Refuse and Recyclable Material Collectors	267	1,298	\$16.90	95
51-9196.00	Paper Goods Machine Setters, Operators, and Tenders	-451	1,415	\$16.55	96
53-7063.00	Machine Feeders and Offbearers	-371	919	\$14.79	96
51-4031.00	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	-685	1,727	\$14.57	95
53-3033.00	Light Truck or Delivery Services Drivers	-519	6,763	\$14.57	95
51-4122.00	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	-88	746	\$14.49	95
53-7051.00	Industrial Truck and Tractor Operators	-396	4,614	\$14.18	95
51-9032.00	Cutting and Slicing Machine Setters, Operators, and Tenders	-77	565	\$14.00	95

\*See next page for discussion of methodology of job compatibility and data sources.

# OCCUPATION

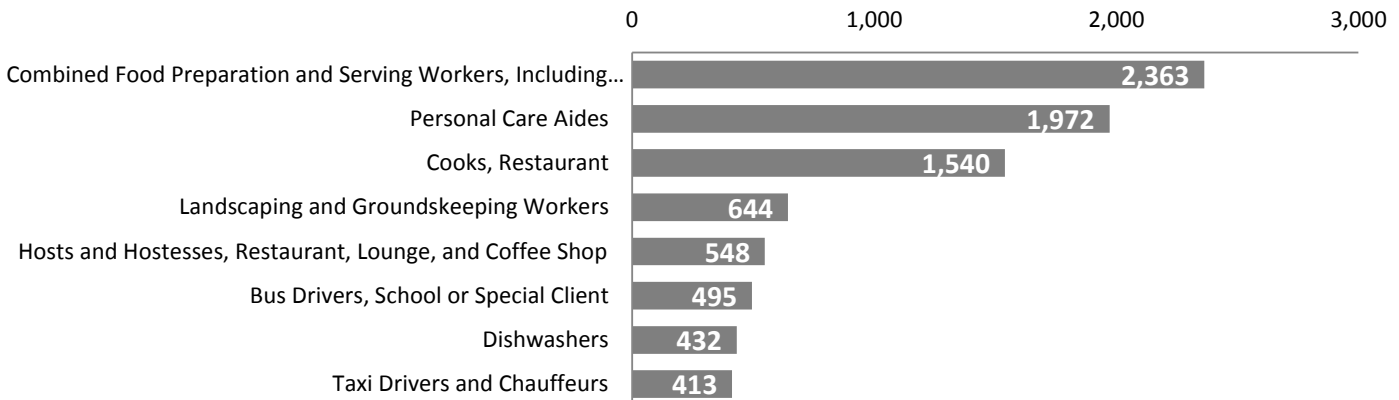
SOC Job Code: 53-7062

## Laborers and Freight, Stock, and Material Movers

### Matching Compatible Occupations

In determining occupational compatibility, a scoring system was calculated using our proprietary algorithm and O\*Net (sponsored by the US Department of Labor/Employment and Training Administration data on Standard Occupation Classification (SOC) system from the Bureau of Labor Statistics. This index was derived by comparing the key occupation with all other available SOC classifications on Knowledge attainment, Skill attainment, and Abilities necessary for said occupation. These matching indices for each occupation are then sorted for highest compatibility.

### Ten Year Increase in Jobs for Fastest Growing Compatible Jobs, 2005-2015



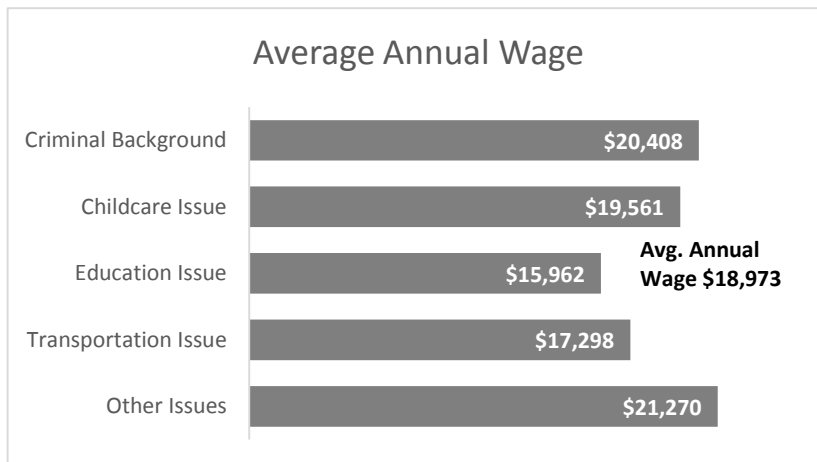
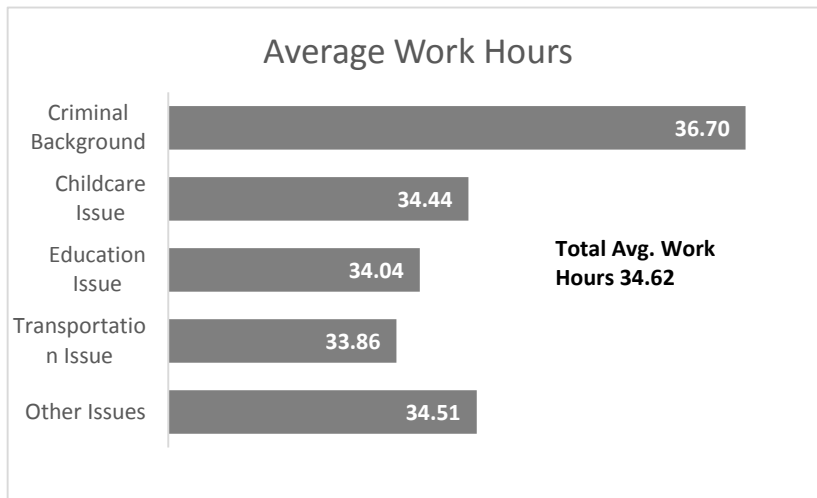
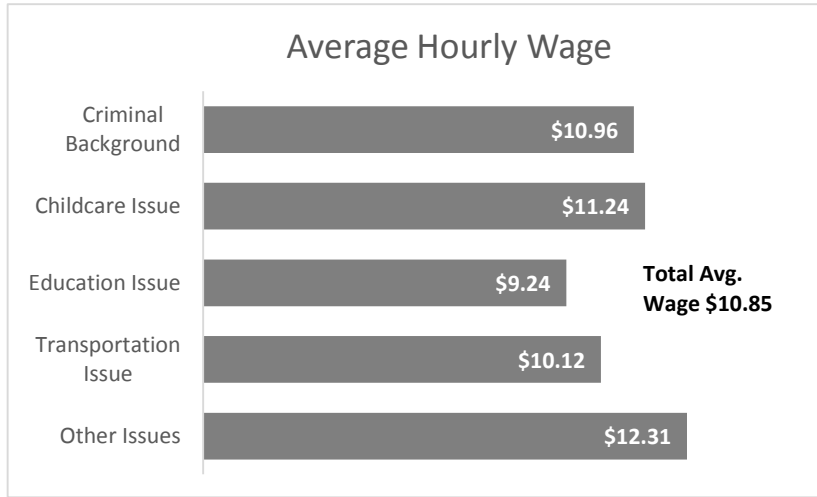
By targeting growing industries, Cincinnati Works benefits the local economy, providing a dynamic source of labor.

### Fastest Growing Compatible Jobs

SOC	Title	Ten Year Job Change	2015 Jobs	Median Hourly Earnings	Compatibility Index*
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	2,363	27,171	\$8.65	93
39-9021.00	Personal Care Aides	1,972	3,499	\$10.09	92
35-2014.00	Cooks, Restaurant	1,540	7,692	\$9.33	94
37-3011.00	Landscaping and Groundskeeping Workers	644	5,641	\$10.91	97
35-9031.00	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	548	3,554	\$8.82	91
53-3022.00	Bus Drivers, School or Special Client	495	3,371	\$15.88	92
35-9021.00	Dishwashers	432	3,876	\$8.94	93
53-3041.00	Taxi Drivers and Chauffeurs	413	1,732	\$9.46	94

**APPENDIX B**  
**Member Earnings**

# Member Earnings





**APPENDIX C**  
**Member Benefits to Society**

### Calculation of Annual Societal Net Benefits

	Supp. Nutrition Assist. Program	Medicaid	Housing Assistance	PIPP (Utilities Assistance)	TOTAL
<b>Avg Cost per Utilization</b>					
Serious Criminal Background	\$3,452	\$4,417	\$4,800	\$2,259	\$14,927
Childcare Issue	\$5,968	\$8,421	\$6,400	\$2,145	\$22,935
Lack of Education	\$2,516	\$3,079	\$4,800	\$2,280	\$12,675
Transportation Difficulties	\$2,523	\$3,109	\$4,800	\$2,210	\$12,642
Other	\$2,653	\$3,253	\$4,800	\$2,174	\$12,880

<b>Utilization Before</b>	Total in Type				
Criminal	137.4	134.2	134.8	135.5	138
Childcare	150.4	138.8	139.3	147.5	151
Education	47.0	46.0	46.0	46.0	47
Transportation	282.0	272.5	272.5	277.5	283
Other	144.8	138.2	138.2	142.6	147

<b>Adjustment for Non-Utilization</b>					
Criminal	\$3,436	\$4,295	\$4,690	\$2,217	\$14,638
Childcare	\$5,945	\$7,739	\$5,906	\$2,095	\$21,685
Education	\$2,516	\$3,011	\$4,695	\$2,230	\$12,453
Transportation	\$2,514	\$2,993	\$4,622	\$2,167	\$12,297
Other	\$2,613	\$3,058	\$4,512	\$2,109	\$12,292

<b>Utilization After</b>	Total in Type				
Criminal	129.1	66.5	73.4	116.5	138
Childcare	144.6	49.0	81.6	134.7	151
Education	45.6	29.5	29.8	41.5	47
Transportation	258.0	130.0	132.0	219.0	283
Other	130.8	78.6	80.1	109.5	147

<b>Avg Cost After</b>					
Criminal	\$3,230	\$2,127	\$2,554	\$1,906	\$9,818
Childcare	\$5,715	\$2,731	\$3,459	\$1,913	\$13,819
Education	\$2,443	\$1,933	\$3,048	\$2,014	\$9,437
Transportation	\$2,300	\$1,428	\$2,239	\$1,710	\$7,678
Other	\$2,361	\$1,740	\$2,616	\$1,620	\$8,337

<b>Savings per Employed Member</b>					
Criminal	\$206	\$2,168	\$2,136	\$311	\$4,820
Childcare	\$230	\$5,007	\$2,446	\$182	\$7,866
Education	\$73	\$1,079	\$1,647	\$216	\$3,015
Transportation	\$214	\$1,565	\$2,383	\$457	\$4,619
Other	\$252	\$1,317	\$1,896	\$489	\$3,955
Average per Member					\$5,070

<b>Tax Benefit Calculation</b>	Sales Tax		Income Tax		All
	County	State	Local	State	Total
Average per Member	\$325	\$59	\$217	\$285	\$886
Aggregate	\$249,047	\$45,204	\$166,345	\$218,034	\$678,629