

The Economic Benefits of Cincinnati Works on the Cincinnati Region

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Executive Summary

Cincinnati Works is a nonprofit organization founded in 1996 with the vision of working toward the elimination of poverty in the Cincinnati Region through employment. Its mission is to partner with all willing and capable individuals living in poverty to assist them in advancing to economic self-sufficiency through a combined focus on employment and personal stability. Instead of focusing simply on job placement, Cincinnati Works focuses on job readiness, placement, retention, and advancement by providing ongoing one-on-one free personal coaching tailored to the specific needs and goals of each person that seeks assistance (“Member”).

Cincinnati Works offers a range of programs and services to its Members and employers through its Workforce Development and Workforce Connection programs – the former providing services to Members that seek its guidance, and the latter providing services to employers seeking to address talent needs in their frontline workforce. The Workforce Development programs comprise services to Members, including job training and placement, along with career, personal, and financial coaching. The Workforce Connection program comprises services to employers, including workforce coaching, workforce hiring, transportation, and advisory services. Within the Greater Cincinnati Area, both programs offer a holistic coaching approach to personal development that provides one-on-one guidance and barrier removal for advancing toward each Member’s personal goals.

Cincinnati Works engaged with 3,388 Members over 3,634 engagements between 2015 and 2019 – the specific period of activity analyzed in this report.¹ Approximately 85.7 percent of engagements were a Workforce Development engagement, and an additional 14.3 percent were Workforce Connection engagements through Cincinnati Works’ Workforce Coaching service.² Workforce Development engagements were more likely to last longer than 12 months, whereas Workforce Connection engagements were more likely to last between six and 11 months. Cincinnati Works had a total of 3,551 training enrollments, of which approximately 61.4 percent were completed. Nearly three-fourths (73.8%) of training enrollments were for the JumpStart³ course. However, the Advance You⁴ course had a greater percentage of completed enrollments than the other courses.

Workforce Development, 2015-2019

Cincinnati Works placed 1,776 Members in a total of 3,151 jobs during this 5-year period.⁵ Of Members with a job placement, approximately 58.4 percent had only one placement. An additional 33.6 percent had either two or three job placements with the remaining 8.0 percent having four or more job placements. The occurrence of multiple job placements among Members may reflect challenges among Members that affect employment stability, lack of a good initial job match, or movement between jobs for advancement. Additionally,

¹Total engagements exclude limited engagements, intended for training only.

²Workforce Connection engagements included engagements that were limited in nature; that is, one-time assistance rather than ongoing coaching.

³JumpStart is the introductory job readiness curriculum focused on job search skills, professional skills for success in the workplace, and money management skills.

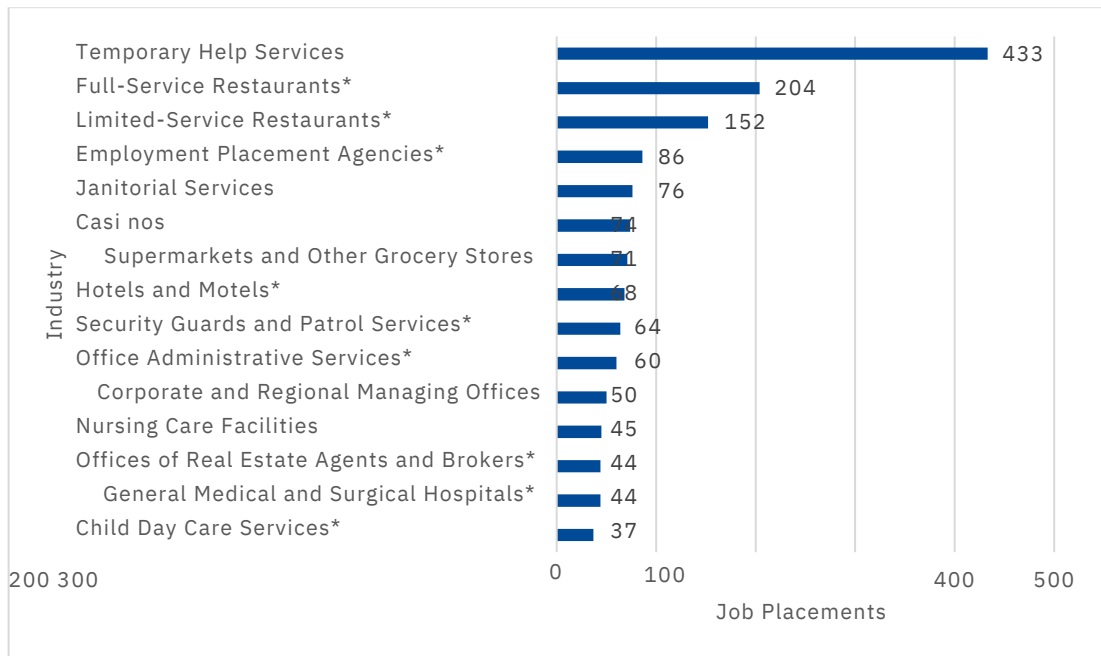
⁴The Advance You curriculum focuses on development of professional skills for career advancement.

⁵Job placements exclude prior employments, hourly wages above \$100 (erroneous data), and job placements without a last date of employment verification. Job placements referred to throughout this report represent the same characteristics unless stated otherwise.

certain job characteristics such as employment type and earnings also influence job retention among Members.

Cincinnati Works places its Members within multiple industry sectors and occupations across the Cincinnati Region. More than half of job placements occurred in three broad industry sectors. Approximately 25.5 percent of job placements were in the administrative, support, waste management, and remediation services sector. The accommodation and food services sector accounted for 16.5 percent of job placements, while the health care and social assistance sector accounted for an additional 12.4 percent of job placements. The three broad industry sectors accounted for 11 of the top 15 industries in which Cincinnati Works placed Members. Comprising the administrative, support, waste management, and remediation services sector, the temporary help services industry had the most job placements with a total of 433 placements, as shown in Figure 1.6 In the Cincinnati Region, job growth between 2015 and 2019 was positive for nine of the top 15 industries in which Cincinnati Works placed Members.⁷

Figure 1: Top 15 Industries with Job Placements, 2015-2019



Source: Economics Center analysis of Cincinnati Works' employment data.

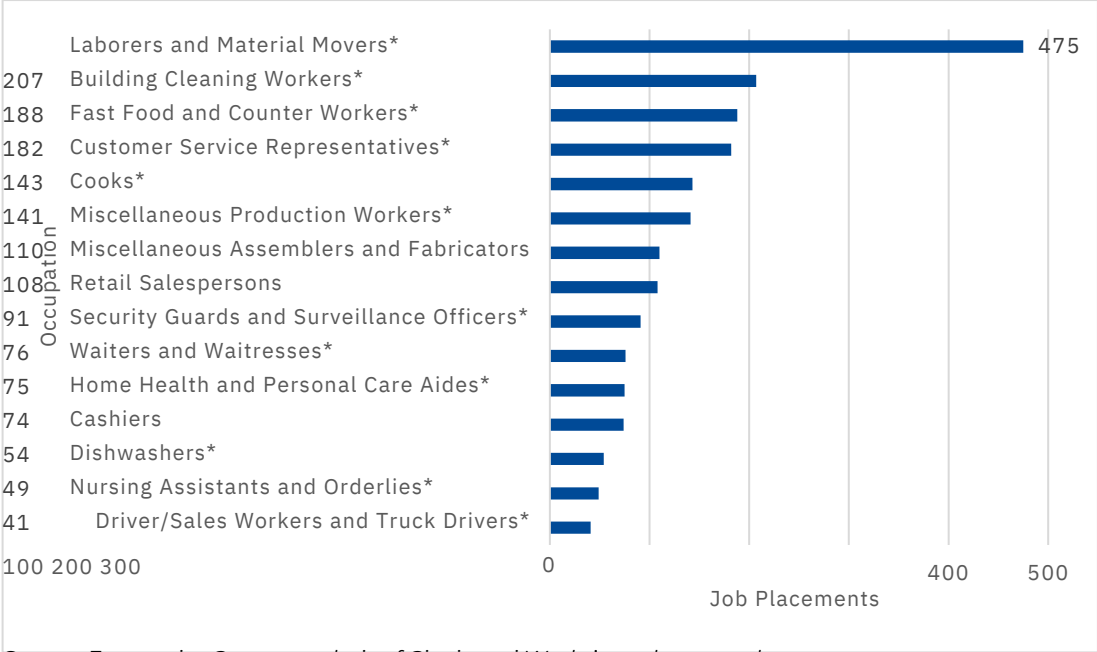
More than two-thirds of job placements were in food preparation and serving related occupations, transportation and material moving occupations, office and administrative support occupations, production occupations, and sales and related occupations. As shown

Cincinnati Works prefers job placements be a direct hire rather than a temporary placement. Most job placements in the temporary help services industry are temporary-to-direct hire placements because employers outsource their hiring. Therefore, the number of job placements made by Cincinnati Works in this industry is misleading.

⁷The industries with positive job growth in the Cincinnati Region between 2015 and 2019 are indicated with an asterisk in Figure 1.

in Figure 2, Cincinnati Works placed the most Members in laborer and material mover occupations with a total 475 job placements. Of the top 15 occupations with job placements, all but three are forecasted to experience positive job growth within the Cincinnati Region between 2020 and 2025.⁸

Figure 2: Top 15 Occupations with Job Placements, 2015-2019



Source: Economics Center analysis of Cincinnati Works' employment data.

⁸The occupations with positive forecasted job growth in the Cincinnati Region between 2020 and 2025 are indicated with an asterisk in Figure 2.

Job placements had average annual earnings of \$22,879. Collectively, the 3,151 job placements had total earnings of \$39.4 million. The earnings of these job placements had fiscal impacts for the areas in which Cincinnati Works' Members live and work. When a Cincinnati Works' Member is employed, the Member pays income tax on their earnings. Additionally, these Members use the income they earn to make purchases in the local economy and therefore pay sales tax on their purchased items. In total, job placements generated nearly \$1.2 million in income tax revenue and nearly \$1.7 million in sales tax revenue for state and local governments throughout the Cincinnati Region. As a result of employment among Cincinnati Works' Members, job placements also generate substantial societal savings through the reduced reliance on social assistance programs such as Medicaid, Supplemental Nutrition Assistance Program (SNAP), and housing assistance. In total, job placements between 2015 and 2019 generated nearly \$7.4 million in societal savings.

WORKFORCE
DEVELOPMENT
QUICK FACTS
(2015-2019)

1,776 Members placed in
3,151 jobs
\$22,879 average annual
earnings
\$39.4 million total earnings
across all jobs
Generating ...
\$1.2M income tax revenue
\$1.7M sales tax revenue
\$7.4M societal savings

Workforce Connection, 2017-2019

Launched in 2017, the Workforce Connection program is a collaborative effort with employers that serves the working poor by providing on-site workforce coaches that facilitate job retention services, work support, education, and training. Employees benefit from these services through increased job stability, financial security, and career advancement opportunities. However, employers also benefit from increased employee retention, engagement, and productivity. Furthermore, the benefits to employers impact their bottom line by reducing the hiring costs associated with replacing an employee.

“Our main goal is to improve recruitment and retention and reduce absenteeism. Across the board, Cincinnati Works has been able to connect with the different levels of our organization and engage teammates by giving them someone besides HR to rely on. The workforce coaching program is ideally suited to connect our teammates to community resources in a way that our HR department cannot.”

*– Denise Schumacher
Human Resource Manager
Kutol Products Company*

Between 2017 and 2019, Cincinnati Works has contracted with 12 employers in multiple industries to provide workforce coaching to their employees. Cincinnati Works engaged with 489 Members through their Workforce Connection program during this time.⁹ Among these Members, the median tenure prior to engaging with a workforce coach was 276 days, or approximately nine months. Of those engaging in coaching, 63.3 percent remained employed an additional six months or more after engaging with a workforce coach. By helping these employees remain employed and succeed in the workplace, Cincinnati Works enabled these Members to earn a combined \$10.9 million between 2017 and 2019.

Financial Coaching, 2011-2019

Cincinnati Works began offering financial coaching in 2011 with the goal of helping Members become economically self-sufficient by increasing their income, decreasing their expenses, building credit, and acquiring assets. Financial coaches provide free services to Members such as budgeting, resolving debt, building credit, accessing loans, and preparing taxes. These services are available to all Members served through both the Workforce Development and Workforce Connection programs. Between 2011 and 2019, Cincinnati Works completed financial assessments for 1,763 Members. Among the impacts experienced by these Members, the most notable was experienced in relation to credit scores. For Members with an improved credit score, their TransUnion FICO credit score increased by an average of 48.9 points between the Member’s first and last assessment.

⁹

This includes Workforce Connection engagements that were limited in nature.

25-Year Impact

To determine the return on investment of Cincinnati Works' operations over its 25-year history, the total cost of operations was compared to the benefits generated.¹⁰ Cincinnati Works has engaged with 6,737 Members and facilitated a total of 11,513 job placements between 1996 and 2019. A total of \$156.7 million in benefits were generated by job placements. The total benefits include an earnings benefit totaling \$126.7 million, income tax collections totaling \$5.4 million, sales tax collections totaling \$3.8 million, and societal savings totaling \$20.8 million.¹¹ The total cost of operations for Cincinnati Works totaled nearly \$41.8 million between 1996 and 2019. Net benefits of \$115.0 million were generated in total, or approximately \$19,927 per Member, as detailed in Table 1.¹² This means that every \$1 invested in Cincinnati Works over its 25-year history generated \$3.75 in benefits for the Cincinnati Region. The return on investment is approximately 375.2 percent.

Table 1: Net Benefits of Job Placements, 1996-2019 (2020\$)

Costs	\$7,241	\$41,774,254
Benefits	\$27,168	\$156,733,514
Net Benefits	\$19,927	\$114,959,260

Source: Economics Center analysis.

¹⁰The benefits generated include only the benefits of job placements.

¹¹The earnings benefit represents the earnings during the first year of employment only. Earnings after the first year of employment are not included because a job placement of at least one year is likely to influence future job opportunities and earnings.

¹²The per Member costs and benefits are based only on Members for which benefits could be calculated.

Introduction

Cincinnati Works is a nonprofit organization founded in 1996 with the vision of working toward the elimination of poverty in the Cincinnati Region through employment. Its mission is to partner with all willing and capable individuals living in poverty to assist them in advancing to economic self-sufficiency through a combined focus on employment and personal stability.

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 provides ongoing one-on-one personal coaching tailored to the specific needs and goals of each Member as well as comprehensive

support services such as legal consultation, behavioral health counseling, financial coaching, transportation assistance, childcare resources, and chaplain services. The Cincinnati Works model focuses on two key stakeholder groups, job seekers (“Members”) and employers, and its services are offered at no cost to both groups.¹³

For Members seeking employment, Cincinnati Works provides a comprehensive and individualized approach with services designed to bridge the gap between poverty and sustained employment and self-sufficiency. 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. Members may also have barriers that might hinder their personal and professional success. Therefore, Cincinnati Works partners with other nonprofit organizations that are equipped to assist Members in addressing and overcoming their barriers (e.g., legal services, childcare, housing, etc.).

Job Readiness

Among the services offered by Cincinnati Works, the core service for Members seeking employment is the Job Readiness training. This training typically begins with a three-day JumpStart workshop where Members identify their strengths, learn job search skills and employer expectations, develop soft skills essential for the workplace, and participate in mock interviews. Additional training – called Succeed – is offered to Members who want ongoing professional skills development. Members are paired with a career coach who helps

them to identify and move forward with specific goals. Once employed, coaches maintain contact with Members and their employers to monitor progress and help ensure retention of at least one year.

Advance You

After demonstrating professional stability, typically measured as achieving one year of employment with the same employer, Members are eligible for Advance You services. Members in Advance You receive advanced training and are assisted by coaches in pursuing

a career, increasing earning power, and building long-term, sustainable financial independence. Coaches may help Members pursue additional skills training, attend college,

and/or develop specific enterprise program skills. Advance You offers a host of steps toward retention, stabilization, and advancement of existing employees. However, Workforce and Self-

sufficiency by helping Members advance from a low-paying, entry-level job to higher-paying jobs. Advance You can also be accessed by anyone already working and seeking to get ahead, regardless of whether they participated in Cincinnati Works' Job Readiness services.

This comprehensive, long-term approach is designed to eliminate barriers to attaining long-term employment, and ultimately, economic self-sufficiency. There are no time limits on membership for programs offered by Cincinnati Works. As long as a Member is seeking employment or working, they may remain a Member for life.

Phoenix & Next Step

Cincinnati Works' Members often have personal and professional barriers that make it challenging to reach self-sufficiency. The Phoenix and Next Step programs provide additional services tailored to these Members. The Phoenix program works with Members in and at-risk of falling into a life of crime and violence, while the Next Step program works with young adults who are transitioning from the foster care system into independent living.

Financial Coaching

Furthermore, Cincinnati Works offers financial coaching designed to help Members become economically self-sufficient by increasing their income, decreasing their expenses, building credit, and acquiring assets. Financial coaches provide free services to Members such as budgeting, resolving debt, building credit, accessing loans, and preparing taxes.

Employer Partners

In addition to job-seeking Members, employers are the other key stakeholder group in Cincinnati Works' model. Partnering with more than 75 companies in the Cincinnati Region, Cincinnati Works supports employers who regularly hire entry- to mid-level employees for positions that pay, on average, between \$10.00 and \$13.00 an hour.¹⁴ These employer partners typically offer full-time jobs and health benefits after 90 days of employment.

Cincinnati Works consults with employers to understand their entry-level job needs and models its intake process after employer requirements to match trained and pre-screened Members based on employer needs appropriately. This employer-linked job training approach allows Cincinnati Works to solicit employer input in program design and implementation as well as 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 benefits both the employer and the Member. After a job placement is made, coaches continue to work with Members and their employers, allowing Cincinnati Works to proactively address any issues that may develop, therefore, promoting workforce retention. For employers, this approach helps reduce employee turnover costs like interviewing, training, work disruption, and lost productivity.

¹⁴ The hourly earnings ranged from \$10 to \$13, on average, among all job placements facilitated by Cincinnati Works between 2015 and 2019. Wages have risen since then. While data from 2020 and 2021 was outside the scope of this analysis, Cincinnati Works reports average wages of \$13.00 in 2020 and \$14.84 in 2021.

Workforce Connection

The Workforce Connection program is an additional fee-for-service opportunity in which employers can participate. This program is a collaborative effort that serves the working poor by providing on-site workforce coaches that facilitate job retention services, work support, education, and training. Employees benefit from these services through increased job stability, financial security, and career advancement opportunities. Employers also benefit from increased employee retention, engagement, and productivity.

Methodology

This report examines Cincinnati Works' programs and associated impacts in the Cincinnati Metropolitan Statistical Area¹⁵ (MSA)(Region). The benefits of job placements accruing to industries, Members, and the local community are quantified. The Workforce Connection program and the financial coaching services offered by Cincinnati Works are explored separately. Furthermore, an analysis of job placements by industry and occupation is included.

Industry Analysis

Cincinnati Works provided employment details for job placements between 2015 and 2019.

Employers were matched to an industry using North American Industry Classification System (NAICS) codes. The industries in which Cincinnati Works placed Members were then

compared to the top growing industries within the Cincinnati MSA to describe how Cincinnati

Works meets the growing demands of particular industries. The industry analysis is based on job placements facilitated by Cincinnati Works and excludes prior employments, hourly wages above \$100 (suggesting erroneous data), and job placements that were not verified.

Occupation Analysis

Cincinnati Works provided employment details for job placements between 2015 and 2019.

Job titles were matched to Standard Occupational Classification (SOC) codes. After identifying the top occupations in which Cincinnati Works facilitated employment of Members, occupational characteristics such as earnings, jobs, and compatible occupations were retrieved from Emsi. Emsi's automation index describes an occupation's risk of being affected by automation using four measures: percent of time spent on high-risk work, percent of time spent on low-risk work, number of high-risk jobs in compatible occupations,

and overall industry automation risk. An index value above 100 indicates that an occupation

has an above average risk of automation. Emsi's compatibility index describes the compatibility of two occupations based on the knowledge, skills, and abilities required. An index value of 100 indicates that two occupations are completely compatible. The compatibility index is based on Emsi's proprietary algorithm that uses the Occupational Information Network (O*NET) database.¹⁶ The occupation analysis is based on job placements made by Cincinnati Works and excludes prior employments, hourly wages above \$100, and job placements that were not verified.

Fiscal Analysis

Cincinnati Works employment data on hours worked per week, hourly earnings, date hired, and date of last employment verification were utilized to estimate the annual earnings by year for each job placement. The zip codes of employers and Members were provided by Cincinnati Works and utilized to determine which state and local government entities would benefit from the income and sales tax collections resulting from each job placement. State income tax collections and City of Cincinnati income tax collections were estimated using

¹⁵

historical income tax rates. State income tax collections prioritized where the Member lived, whereas City of Cincinnati income tax collections prioritized where the Member worked.

To estimate the sales tax collections resulting from Cincinnati Works’ job placements, annual earnings were aggregated by Member. It is assumed that Members spend their earnings in the county in which they live. The Bureau of Labor Statistics’ Consumer Expenditure Survey for the Midwest region was utilized to determine what portion of earnings were used to make taxable purchases. After determining the taxable spending resulting from Cincinnati Works’ job placements, taxable spending was factored for leakage. Then, historical state and county sales tax rates were applied. Members with a missing zip code were assumed to live in Hamilton County, Ohio.

Societal Savings Analysis

Societal savings were estimated by comparing the utilization of social assistance programs for unemployed and employed individuals within the Cincinnati MSA and/or tri-state region. Utilization rates for SNAP and Medicaid were calculated using U.S. census microdata retrieved from IPUMS – USA.¹⁷ Average SNAP benefit amounts were retrieved from Public Assistance Monthly Statistics Reports issued by the Ohio Department of Jobs and Family Services.¹⁸ National Medicaid costs per adult enrollee were retrieved from the Centers for Medicare and Medicaid Services and regionally adjusted to the Cincinnati Region.¹⁹ Utilization rates and benefit amounts for utility assistance and housing assistance were calculated using Current Population Survey (CPS) microdata retrieved from IPUMS – CPS.²⁰ The utilization rates and average benefit amount for these social assistance programs were applied to Cincinnati Works’ employment data to determine the societal savings resulting from job placements made by Cincinnati Works. An overview of how societal savings were calculated can be found in Appendix B

Return on Investment

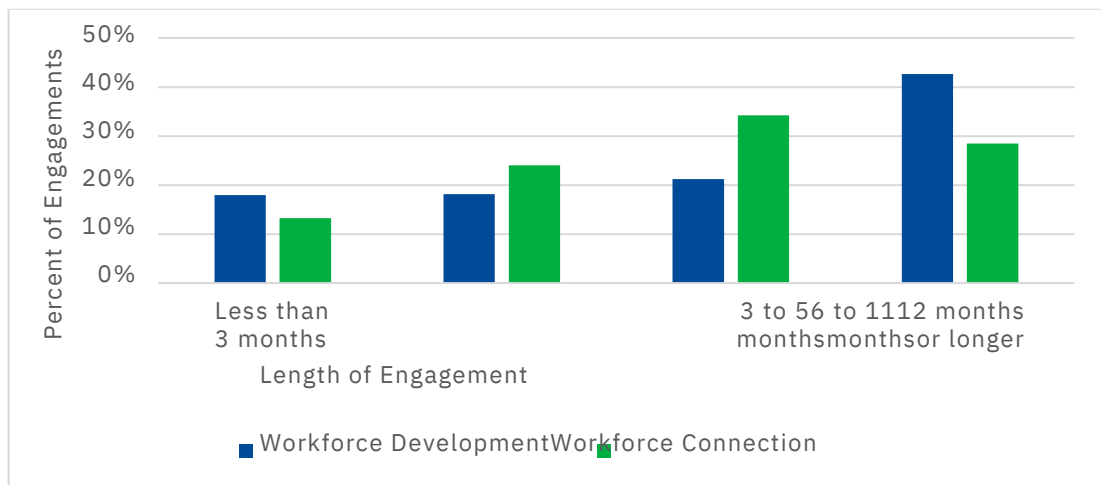
To determine the return on investment of Cincinnati Works’ operations over its 25-year history, the total cost of Cincinnati Works’ operations was compared to the total benefits generated by job placements. The total benefits include fiscal benefits in terms of income and sales tax collections and societal savings resulting from reduced reliance on social assistance programs. Additionally, the earnings during the first year of employment for job placements were also included among the benefits. Earnings after the first year of employment are not included because a job placement of at least one year is likely to influence future job opportunities and earnings.

¹ (Ruggles, et al. 2021)
⁷ (Ohio Department of Jobs and Family Services n.d.)
¹ (Centers for Medicare and Medicaid Services 2018)
⁸ (Flood, et al. 2020)

Member Profile, 2015-2019

Cincinnati Works offers a range of programs and services to its Members. Between 2015 and 2019, Cincinnati Works engaged with 3,388 Members. Members engaged with Cincinnati Works a total of 3,634 times.²¹ Approximately 85.7 percent of engagements were a Workforce Development engagement, while 14.3 percent of engagements were a Workforce Connection engagement.²² Figure 3 illustrates the length of engagement by type. Workforce Development engagements were more likely to last at least 12 months, whereas Workforce Connection engagements were more likely to last between six and 11 months. Workforce Development engagements lasted an average of 353 days, while Workforce Connection engagements lasted an average of 295 days.

Figure 3: Length of Engagement by Type, 2015-2019



Source: Cincinnati Works' engagement data.

Cincinnati Works had a total of 3,551 training enrollments. Approximately 61.4 percent of training enrollments were completed, while 25.6 percent resulted in a no show of the Member. A unique 2,795 Members enrolled in at least one training, and approximately 82.1 percent of these Members enrolled in just one training. Of the 2,795 Members that enrolled in a training, 67.1 percent completed at least one training. Nearly three-fourths (73.8%) of training enrollments were for the JumpStart course. The Succeed course comprised an additional 12.1 percent of training enrollments. The Advance You trainings had a greater percentage of completed enrollments than the Empower You, JumpStart, and Succeed trainings.

Demographics

- Approximately 52.5 percent of Members were female, while 47.5 percent of Members were male.
- The majority of Members were Black/African American (70.0%) or White (24.0%).

² Total engagements exclude limited engagements, intended for training only.

¹ Workforce Connection engagements included engagements that were limited in nature.

²
²

- The median age of Members was 38. Approximately half (49.3%) of Members were between the ages of 20 and 39.
- Approximately 74.4 percent of Members were single, while 9.6 percent of

Members
were married

Geographical Analysis

Approximately 86.3 percent of Members engaging with Cincinnati Works between 2015 and 2019 lived in Hamilton County, Ohio. Table 2 details the top 15 zip codes within Hamilton County in which Members lived. These 15 zip codes represent the residence of 63.6 percent of Members. Five of the 15 zip codes had more than 15.0 percent of the population below the poverty level in 2019, while two zip codes had more than 30.0 percent of the population below the poverty level in 2019.

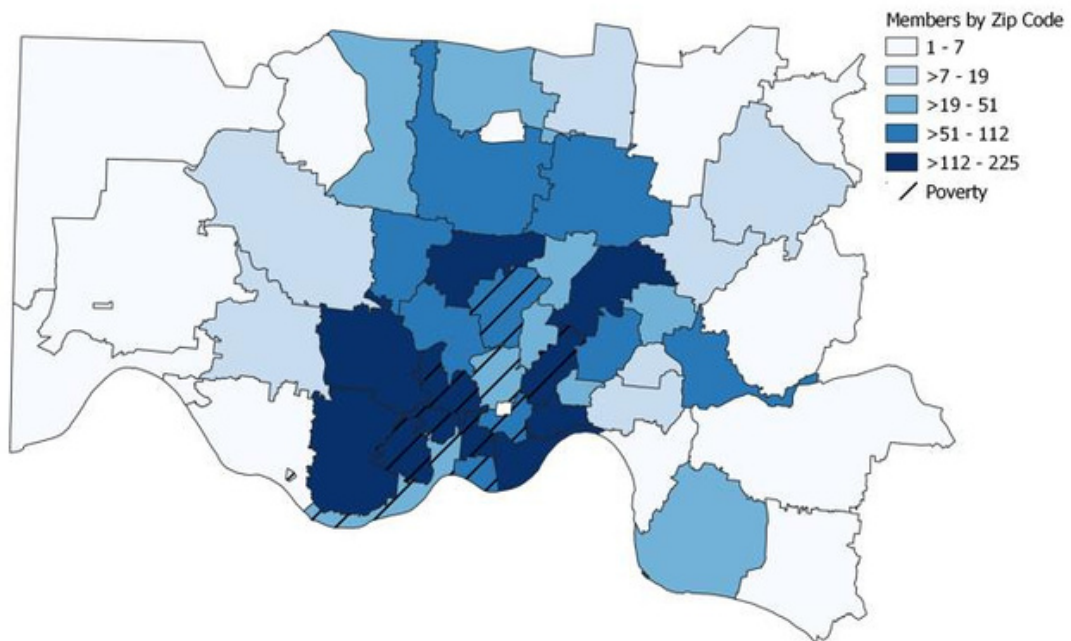
Table 2: Top 15 Zip Codes of Member Residences, 2015-2019

Zip Code	Neighborhood	Members	% of Population below the Poverty Level (2019)
45211	Cheviot/Westwood	225	10.5%
45214	Queen City	207	19.4%
45205	Price Hill	204	15.7%
45202	Downtown/Central Business District	181	8.5%
45225	English Woods/Camp Washington	169	37.5%
45238	Delhi	166	6.0%
45237	Amberley	141	11.6%
45229	Avondale	135	16.5%
45224	College Hill	118	5.5%
45206	Walnut Hills	117	9.2%
45223	Northside	108	11.0%
45227	Madisonville	104	3.8%
45219	Clifton/Corryville	100	35.4%
45231	Mount Healthy	96	6.2%
45239	Colerain Township/N. College Hill	84	4.9%

Source: Economics Center analysis of Cincinnati Works' Member data and American Community Survey data.

Figure 4 illustrates the geographical distribution of Member residences in Hamilton County, Ohio, for Members engaging with Cincinnati Works between 2015 and 2019. The zip codes with more than 15.0 percent of the population below the poverty level in 2019 are indicated by cross hatching. Throughout Hamilton County, there are nine zip codes in which more than 15.0 percent of the population was below the poverty level in 2019.

Figure 4: Hamilton County, Ohio, Member Residences by Zip Code, 2015-2019



Source: Economics Center analysis of Cincinnati Works' Member data and American Community Survey data.

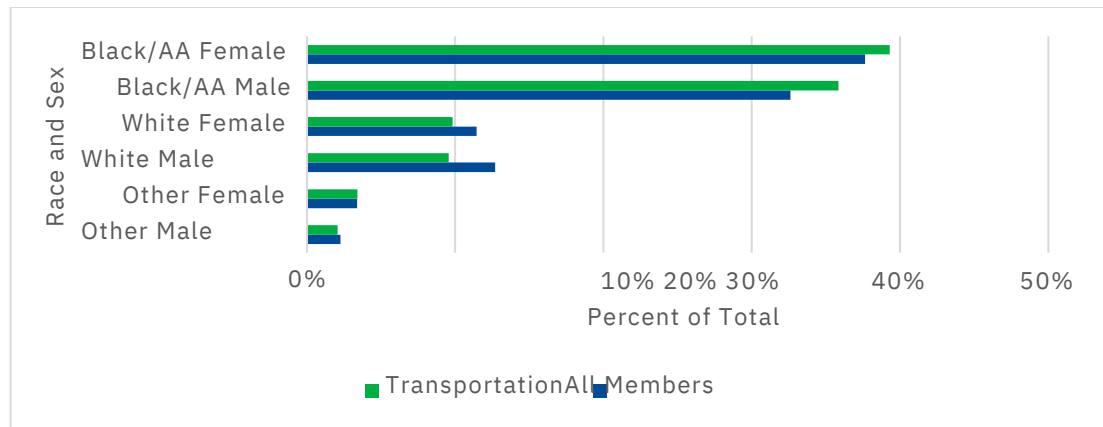
Barriers

Cincinnati Works' Members often have personal and professional barriers that make it challenging to reach self-sufficiency. Cincinnati Works addresses some of these barriers in-house, such as behavioral health, legal, transportation, and financial assistance. For barriers not addressed in-house, Cincinnati Works partners with other nonprofit organizations that are equipped to assist Members address and overcome their barriers. Common barriers include lacking access to a vehicle for transportation, having a serious criminal background, or lacking a high school diploma or equivalent. The demographic breakdown of these common barriers is explored in greater detail.

Transportation Barrier

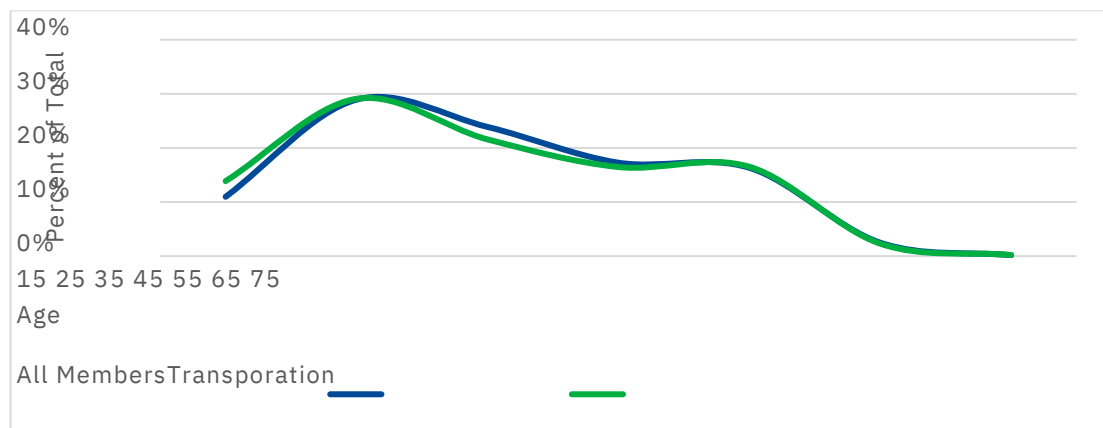
A transportation barrier is defined as lacking access to a vehicle for the primary means of transportation. Approximately 59.0 percent of Cincinnati Works' Members did not have access to a vehicle as their primary means of transportation. Members with a transportation barrier were more likely to be a Black/African American and in their teens or early twenties, as illustrated in Figure 5 and Figure 6. Cincinnati Works mitigates this barrier by providing Members bus passes to attend job interviews and get to and from their job for the first week or two until they get their first paycheck. Through financial coaching services, Cincinnati Works helps Members plan for purchasing and owning a car. Cincinnati Works previously partnered with, and now operates, Beacon of Hope, which has multiple vans that transport some workers to employers in neighborhoods where bus service is limited or non-existent.

Figure 5: Sex and Race Breakdown of Members with a Transportation Barrier, 2015-2019



Source: Economics Center analysis of Cincinnati Works' Member data.

Figure 6: Age Distribution of Members with a Transportation Barrier, 2015-2019

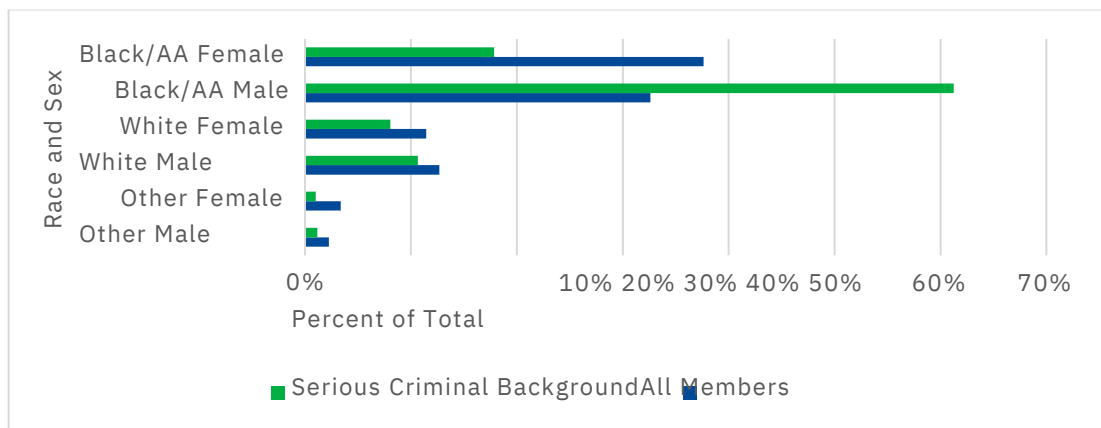


Source: Economics Center analysis of Cincinnati Works' Member data.

Serious Criminal Background Barrier

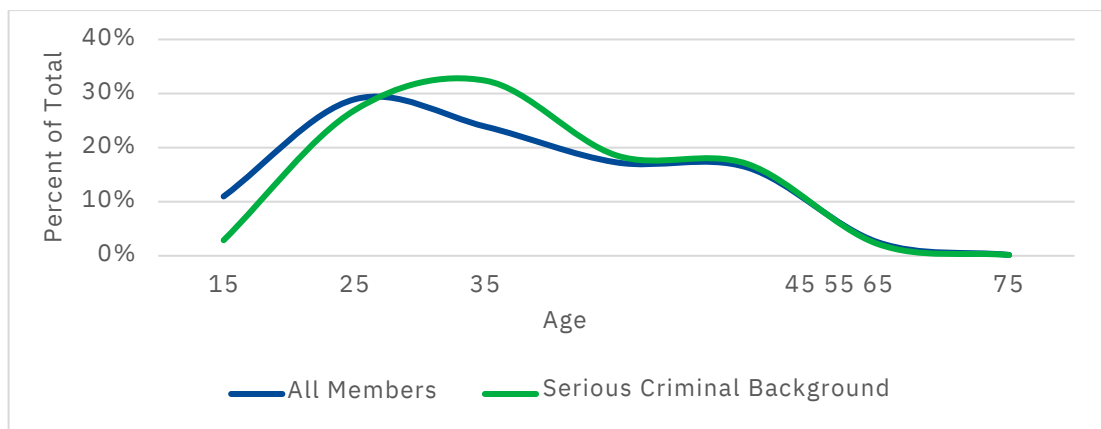
A serious criminal background barrier is defined as seven misdemeanors or any felonies at the time of application. Approximately 20.5 percent of Cincinnati Works’ Members fell into the serious criminal background category. Members with a serious criminal background were significantly more likely to be a Black/African American male and in their thirties, as illustrated in Figure 7 and Figure 8. Black/African American males comprised 32.6 percent of Cincinnati Works’ total Members and 61.2 percent of Members with a serious criminal background. To help Members overcome this barrier, Cincinnati Works builds relationships with employers that have more flexible policies on criminal records and educates employers on the business case for these hiring practices. Cincinnati Works previously partnered with, and now operates, Beacon of Hope Business Alliance – a unique partnership of businesses and social service agencies that has grown into a cross-sector ecosystem focused on employing formerly incarcerated individuals.

Figure 7: Sex and Race Breakdown of Members with a Serious Criminal Background, 2015-2019



Source: Economics Center analysis of Cincinnati Works’ Member data.

Figure 8: Age Distribution of Members with a Serious Criminal Background, 2015-2019

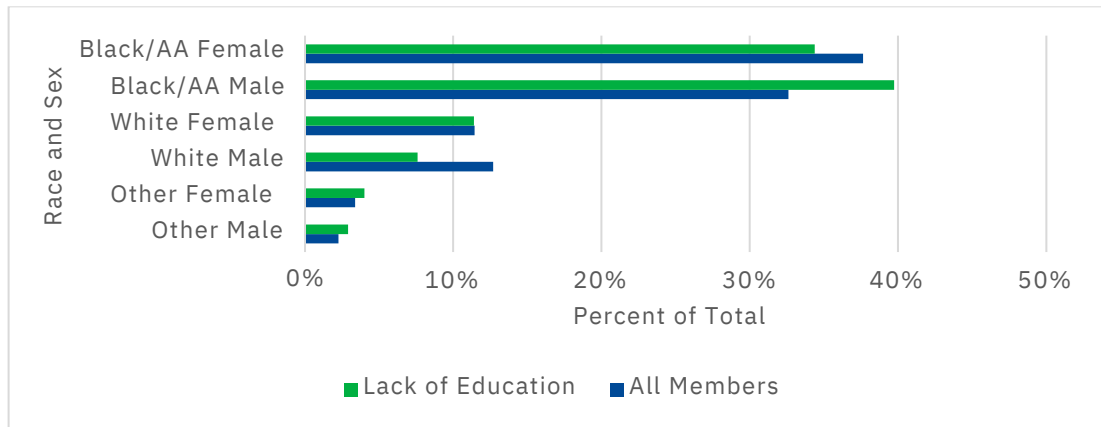


Source: Economics Center analysis of Cincinnati Works’ Member data.

Education Barrier

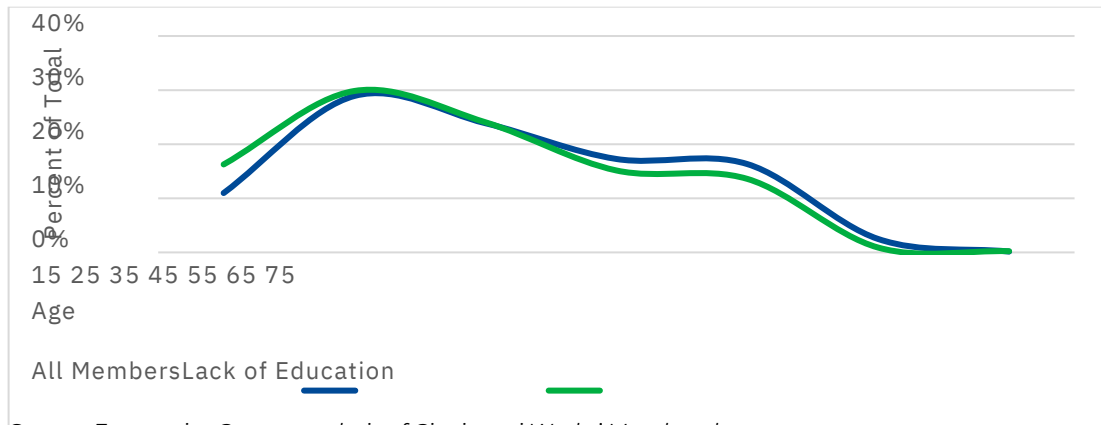
An education barrier is defined as lacking a high school diploma or equivalent. Approximately 13.3 percent of Cincinnati Works’ Members did not have a high school diploma or equivalent. Members with an education barrier were more likely to be a Black/African American male and in their teens or early twenties, as illustrated in Figure 9 and Figure 10. To address this barrier, Cincinnati Works partners with local education and training providers.

Figure 9: Sex and Race Breakdown of Members with an Education Barrier, 2015-2019



Source: Economics Center analysis of Cincinnati Works’ Member data.

Figure 10: Age Distribution of Members with an Education Barrier, 2015-2019



Source: Economics Center analysis of Cincinnati Works’ Member data.

Job Placement Profile, 2015-2019

Between 2015 and 2019, Cincinnati Works placed 1,776 Members in a total of 3,151 jobs.²³ Of Members with a job placement, approximately 58.4 percent had one placement. An additional 33.6 percent had either two or three job placements with the remaining 8.0 percent having four or more job placements. The occurrence of multiple job placements among Members may reflect barriers that affect employment stability, lack of a good initial job match, or movement between jobs for advancement. Additionally, certain job characteristics such as employment type and earnings also influence job retention among Members.

Demographics

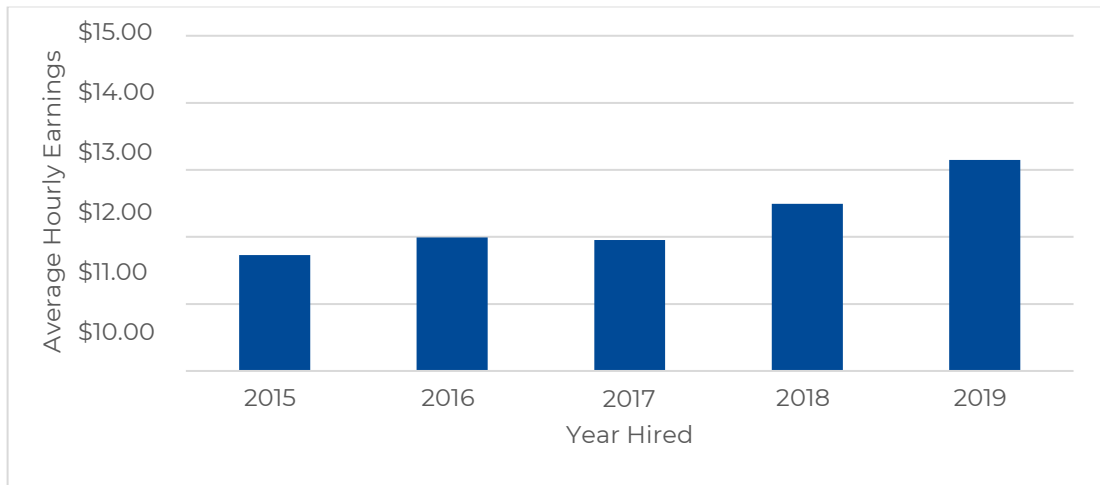
- Approximately 53.9 percent of Members with a job placement were female, while 46.1 percent of Members with a job placement were male.
- The majority of Members with job placements were Black/African American (75.6%) or White (19.4%).
- The median age of Members with job placements was 39, and half of Members with job placements were between the ages of 20 and 39. Approximately 13.6 percent of Members with a job placement lacked a high school diploma or equivalent. In total, 73.9 percent of Members with a job placement lacked a post-secondary degree or credential.
- Three-fourths (75.3%) of Members with job placements were single.
- Of Members with job placements, 41.9 percent had at least one misdemeanor record and 21.8 percent had at least one felony record.

Earnings Analysis

Figure 11 illustrates the average hourly earnings for job placements hired between 2015 and 2019. The average hourly earnings of job placements started at \$11.73 in 2015 and grew to \$13.15 in 2019. This represents a \$1.42 increase, or a growth rate of 12.1 percent. Between 2015 and 2019, hourly earnings for job placements averaged \$12.24.

²³ Job placements exclude prior employments, hourly wages above \$100, and job placements that were not verified. Job placements referred to throughout this report represent the same characteristics unless stated otherwise.

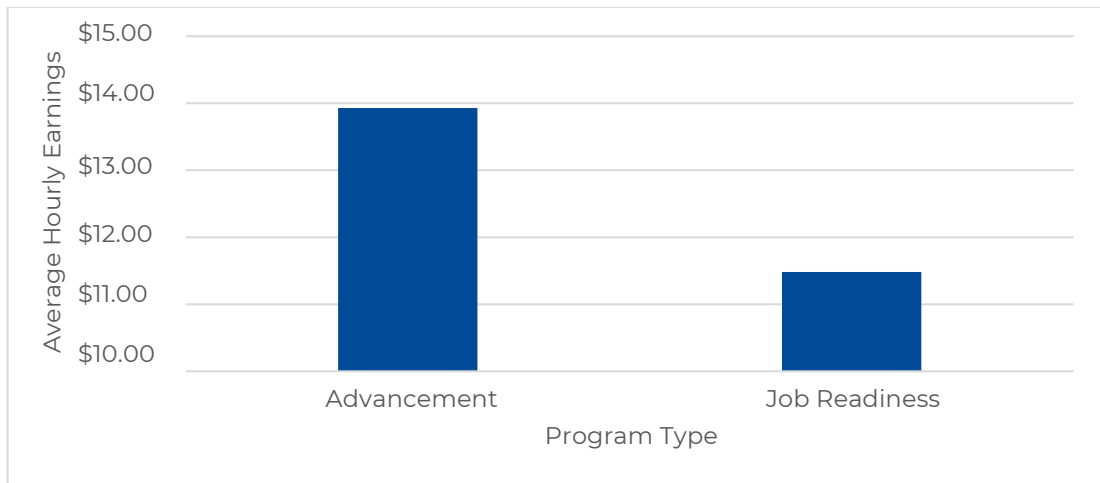
Figure 11: Average Hourly Earnings for Job Placements by Year Hired, 2015-2019 (2020\$)



Source: Cincinnati Works' employment data.

Average hourly earnings for job placements varied based on whether the individual was involved in the basic Job Readiness program or the Advancement program, as shown in Figure 12. Individuals involved in the Advancement program had higher hourly earnings of \$13.93, on average. Individuals involved in the Job Readiness program had average hourly earnings of \$11.48. This represents an average difference in hourly earnings of \$2.45 between the Advancement and Job Readiness programs.

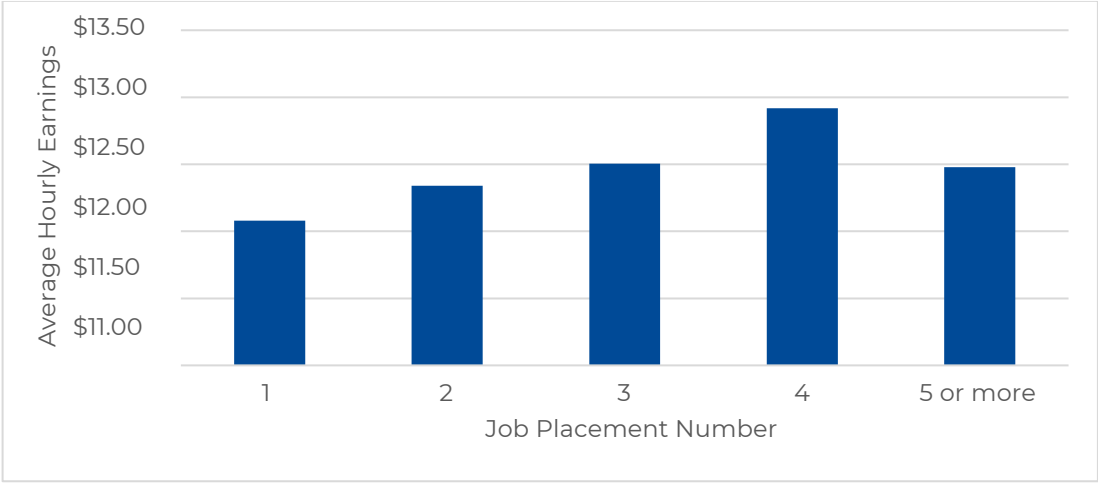
Figure 12: Average Hourly Earnings for Job Placements by Program Type, 2015-2019 (2020\$)



Source: Cincinnati Works' employment data.

Figure 13 illustrates the average hourly earnings by job placement number. Average hourly earnings increased with each additional placement through the fourth job placement until decreasing for a fifth job placement or more. For the first job placement, the average hourly earnings were \$12.08. A fourth job placement had average hourly earnings of \$12.92. This represents an average increase of \$0.28, or 2.3 percent, in hourly earnings for each additional job placement. For the fifth or more job placement, the average hourly earnings were \$12.48.

Figure 13: Average Hourly Earnings for Job Placements by Job Placement Number, 2015-2019 (2020\$)

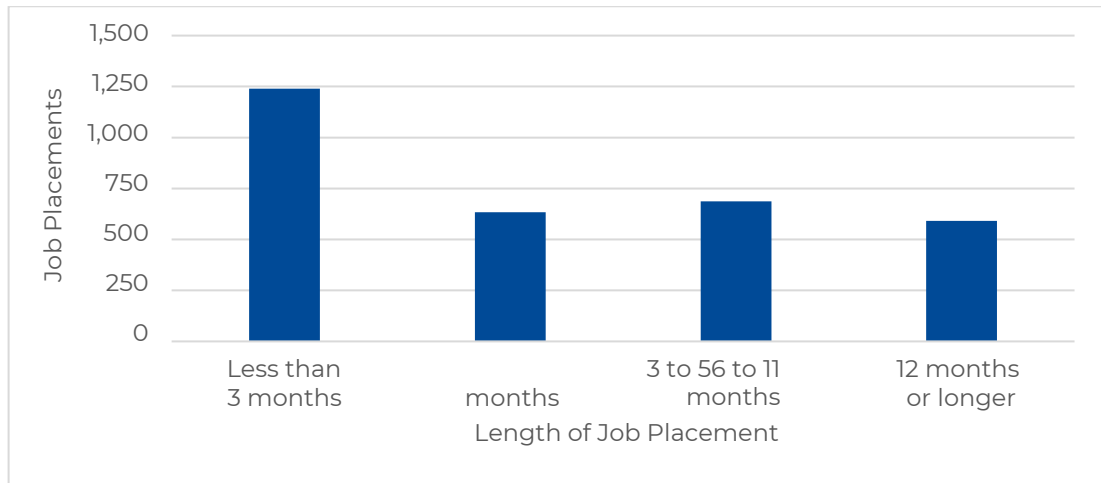


Source: Cincinnati Works' employment data.

Retention Analysis

Figure 14 illustrates the duration of Cincinnati Works job placements. Approximately 39.3 percent of job placements were retained less than three months. Of job placements retained less than three months, approximately one-third began as a temporary placement. A similar proportion of job placements were retained 3 to 5 months (20.1%), 6 to 11 months (21.8%), and 12 months or longer (18.8%).

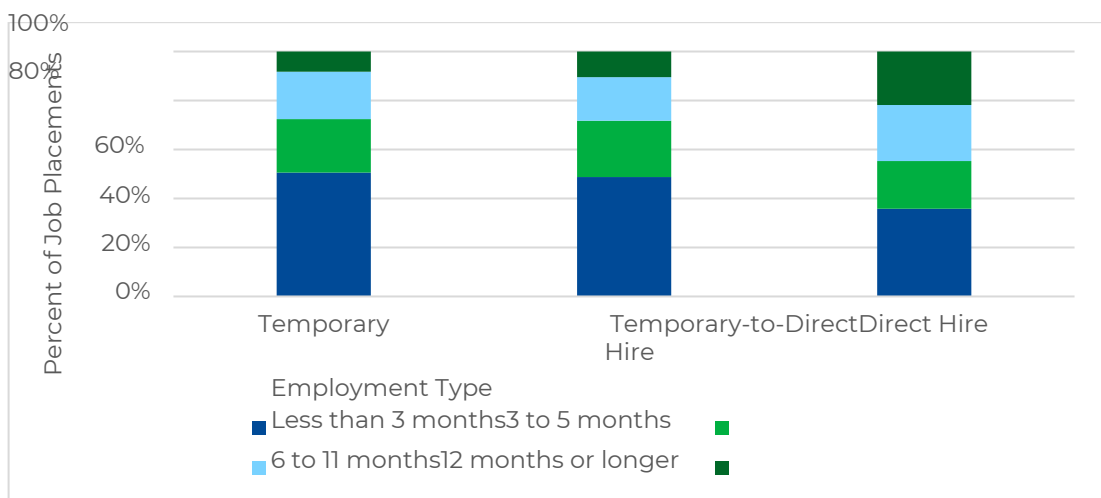
Figure 14: Length of Job Placements, 2015-2019



Source: Cincinnati Works' employment data.

Three-quarters (75.8%) of job placements between 2015 and 2019 were direct hires with an additional 10.4 percent being a temporary placement with potential to transition to a direct hire. Temporary job placements accounted for 13.8 percent of placements. Although temporary placements comprise a small share of the job placements, Cincinnati Works does not seek out temporary placements and instead prefers direct hire job placements when possible. As illustrated in Figure 15, temporary and temporary-to-direct hire job placements were more likely to have a duration of less than three months compared to direct hire job placements. However, direct hire job placements were more likely to have a duration of at least 12 months.

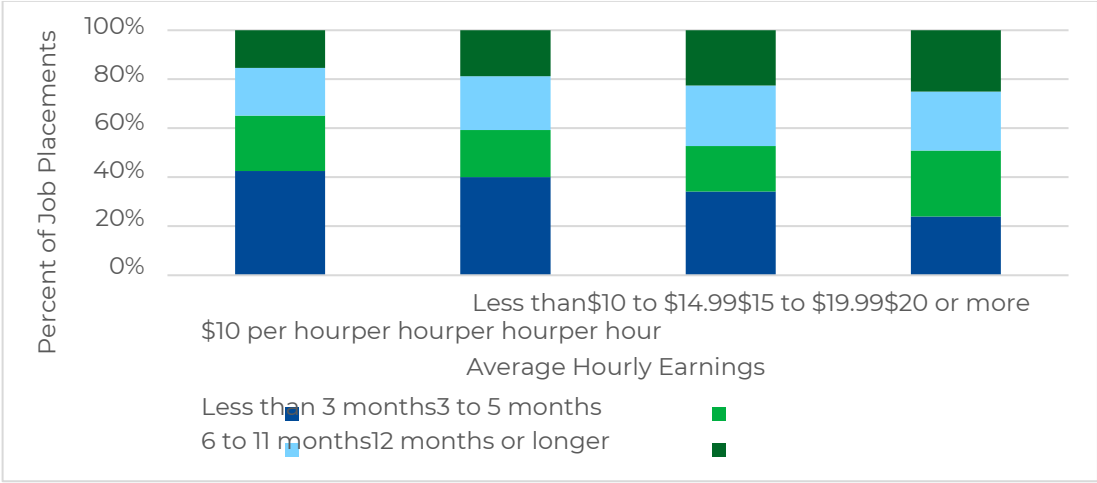
Figure 15: Length of Job Placements by Employment Type, 2015-2019



Source: Cincinnati Works' employment data.

Earnings are another job characteristic that influences job retention, as illustrated in Figure 16. Higher earnings are associated with greater job retention. Of job placements with hourly earnings of \$20.00 or more, 25.0 percent were employed at least one year. In comparison, 15.4 percent of job placements with earnings less than \$10.00 per hour were employed at least one year. This means that job placements with earnings less than \$10.00 per hour were 1.6 times less likely to be employed at least one year compared to job placements with earnings of \$20.00 or more.

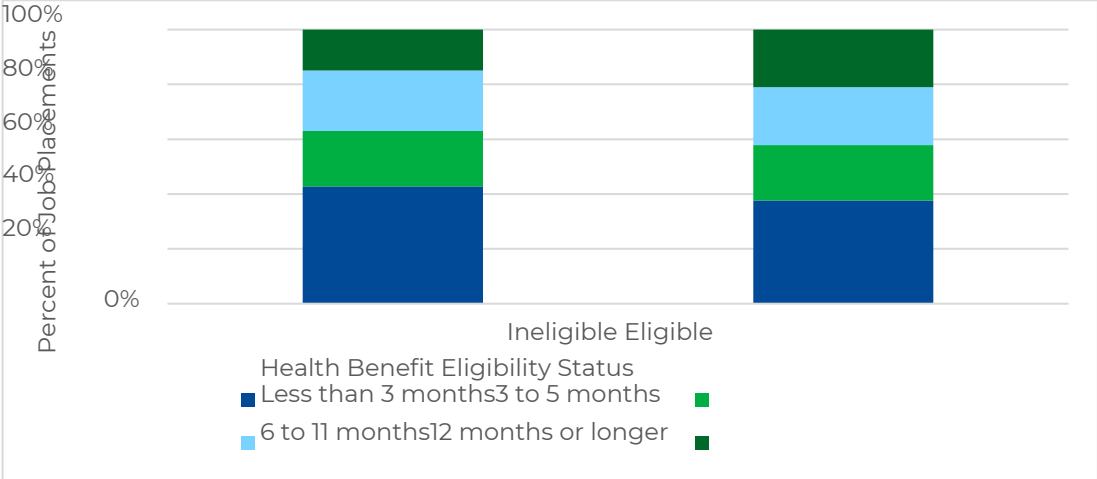
Figure 16: Length of Job Placements by Average Hourly Earnings, 2015-2019 (2020\$)



Source: Cincinnati Works' employment data.

In addition to the type of employment and hourly wage, eligibility for health benefits also impacts the job retention among Cincinnati Works Members. Overall, 67.1 percent of job placements were eligible to receive health benefits, while the remaining 32.9 percent were ineligible for health benefits. Job placements of less than three months were more likely to be ineligible for health benefits, whereas job placements of at least one year were more likely to be eligible for health benefits, as illustrated in Figure 17.

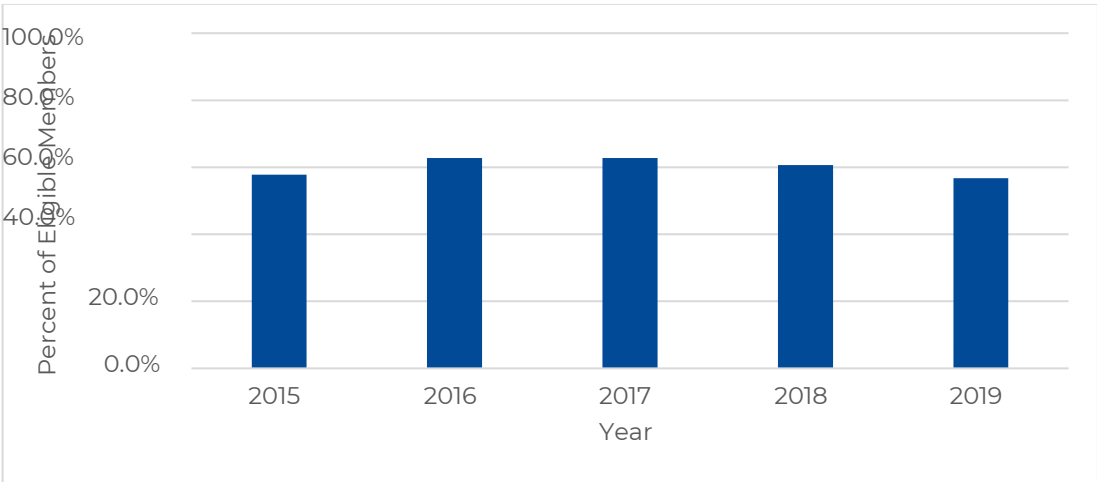
Figure 17: Length of Job Placements by Health Benefits Eligibility, 2015-2019



Source: Cincinnati Works' employment data.

Cincinnati Works encourages its Members to move to better-paying jobs when available. Therefore, Cincinnati Works focuses on employment retention for 12 months across multiple jobs. This is referred to as continuous retention. A Member is considered to be continuously employed if no more than three employment gaps of no more than 30 days each are experienced during a 365-day period. Figure 18 illustrates the percent of Members that experienced continuous employment for 12 months, as reported by Cincinnati Works. Between 2015 and 2019, approximately 60.3 percent of Members were continuously employed for 12 months. The percent of Members with continuous employment for 12 months ranged from 56.7 percent in 2019 to 62.7 percent in both 2016 and 2017.

Figure 18: Continuous Retention of Members, 2015-2019



Source: Cincinnati Works' continuous retention data.

Benefits of Cincinnati Works for Industries, 2015-2019

Industry Analysis

Cincinnati Works places its Members within multiple industry sectors across the Cincinnati Region. Between 2015 and 2019, Cincinnati Works facilitated 3,151 job placements for Members. More than half of job placements occurred in three broad industry sectors. Approximately 25.5 percent of job placements were in the administrative, support, waste management, and remediation services sector. The accommodation and food services sector accounted for 16.5 percent of job placements, while the health care and social assistance sector accounted for an additional 12.4 percent of job placements.

Table 3 summarizes the job overview among the 15 industries with the most job placements by Cincinnati Works from 2015 to 2019. The temporary help services industry had the most job placements with a total of 433 placements.²⁴ Job growth in the Cincinnati MSA was positive for nine of the top 15 industries between 2015 and 2019. The limited-service restaurants industry and the general medical and surgical hospitals industry had the largest nominal increase in jobs, 2,981 and 2,980 respectively. However, the employment placement agencies industry and the security guards and patrol services industry had the highest growth rate in jobs of 47.1 percent and 44.5 percent, respectively. Between 2015 and 2019, Cincinnati Works facilitated job placements in industries primarily experiencing positive job growth within the Cincinnati Region.

²⁴ Cincinnati Works prefers job placements be a direct hire rather than a temporary placement. Most job placements in the temporary help services industry are temporary-to-direct hire placements because many employers outsource their hiring. Therefore, the number of job placements made by Cincinnati Works in this industry is misleading.

Table 3: Top 15 Industries with Job Placements by Cincinnati Works in the Cincinnati MSA, 2015-2019 (2020\$)

NAICS Code	Industry Description	% of Total Cincinnati Placements	2015 Jobs	2019 Jobs	2015-2019 Growth Rate
561520	Temporary Help Services	15.7%	24,505	24,519	-187 -0.8%
722511	Full-Service Restaurants	6.5%	43,225	45,135	1,910 4.4%
722513	Limited-Service Restaurants	4.8%	33,806	36,787	2,981 8.8%
561311	Agencies	2.7%	1,807	2,660	852 47.1%
561720	Janitorial Services	2.4%	7,756	7,266	-490 -6.3%
713210	Casinos (except Casino Hotels)	2.3%	3,670	3,620	-50 -1.4%
445110	Supermarkets and Other Convenience Stores	2.3%	16,987	16,529	-458 -2.7%
721110	Hotels (except Casino Hotels) and Motels	2.2%	6,127	6,601	474 7.7%
561612	Security Guards and Patrol Services	2.0%	3,080	4,451	1,371 44.5%
561110	Office Administrative Services	1.9%	3,823	4,306	483 12.6%
551114	Corporate, Subsidiary, and Regional Offices	1.6%	40,140	37,362	-2,778 -6.9%
623110	Nursing Care Facilities (Skilled Nursing Facilities)	1.4%	16,214	15,932	-282 -1.7%
622110	General Medical and Surgical Hospitals	1.4%	47,291	50,271	2,980 6.3%
531210	Offices of Real Estate Agents and Brokers	1.4%	1,321	1,538	217 16.4%
624410	Child Day Care Services	1.2%	7,256	7,787	532 7.3%

Source: Economics Center analysis of Cincinnati Works' employment data and industry data for the Cincinnati MSA from 2015 to 2019. Cincinnati Works aims to place Members in growing industries to meet the job demands within the Cincinnati Region. Table 4 details the top 20 industries that experienced the largest nominal job growth from 2015 to 2019 and/or are projected to experience the largest nominal job growth from 2020 to 2025. Cincinnati Works facilitated a total 697 job placements in the top 20 growing industries in the Cincinnati MSA. Of the top 15 industries for Cincinnati Works job placements, four were also among the fastest growing in the Cincinnati MSA. These industries include the general medical and surgical hospitals industry; limited-service restaurants industry; full-service restaurants industry; and the

security guards and patrol services industries. Collectively, these four industries accounted for 464 of Cincinnati Works' job placements between 2015 and 2019.

Table 4: Top 20 Industries by Job Growth in the Cincinnati MSA, 2015-2025

2015-2019 Cincinnati NAICS Works Job Description Nominal Job Code Placements	2015-2019 Growth Rate	2015-2019 Job Placements	2020-2025 Growth Rate	2020-2025 Job Placements
General Medical and Surgical Hospitals	6.3%	2,980	6.3%	2,829
722513 Limited-Service Restaurants	8.8%	2,981	8.8%	2,485
722511 Full-Service Restaurants	4.4%	1,910	4.4%	2,334
522110 Commercial Banking	49.1%	5,276	12.7%	2,052
493110 General Warehousing and Storage	75.4%	4,798	16.1%	1,903
Services for the Elderly and Persons with Disabilities	27.8%	1,681	21.4%	1,672
624120 Offices of Physicians (except Mental Health Specialists)	7.1%	1,276	8.3%	1,616
621610 Home Health Care Services	5.0%	412	18.1%	1,559
All Other Schools and Educational Support Services (Local Government)	74.4%	2,115	30.0%	1,495
903619 Couriers and Express Delivery Services	53.2%	3,609	11.8%	1,236
492110 Electronic Shopping and Mail-Order Houses	3.1%	1,179	19.1%	1,138
621420 Outpatient Mental Health and Substance Abuse Centers	65.3%	1,237	29.4%	941
621420 Plumbing, Heating, and Air-Conditioning Contractors	14.9%	1,227	9.5%	899
238220 Custom Computer Programming Services	12.0%	593	14.9%	842
541511 Snack and Nonalcoholic Beverage Bars	31.3%	1,066	17.8%	820
541613 Marketing Consulting Services	107.3%	1,471	27.1%	771
561612 Security Guards and Patrol Services	44.5%	1,371	13.5%	612
Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	118.1%	1,485	21.1%	595
541715 Aircraft Engine and Engine Parts Manufacturing	19.3%	1,944	1.7%	210
336412 Elementary and Secondary Schools (Local Government)	3.2%	1,390	-0.3%	-131

Source: Economics Center analysis of Cincinnati Works' employment data and industry data for the Cincinnati MSA from Emsi.

Geographical Analysis

The geographical reach of Cincinnati Works was analyzed to illustrate the impact its Members have had on specific municipalities and to illustrate the range of Cincinnati Works' community network and business partners. Table 5 details the 15 zip codes within the Cincinnati Region that had the most job placements between 2015 and 2019. More than half of job placements (55.9%) were in these 15 zip codes. Approximately 89.3 percent of total job placements were located within the Cincinnati MSA. Within the Cincinnati MSA, job placements in Ohio accounted for 87.6 percent of placements, and job placements in Kentucky accounted for 12.0 percent of placements. The primary zip code of the Downtown/Central Business District had the most job placements with a total of 667 job placements during 2015 through 2019. Of job placements located in Kentucky, Hebron and Florence received the most placements.

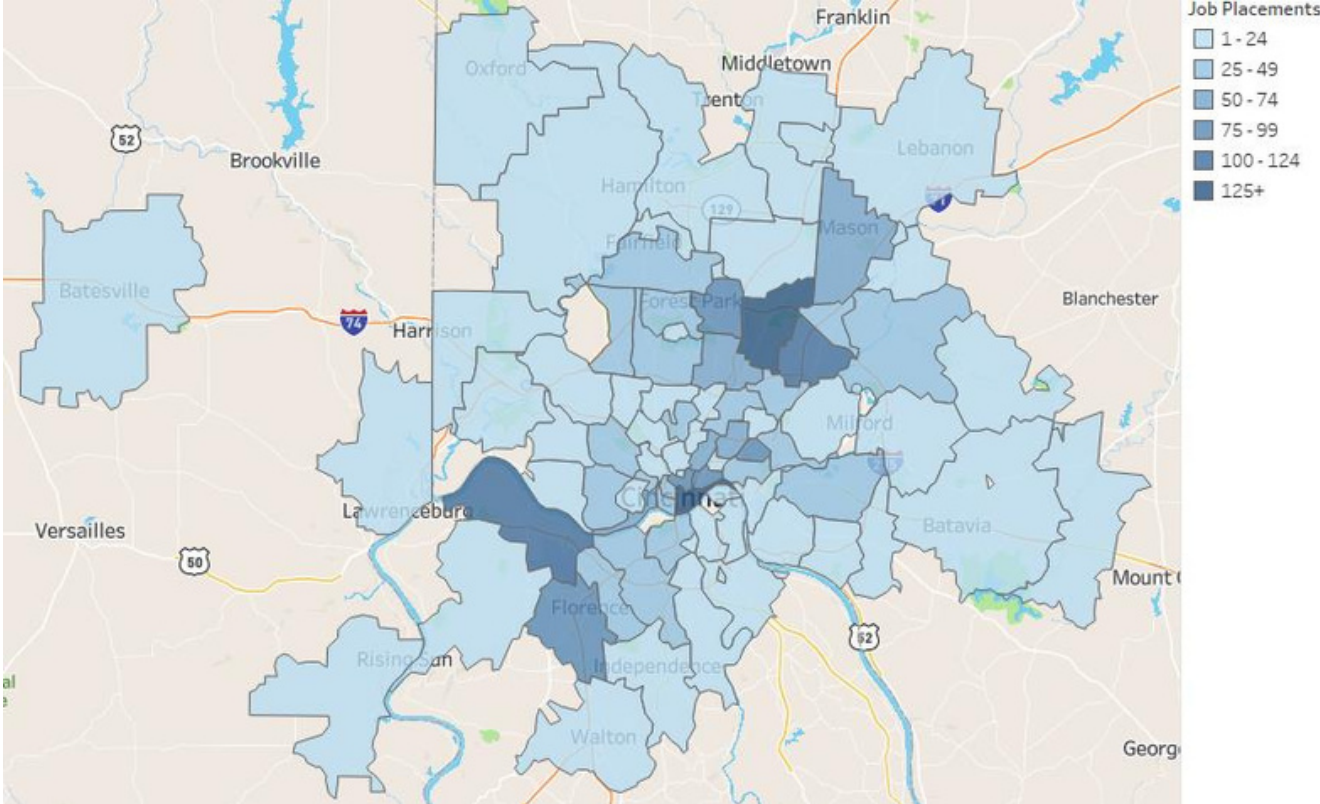
Table 5: Top 15 Zip Codes with Job Placements, 2015-2019

45202 Downtown/Central Business District 210 667
45241 Sharonville 43 129
45242 Blue Ash 43 120
41048 Hebron 26 109
45209 Oakley 27 99
45206 Walnut Hills 29 90
45219 Clifton/Corryville 34 89
45246 Springdale 41 82
41042 Florence 32 75
45204 Queen City 10 72
45229 Avondale 19 66
45215 Lockland/Reading 33 59
45040 Mason 19 59
45212 Norwood 19 54
45140 Loveland 5 49

Source: Economics Center analysis of Cincinnati Works' employment data.

Figure 19 illustrates the geographical reach of Cincinnati Works' job placements between 2015 and 2019. The largest concentration of job placements was in the Downtown/Central Business District. Large concentrations of job placements are also observed in the Sharonville and Blue Ash areas in Ohio in addition to the Florence and Hebron areas in Kentucky.

Figure 19: Job Placements by Zip Code, 2015-2019



Source: Economics Center analysis of Cincinnati Works' employment data.

Benefits of Cincinnati Works for its Members, 2015-2019

Occupation Analysis

Cincinnati Works facilitated a total of 3,151 employment placements between 2015 and 2019 in a variety of occupations. More than two-thirds of employment placements were in food preparation and serving related occupations (19.1%), transportation and material moving occupations (18.4%), office and administrative support occupations (12.5%), production occupations (11.0%), and sales and related occupations (7.2%).

Table 6 details the job and earnings overview within the Cincinnati MSA of the top 15 occupations that Cincinnati Works placed Members between 2015 and 2019. Cincinnati Works placed the most Members in laborer and material mover occupations with a total of 475 job placements between 2015 and 2019. Forecasted job growth between 2020 and 2025 is 4.2 percent for laborers and material movers. All but three of the 15 occupations detailed are forecasted to experience positive job growth within the Cincinnati Region between 2020 and 2025. Forecasted job growth is highest for home health and personal care aides at 16.8 percent. For home health and personal care aides, the median hourly and annual earnings are \$11.63 and \$24,199, respectively. Of the top 15 occupations, truck drivers have the highest median hourly earnings of \$18.84, or \$39,189 annually. The forecasted job growth for truck drivers is 4.9 percent between 2020 and 2025. A detailed overview of the top 10 occupations is in Appendix A.

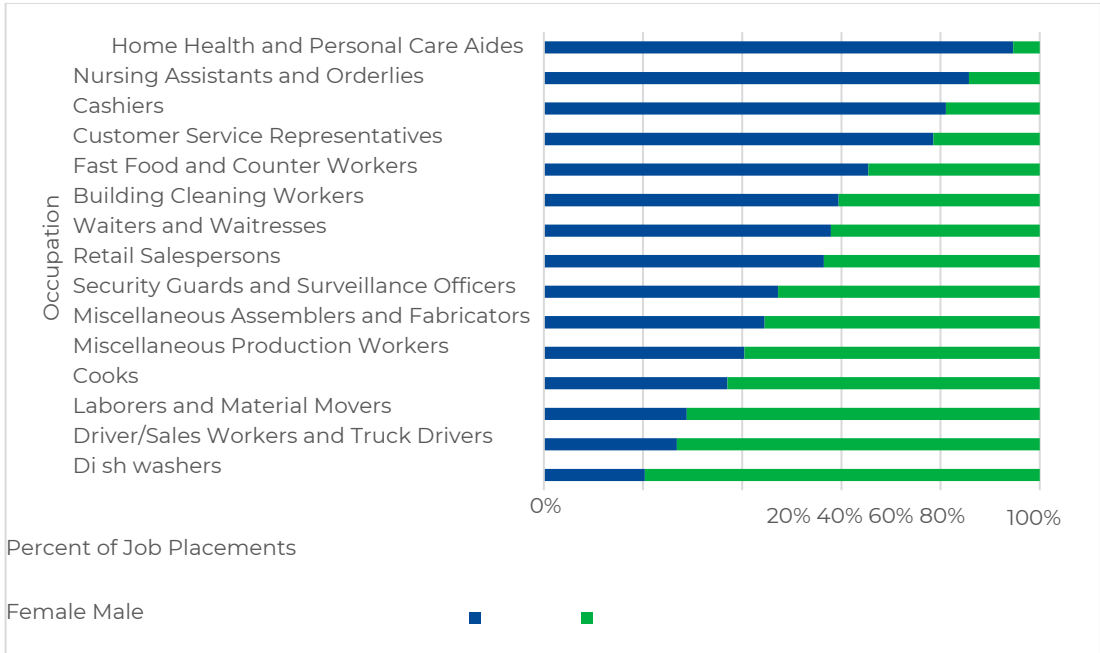
Table 6: Top 15 Occupations with Job Placements by Cincinnati Works in the Cincinnati MSA, 2015-2019 (2020\$)

2020-2025 Cincinnati SOC Code	2020 Median Job Placements	2025 Median Job Placements	2020 Hourly Rate	2025 Annual Earnings	2015-2019 Rate	Growth	Earnings
53-7060 Laborers and Material Movers	475	57,101	59,518	4.2%	\$12.97	\$26,982	
37-2010 Building Cleaning Workers	207	20,496	20,958	2.3%	\$12.55	\$26,098	
35-3020 Fast Food and Counter Workers	188	34,692	37,649	8.5%	\$9.97	\$20,746	
43-4050 Customer Service Representatives	182	24,072	24,149	0.3%	\$16.65	\$34,633	
35-2010 Cooks	143	19,338	20,349	5.2%	\$11.44	\$23,794	
51-9190 Miscellaneous Production Workers	141	7,481	7,481	5.1%	\$17.09	\$35,550	
51-2090 Miscellaneous Assemblers and Fabricators	110	9,851	9,771	-0.8%	\$16.94	\$35,231	
41-2030 Retail Salespersons	108	28,421	28,186	-0.8%	\$11.56	\$24,046	
33-9030 Security Guards and Officers	91	7,194	7,761	7.9%	\$13.98	\$29,082	
35-3030 Waiters and Waitresses	76	18,700	19,404	3.8%	\$9.98	\$20,752	
31-1120 Home Health and Personal Care Aides	75	13,266	15,496	16.8%	\$11.63	\$24,199	
41-2010 Cashiers	74	20,693	20,150	-2.6%	\$11.31	\$23,530	
35-9020 Dishwashers	54	3,078	3,192	3.7%	\$10.23	\$21,284	
31-1130 Nursing Assistants, Orderlies, and Psychiatric Aides	49	13,150	13,529	2.9%	\$15.06	\$31,328	
53-3030 Driver/Sales Workers and Truck Drivers	41	26,531	27,842	4.9%	\$18.84	\$39,189	

Source: Economics Center analysis of Cincinnati Works' employment data and occupational data for the Cincinnati MSA from Emsi.

Of the 2,014 job placements by Cincinnati Works in the top 15 occupations, 51.0 were for female Members with the remaining 49.0 percent for male Members. Figure 20 illustrates the sex breakdown among the top 15 occupations with job placements in 2015 through 2019. Some occupations were heavily dominated by one sex such as home health and personal care aides and dishwashers. Approximately 94.7 percent of the job placements as home health and personal care aides were for female Members, whereas 79.6 percent of job placements as dishwashers were for male Members.

Figure 20: Top 15 Occupations with Job Placements by Cincinnati Works by Sex in the Cincinnati MSA, 2015-2019



Source: Economics Center analysis of Cincinnati Works' employment data.

Fiscal Impacts of Members' Wages, 2015-2019

Cincinnati Works facilitated a total of 3,151 job placements for 1,776 Members between 2015 and 2019. Job placements had average annual earnings of \$22,879. Collectively, the 3,151 job placements had total earnings of \$39.4 million. The earnings of these job placements had fiscal impacts for the areas in which Cincinnati Works' Members live and work. When a Cincinnati Works' Member is employed, the Member pays income tax on their earnings. Additionally, these Members use the income they earn to make purchases in the local economy and therefore pay sales tax on their purchased items.

The earnings resulting from Cincinnati Works' job placements contributed to income tax collections for state and local entities throughout the Cincinnati MSA, as detailed in Table 7. In total, nearly \$1.2 million in income taxes were collected as a result of Cincinnati Works' job placements. The Commonwealth of Kentucky, State of Indiana, and State of Ohio collected a combined \$393,882 in income taxes. Additionally, the City of Cincinnati collected a total of \$775,754 in income taxes. Each job placement contributed an average of \$125 in state income taxes and \$246 in City of Cincinnati income taxes. However, each Member generated an average \$222 in state income taxes and \$437 in City of Cincinnati income taxes.

Table 7: Income Tax Revenue Generated by Job Placements, 2015-2019 (2020\$)

Entity	Income Tax Revenue
Indiana	\$50
Kentucky	\$51,408
Ohio	\$342,424
City of Cincinnati	\$775,754
Total	\$1,169,636

Source: Economics Center analysis.

Cincinnati Works' Members used their income to make purchases in the local economy. The sales tax collections resulting from Cincinnati Works' job placements between 2015 and 2019 are detailed in

Table 8. Nearly \$1.7 million in sales tax was collected as a result of purchases made by Cincinnati Works' Members. The State of Ohio received 80.6 percent of the total sales tax collections, while counties in Ohio received 17.2 percent of the total sales tax collections.²⁵ Each job placement contributed an average of \$531 in sales tax, while each Member contributed an average of \$942 in sales tax.

²⁵ The State of Indiana and Commonwealth of Kentucky do not levy a local sales tax.

Table 8: Sales Tax Revenue Generated by Job Placements, 2015-2019 (2020\$)

	Sales Tax Revenue
Indiana	\$147
Kentucky	\$36,725
Ohio	\$1,347,351
Ohio Counties	\$288,415
Total	\$1,672,638

Source: Economics Center analysis.

Savings to Society from Employed Members, 2015-2019

Cincinnati Works' job placements generate substantial societal savings through the reduced reliance on social assistance programs as a result of gainful employment among Cincinnati Works Members. Table 9 details the societal savings for various social assistance programs for job placements between 2015 and 2019. In total, job placements generated nearly \$7.4 million in societal savings. Approximately three-fourths (72.4%), or approximately \$5.3 million, of the societal savings generated were associated with the reduced reliance on Medicaid of employed individuals compared to unemployed individuals. Supplemental Nutrition Assistance Program (SNAP) benefits, housing assistance, and utilities assistance accounted for \$1.1 million, \$677,589, and \$212,068 of the societal savings generated, respectively.

Appendix B provides additional detail about the utilization rates among employed and unemployed individuals as well as the average annual cost by assistance type.

Table 9: Societal Savings of Job Placements, 2015-2019 (2020\$)

Housing Assistance	\$677,589
Medicaid	\$5,334,571
SNAP	\$1,145,806
Utilities Assistance	\$212,068
Total	\$7,370,034

Source: Economics Center analysis.

Analysis of Workforce Connection Program, 2017-2019

Launched in 2017, the Workforce Connection program is a collaborative effort with employers that serves the working poor by providing on-site workforce coaches that facilitate job retention services, work support, education, and training. Workforce coaches work with employees to address challenges that may otherwise lead them to be less productive, leave their job, or be fired. Employees benefit from these services through increased job stability, financial security, and career advancement opportunities. Employers also benefit from increased employee retention, engagement, and productivity. Furthermore, the benefits to employers impact their bottom line by reducing the hiring costs associated with replacing an employee. According to the Society for Human Resource Management, the median cost per hire was \$2,000 in 2016.²⁶

"I definitely believe the workforce coaching has impacted our recruitment and our retention. New hires don't always succeed but having Cincinnati Works on site does improve their probability of retaining employment. We've seen individuals achieve goals such as securing their own transportation, securing housing, improving their finances through budgeting, starting emergency funds, paying down debt, improving their credit scores, and so forth. I think holistically their services help us with recruitment, retention, and productivity."

*– Denise Schumacher
Human Resource Manager
Kutol Products Company*

Between 2017 and 2019, Cincinnati Works contracted with 12 employers in multiple industries to provide workforce coaching to employees. The workforce coaching provided by Cincinnati Works is a fee-for-service program. In total, Cincinnati Works engaged with 489 Members through its Workforce Connection program between 2017 and 2019.

As detailed in Table 10, employers participating in the Workforce Connection program operated in three main industries. These industries were manufacturing, health care and social assistance, and construction. The manufacturing industry represented six employers and accounted for 305 Members. This represents 62.4 percent of the total Members engaging through the Workforce Connection program. The health care and social assistance industry represented three employers and accounted for 114 Members, whereas the construction industry represented two employers and accounted for 64 Members. Collectively, the workforce coaching services were provided to 489 employees between 2017 and 2019.

²⁶ (Society for Human Resource Management 2016)

Among Members engaging with Cincinnati Works through the Workforce Connection program, the median tenure at the employer prior to engaging was 276 days, or approximately nine months. According to the U.S. Bureau of Labor Statistics, the median tenure nationally was 4.1 years in January 2020.²⁷ Cincinnati Works Members in the construction industry had the longest median tenure of 673 days, or approximately 1.8 years. Nationally, the median tenure of workers in the construction industry was 4.0 years in January 2020.

Table 10: Workforce Connection Industry Overview, 2017-2019

Industry	Members	First Engagement (Days)
Construction	2,646	673
Manufacturing	6,305	286
Health Care and Social Assistance	62,314	153
Other	28,162	281
Total	124,892	276

Source: Cincinnati Works' employment data.

"I absolutely can't imagine trying to move our business forward right now without the help that we've gotten and will continue to get from Cincinnati Works. I think the workforce coaching has helped with the morale of team members because they know there is a resource available to them. I believe the workforce coaching helps us have a better workforce, and I believe we would be a lot worse off without this program."

*– Tom Kunzelman
VP of Manufacturing
Graeter's Ice Cream Company*

Among Members engaging with Cincinnati Works through the Workforce Connection program, the median tenure at the employer prior to engaging was 276 days, or approximately nine months. Approximately 27.8 percent of Members had a tenure of fewer than three months when they engaged with a workforce coach, while 42.3 percent of Members had a tenure of between three months and two years. Furthermore, 29.9 percent of Members had a tenure of at least two years when they engaged with a workforce coach.

Among all Members engaging with a workforce coach, approximately 92.7 percent remained employed for at least one additional month after their first engagement. Approximately 83.7 percent remained employed for at least an additional three months

²⁷ (U.S. Bureau of Labor Statistics 2020)

²⁸ Data are suppressed to protect anonymity.

after their first engagement. Furthermore, nearly two-thirds (63.3%) of Members remained employed for at least an additional six months after engaging with a workforce coach, as detailed in Table 11.

Table 11: Retention of Workforce Connection Members by Tenure at First Engagement, 2017-2019

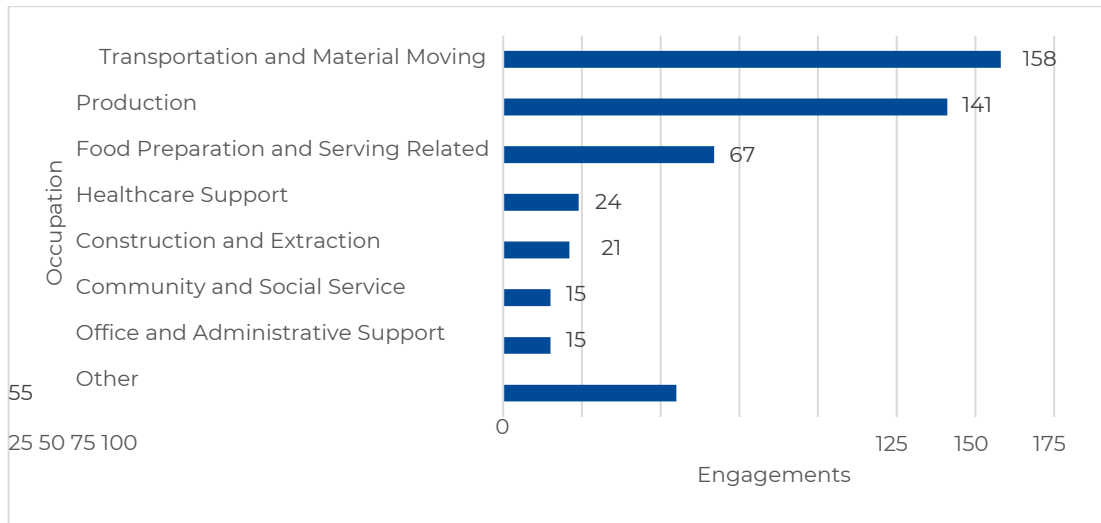
Tenure at First Workforce Connection Engagement	Retention		
	At Least 1 Month	At Least 3 Months	At Least 6 Months
Less than 1 month	83.3%	59.7%	37.5%
1 to 3 months	88.1%	71.2%	40.7%
3 to 6 months	91.0%	74.6%	49.3%
6 to 12 months	89.4%	75.8%	54.5%
12 to 24 months	93.9%	78.8%	53.0%
24 months or longer	95.7%	90.1%	65.2%
Total	92.7%	83.7%	63.3%

Source: Economics Center analysis of Cincinnati Works' employment data.

The broad occupation group of individuals that engaged with Cincinnati Works through the Workforce Connection program is illustrated in Figure 21. Nearly three-fourths of individuals engaging through the Workforce Connection program were employed in transportation and material moving occupations (31.6%), production occupations (28.2%), or food preparation and serving related occupations (13.4%).

²⁹ The total row is based on a different number of possible Members for each tenure period to exclude Members for which the tenure period was impossible to achieve. For example, reaching the at least six months tenure period following engagement with a workforce coach would be impossible for a Member with a total tenure of three months. The total row adjusts for these instances.

Figure 21: Workforce Connection Engagements by Occupation Group, 2017-2019



Source: Economics Center analysis of Cincinnati Works' employment data.

“Employees come to human resources a lot to help them with just day-to-day life tasks that we are not equipped or trained to handle. Cincinnati Works has the resources to get employees past those barriers. It can be as simple as Christmas gifts for their children or getting their taxes done to something more serious like navigating the legal system. Cincinnati Works provides such a broad range of support so employees can be their best and can show up to work and be the best employee for Graeter’s.”

*– Alexandra Wilson, SHRM-SCP
Director of Human Resources
Graeter's Ice Cream Company*

The Workforce Connection program benefits Members as well as their employers. Workforce coaches work with employees to proactively address challenges that could result in lost productivity, leaving the job, or being fired. By helping these employees remain employed and succeed in the workplace, Cincinnati Works enabled these Members to earn a combined \$10.9 million between 2017 and 2019. The average hourly wage was approximately \$15.62.

Analysis of Financial Coaching Program, 2011- 2019

Consumer-focused interventions such as financial education, financial counseling, and financial coaching are increasingly popular programs aimed at improving financial outcomes among individuals. Numerous studies have found that financial literacy is linked to positive economic outcomes such as on time bill payment, budgeting, saving, wealth accumulation, and financial goal setting.³⁰

Cincinnati Works began its financial coaching program in 2011 with the goal of helping Members become economically self-sufficient by increasing their income, decreasing their expenses, building credit, and acquiring assets. Increasing net worth provides Members more financial security to handle life’s necessities and plan for long-term financial decisions and improving credit scores eliminate barriers to purchasing a car, buying a house, and/or enrolling in school. The financial coaching program provides free services to Members such as budgeting, resolving debt, building credit, accessing loans, and preparing taxes. Between 2011 and 2019, Cincinnati Works completed financial assessments for 1,763 Members.

Cincinnati Works completed a total of 2,163 balance sheet assessments for 1,008 Members between 2011 and 2019. Only one assessment was completed for 630 Members; therefore, balance sheet changes were unable to be calculated for these Members. Additionally, changes in balance sheet metrics were also unable to be calculated for Members with incomplete information reported for their first or last assessment. Table 12 summarizes the change in balance sheet metrics per Member between their first and last assessment. The change in assets, liabilities, and net worth could be calculated for 317, 350, and 376 Members, respectively. For these Members, 46.1 percent had an increase in total assets, 47.1 percent had a decrease in total liabilities, and 50.5 percent had an increase in total net worth. For Members with an increase in total assets, the average increase per Member was \$13,664. Total liabilities decreased by an average of \$14,103 per Member among Members that had a decrease in total liabilities between their first and last assessment. Among Members that increased their net worth, the average increase per Member was \$15,976 between their first and last assessment.

Table 12: Financial Coaching Summary of Balance Sheet Metrics, 2011-2019 (2020\$)

	Number of Members	Percent of Members Improved	Average Change per Member
Assets	317	46.1%	\$13,664
Liabilities	350	47.1%	-\$14,103
Net Worth	376	50.5%	\$15,976

Source: Economics Center analysis of Cincinnati Works’ financial coaching data.

Cincinnati Works completed a total of 1,985 credit assessments for 849 Members. Only one assessment was completed for 419 Members; therefore, credit changes were unable to be

³⁰ (Theodos, et al. 2015)

calculated for these Members. Furthermore, credit changes were also unable to be calculated for Members with incomplete information for their first or last assessment. Table 13 summarizes the per Member change in credit metrics between 2011 and 2019. The change in TransUnion FICO credit scores could be calculated for 256 Members. Approximately 57.0 percent of Members increased their TransUnion FICO credit scores. For Members with an improved credit score, the TransUnion FICO credit score increased by 48.9 points per Member, on average, between their first and last assessment. Additionally, 36 Members established a credit score for the first time with the credit score averaging 586.7.

In addition to changes in credit scores, the change in total outstanding credit related debt was also analyzed. The total outstanding credit related-debt includes credits cards and home equity lines of credit. The change in outstanding credit related-debt could be calculated for 159 Members, of whom 67.9 percent reduced their outstanding credit-related debt. For Members with a reduction in outstanding credit-related debt, the average decrease per Member was \$3,756.

Table 13: Financial Coaching Summary of Credit Metrics, 2011-2019 (2020\$)

Average	Total Improved Financial Metric	Percent Members Improved	Improvement per Member	
TransUnion FICO Score	256	146	57.0%	48.9
Total Outstanding Credit Debt	159	108	67.9%	-\$3,756

Source: Economics Center analysis of Cincinnati Works' financial coaching data.

Analysis of Economic Benefits of Cincinnati Works Over 25 Years

Since its formation in 1996, Cincinnati Works engaged with 6,737 Members and facilitated 11,513 job placements.³¹ Cincinnati Works' Members have benefited from these job placements with increased earnings, additional skills, and improved future job opportunities. However, the benefits of these job placements are not isolated to Cincinnati Works' Members. The Cincinnati Region benefits from the increased tax revenue collected in addition to the decreased reliance of Cincinnati Works' Members on social assistance.

Job placements made by Cincinnati Works resulted in significant earnings for its Members. The job placements made between 1996 and 2019 resulted in \$173.5 million in earnings for Cincinnati Works' Members. Table 14 summarizes the total fiscal impact of Cincinnati Works' job placements between 1996 and 2019. In total, approximately \$9.2 million in income and sales tax revenue were collected by state and local governments in the Cincinnati Region. Income tax collections accounted for 58.4 percent of total tax collections, while sales tax collections accounted for the remaining 41.6 percent. More than half (55.7%) of the total tax collections were received by the State of Ohio. Collectively, counties in Ohio and the City of Cincinnati received 41.3 percent of the total tax collections. On average, each Member contributed \$1,602 in income and sales tax collections for state and local governments throughout the Cincinnati Region.

Table 14: Fiscal Impact of Job Placements, 1996-2019 (2020\$)

	Income Tax	Sales Tax	Total Tax
State	\$5,395,196	\$3,848,586	\$9,243,782
Local Entity	\$3,191,640	\$0	\$3,191,640
Ohio	\$2,001,955	\$3,149,714	\$5,151,669
Ohio Counties	\$0	\$622,538	\$622,538
City of Cincinnati	\$3,191,640	\$0	\$3,191,640
Total	\$5,395,196	\$3,848,586	\$9,243,782

Source: Economics Center analysis.

In addition to the fiscal impacts, job placements by Cincinnati Works also generate substantial societal savings through the reduced reliance of employed individuals on social assistance programs. Table 15 details the societal savings generated from job placements between 1996 and 2019. Societal savings totaling \$20.8 million accrued within the Cincinnati Region due to job placements by Cincinnati Works. More than half (59.2%) of the total societal savings were for Medicaid. SNAP comprised an additional 23.6 percent of the total societal savings. Each Member with a job placement between 1996 and 2019 generated an average of \$3,604 in societal savings.

³¹ Total engagements exclude limited engagements intended for training only.

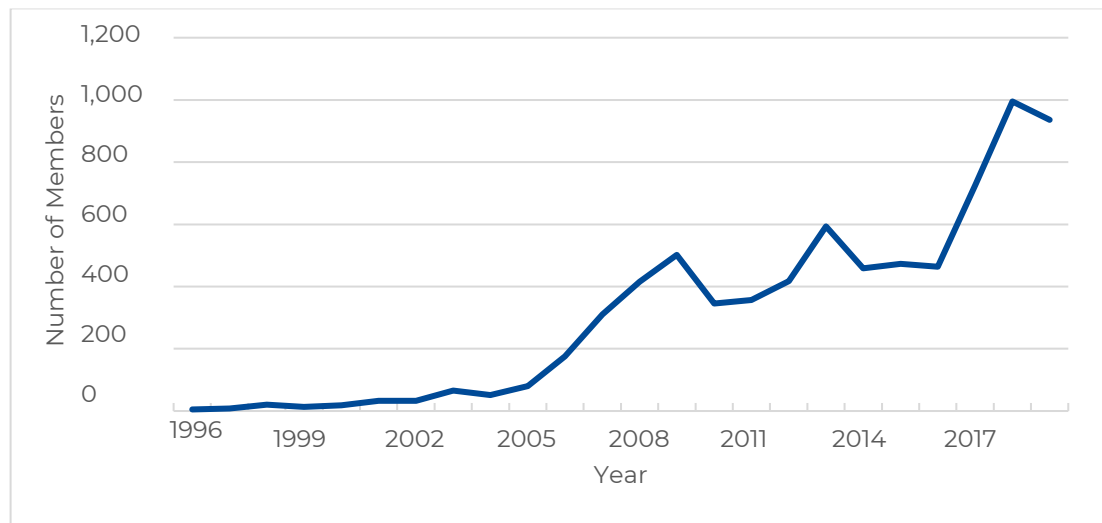
Table 15: Societal Savings of Job Placements, 1996-2019 (2020\$)

Assistance Type	Total Savings
Housing Assistance	\$2,716,951
Medicaid	\$12,315,046
SNAP	\$4,903,573
Utilities Assistance	\$858,198
Total	\$20,793,768

Source: Economics Center analysis.

Cincinnati Works substantially increased the number of Members it has engaged with since it was founded in 1996, as illustrated in Figure 22.32. The number of Members engaging with Cincinnati Works has increased from five Members in 1996 to 936 Members in 2019. Between 2005 and 2009, the number of Members engaging with Cincinnati Works increased from 80 Members to 502 Members. This represents a 58.3 percent increase per year. The number of Members engaging with Cincinnati Works also experienced a substantial increase of 18.6 percent annually between 2015 and 2019. The average cost per Member between 2015 and 2019 was \$4,728. In total, Cincinnati Works has engaged with 6,737 Members between 1996 and 2019 resulting in an average cost per Member of \$6,201.

Figure 22: Total Members, 1996-2019



Source: Cincinnati Works' Member data.

To determine the return on investment of Cincinnati Works' operations, the total cost of operations was compared to the total benefits generated.³³ Table 16 summarizes the total net benefit as well as the net benefit per Member.³⁴ The total cost of operations for Cincinnati Works between 1996 and 2019 was nearly \$41.8 million. Job placements

³² Figure 22 is based on all Members engaging with Cincinnati Works not just Members for which benefits could be calculated.

³³ The benefits generated include only the benefits of job placements.

³⁴ The per-Member-costs and benefits are based only on Members for which benefits could be calculated.

generated fiscal benefits of \$9.2 million and societal benefits of \$20.8 million. Furthermore, nearly \$126.7 million in earnings were generated as a result of Cincinnati Works' job placements.³⁵ In total, approximately \$156.7 million in earnings, fiscal, and societal benefits were generated. Net benefits of approximately \$115.0 million were generated in total, or approximately \$19,927 per Member. This means that every \$1 invested by Cincinnati Works generated \$3.75 in benefits for the Cincinnati Region. The return on investment generated by Cincinnati Works from 1996 to 2019 was approximately 375.2 percent.

Table 16: Net Benefits of Job Placements, 1996-2019 (2020\$)

Costs	\$7,241	\$41,774,254
Benefits	\$27,168	\$156,733,514
Net Benefits	\$19,927	\$114,959,260

Source: Economics Center analysis.

³⁵ The earnings benefit represents the earnings during the first year of employment only. Earnings after the first year of employment are not included because a job placement of at least one year is likely to influence future job opportunities and earnings.

Conclusion

Cincinnati Works is a nonprofit organization founded in 1996 with the vision of working toward the elimination of poverty in the Cincinnati Region through employment. Its mission is to partner with all willing and capable individuals living in poverty to assist them in advancing to economic self-sufficiency through a combined focus on employment and personal stability.

Between 2015 and 2019, Cincinnati Works facilitated 3,151 job placements for 1,776 Members. More than half of job placements were in three broad industry sectors including the administrative, support, waste management, and remediation services sector; the accommodation and food services sector; and the health care and social assistance sector. More than two-thirds of job placements were in food preparation and serving related occupations, transportation and material moving occupations, office and administrative support occupations, production occupations, and sales and related occupations.

To determine the return on investment for Cincinnati Works' operations over its 25-year history, the total cost of operations was compared to the total benefits generated.³⁶ Cincinnati Works has engaged with 6,737 Members and facilitated a total of 11,513 job placements between 1996 and 2019. A total of \$156.7 million in benefits were generated with an earnings benefit totaling \$126.7 million, income tax collections totaling \$5.4 million, sales tax collections totaling \$3.8 million, and societal savings totaling \$20.8 million. The total cost of operations for Cincinnati Works totaled nearly \$41.8 million between 1996 and 2019. Net benefits of \$115.0 million were generated in total, or approximately \$19,927 per Member. This means that every \$1 invested by Cincinnati Works over its 25-year history generated \$3.75 in benefits for the Cincinnati Region. The return on investment is approximately 375.2 percent.

³⁶ The benefits generated include only the benefits of job placements.

Appendix A

By providing job readiness training, placement services, and long-term coaching, Cincinnati Works improves the future job opportunities and career path for its Members. The earnings profile, job growth, automation potential, education and training required, and compatible occupations are detailed for each of the top 10 occupations in which Cincinnati Works placed Members between 2015 and 2019. The earnings profile details the current median hourly and annual earnings of workers in the Cincinnati MSA. The job growth in connection with the turnover rate and automation index illustrate the job outlook for each occupation. An automation index value above 100 means the occupation has an above average risk of being affected by automation. The minimum level of education required to enter the occupation, work experience, and on-the-job training are also detailed to highlight the qualifications of workers employed in the occupation. Additionally, the top 10 compatible occupations in terms of knowledge, skills, and abilities required were identified for each occupation. This illustrates the ability of workers to advance into higher-paying occupations due to the skills developed in each occupation. A compatibility index value of 100 means complete compatibility between two occupations.

Laborers and Freight, Stock, and Material Movers (SOC Code 53- 7062)

Occupation Overview

- Median Hourly Earnings: \$13.82
- Median Annual Earnings: \$28,752
- 2020-2025 Job Growth: 7.2%
- Turnover Rate: 141.1%
- Automation Index: 117.2
- Typical Entry-Level Education: No formal educational credential

O*NET Occupation Code	Occupation	Median Hourly Earnings	2020 Jobs	2020-2025 Nominal Job Change	Compatibility Index
51-9198.00	Helpers-Production workers	\$15.88	2,583	232	98
Typical On-The-Job Training: Short-term on-the-job training					
51-7041.00	Operators, and Tenders, Wood	\$17.50	55	4	97
Table 17: Top 10 Compatible Occupations for Laborers and Freight, Stock, and Material Movers in the Cincinnati MSA (2020\$)					
51-4122.00	Brazing Machine Setters, Operators, and Tenders	\$16.68	235	4	96
45-2092.01	Nursery Workers	\$11.96	794	74	96
51-9195.07	Molding and Casting Workers	\$16.62	409	20	96
45-2092.02	Farmworkers and Laborers, Crop	\$11.96	794	74	96
51-9192.00	Cleaning, Washing, and Metal Pickling Equipment Operators and Tenders	\$18.53	165	14	96
53-7051.00	Industrial Truck and Tractor Operators	\$17.04	6,634	521	96
43-5053.00	Postal Service Mail Sorters, Processors, and Processing Machine Operators	\$24.29	1,146	-156	96
51-4071.00	Foundry Mold and Coremakers	\$20.43	120	-10	96

Source: Emsi.

Fast Food and Counter Workers (SOC Code 35-3023)

Occupation Overview

- Median Hourly Earnings: \$9.97
- Median Annual Earnings: \$20,746
- 2020-2025 Job Growth: 8.5%
- Turnover Rate: 149.0%
- Automation Index: 130.8

Typical Entry-Level Education: No formal educational credential

O*NET Occupation Code	Median Hourly Earnings	2020 Jobs	2020-2025 Nominal Job Change	Compatibility Index
Food Servers, Non-Food Related	\$11.02	2,407	67	98
Attendance Ushers, Lobby Attendants, and Ticket Takers	\$10.35	3,179	224	97
Hosts and Hostesses, 35-9031.00 Restaurant, Lounge, and Coffee Shop	\$9.74	3,607	213	97
35-3031.00 Waiters and Waitresses	\$9.98	18,700	705	96
35-2021.00 Food Preparation Workers	\$12.07	5,606	277	96
Counter Attendants, 35-3022.00 Cafeteria, Food Concession, and Coffee Shop	\$9.97	34,692	2,957	96
41-2011.00 Cashiers	\$11.31	20,639	-540	96
39-2021.00 Nonfarm Animal Caretakers	\$11.08	1,945	220	96
Maids and Housekeeping Cleaners	\$11.63	5,492	46	95

Source: Emsi.

Customer Service Representatives (SOC Code 43-4051)

Occupation Overview

- Median Hourly Earnings: \$16.65
- Median Annual Earnings: \$34,633
- 2020-2025 Job Growth: 0.3%
- Turnover Rate: 77.6%
- Automation Index: 96.4

Typical Entry-Level Education: High school diploma or equivalent

O*NET Occupation Code	Median Hourly Earnings	2020 Jobs	2020-2025 Nominal Job Change	Compatibility Index
43-611.00 Interviewers, Except Eligibility and Loan	\$16.08	1,915	-6	98
43-611.00 On-The-Job-Training: Short-term on-the-job training				
43-417.00 Receptionists and Information Clerks	\$13.81	8,269	280	97
43-904.00 Insurance Claims Clerks	\$16.47	2,148	-67	97
43-301.00 Bill and Account Collectors	\$19.55	3,875	217	96
43-302.00 Clerks	\$19.07	2,375	-5	96
43-904.00 Insurance Policy Processing	\$17.59	22,431	-134	96
43-906.00 Office Clerks, General	\$19.55	3,875	217	96
43-302.00 Statement Clerks	\$19.35	187	0	96
43-404.00 Credit Checkers	\$18.38	34	-1	96
43-402.00 Correspondence Clerks				

Source: Emsi.

Janitors and Cleaners, Except Maids and Housekeeping Cleaners (SOC Code 37-2011)

Occupation Overview

- Median Hourly Earnings: \$13.03

-

- Median Annual Earnings: \$27,112

-

- 2020-2025 Job Growth: 2.7%

-

- Turnover Rate: 91.8%

-

- Automation Index: 122.5

-

Typical Entry-Level Education: No formal educational credential

O*NET Code	O*NET Occupations Required: None	Median Hourly Earnings	2020 Jobs	2020-2025 Nominal Job Change	Compatibility Index
77-2012.00	Maids and Housekeeping Cleaners	\$11.63	5,492	46	97
35-9011.00	Typical On-The-Job-Training: Short-term on-the-job training Dining Room and Cafeteria Helpers	\$10.11	2,167	164	96
51-6011.00	Laundry and Dry-Cleaning Workers	\$11.53	1,718	12	96
51-9123.00	Painting, Coating, and Decorating Workers	\$16.74	239	4	95
35-9021.00	Dishwashers	\$10.23	3,078	114	95
51-6041.00	Shoe and Leather Workers and Repairers	\$15.32	31	0	95
51-4121.07	Solderers and Brazers	\$18.92	3,564	61	95
45-2041.00	Graders and Sorters, Agricultural Products	\$11.62	115	11	95
51-6021.00	Pressers, Textile, Garment, and Related Materials	\$12.50	338	-28	95
47-3014.00	Helpers-Painters, Paperhangers, Plasterers, and Stucco Masons	\$14.29	11	0	94

Source: Emsi.

Helpers-Production Workers (SOC Code 51-9198)

Occupation Overview

- Median Hourly Earnings: \$15.88
- Median Annual Earnings: \$33,024
- 2020-2025 Job Growth: 9.0%
- Turnover Rate: 182.4%
- Automation Index: 120.0

Typical Entry-Level Education: High school diploma or equivalent

O*NET Occupation Code	Median Hourly Earnings	2020 Jobs	2020-2025 Nominal Job Change	Compatibility Index
51-4071.00 Foundry Mold and Coremakers	\$20.43	120	-10	98
51-7041.00 Operators, and Tenders, Wood	\$17.50	95	4	98
53-7062.00 Laborers and Freight, Stock, and Material Movers, Hand	\$13.82	27,416	1,963	98
51-9192.00 Metal Pickling Equipment Operators and Tenders	\$18.53	165	14	97
51-6031.00 Sewing Machine Operators	\$12.22	706	-1	97
53-7063.00 Machine Feeders and Offbearers	\$20.52	428	40	97
51-4122.00 Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	\$16.68	235	4	97
51-4121.07 Solderers and Brazers	\$18.92	3,564	61	97
51-6063.00 Textile Knitting and Weaving Machine Setters, Operators, and Tenders	\$18.31	87	8	97
51-9197.00 Tire Builders	\$19.52	240	-4	97

Source: Emsi.

Retail Salespersons (SOC Code 41-2031)

Occupation Overview

- Median Hourly Earnings: \$11.56
- Median Annual Earnings: \$24,046
- 2020-2025 Job Growth: -0.8%
- Turnover Rate: 98.4%
- Automation Index: 93.4

Typical Entry-Level Education: No formal educational credential

O*NET Occupation Code	Median Hourly Earnings	2020 Jobs	2020-2025 Nominal Job Change	Compatibility Index
41-2031.00 Retail Salespersons	\$11.56	1,246	-23	96
43-6081.00 Hotel, Motel, and Resort Desk Clerks	\$11.15	1,246	-23	96
39-1012.00 Slot Supervisors	\$26.26	187	-8	96
41-2021.00 Counter and Rental Clerks	\$13.62	2,536	124	96
41-9011.00 Promoters	\$11.78	415	14	96
43-3071.00 Tellers	\$15.37	2,918	225	96
39-9011.00 Childcare Workers	\$11.49	6,156	183	95
41-2011.00 Cashiers	\$11.31	20,639	-540	95
43-4151.00 Order Clerks	\$15.71	1,277	16	95
41-9091.00 Door-To-Door Sales Workers, News and Street Vendors, and Related Workers	\$13.79	18	1	95
43-5051.00 Postal Service Clerks	\$24.68	427	-30	95

Source: Emsi.

Miscellaneous Assemblers and Fabricators (SOC Code 51-2098)

Occupation Overview

- Median Hourly Earnings: \$16.94
- Median Annual Earnings: \$35,231
- 2020-2025 Job Growth: -0.8%
- Turnover Rate: 115.0%
- Automation Index: 112.6

Typical Entry-Level Education: High school diploma or equivalent

O*NET Occupation Code	O*NET Occupation	Median Hourly Earnings	2020 Jobs	2020-2025 Nominal Job Change	Compatibility Index
	Experience Required: None				
51-4022.00	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	\$19.12	192	-2	97
51-9022.00	Grinding and Polishing Workers, Hand	\$15.85	283	-19	96
51-9061.00	Samplers, and Weighers	\$20.33	5,916	-297	96
51-4193.00	Setters, Operators, and Tenders, Metal and Plastic	\$18.93	250	-7	96
51-9111.00	Packaging and Filling Machine Operators and Tenders	\$16.69	6,493	395	96
51-9195.07	Molding and Casting Workers	\$16.62	409	20	95
51-9196.00	Paper Goods Machine Setters, Operators, and Tenders	\$20.28	1,335	17	95
51-4052.00	Pourers and Casters, Metal	\$20.70	50	4	95
51-9199.01	Recycling and Reclamation Workers	\$16.51	1,868	69	95
51-6061.00	Machine Operators and Tenders	\$15.49	19	4	95

Source: Emsi.

Packers and Packagers (SOC Code 53-7064)

Occupation Overview

- Median Hourly Earnings: \$11.65
- Median Annual Earnings: \$24,223
- 2020-2025 Job Growth: 2.1%
- Turnover Rate: 166.6%
- Automation Index: 123.1

Typical Entry-Level Education: No formal educational credential

O*NET Code	O*NET Occupation	Median Hourly Earnings	2020 Jobs	2020-2025 Nominal Job Change	Compatibility Index
75-2041.00	Graders and Sorters, Agricultural Products, Dining Room and Cafeteria	\$11.62	115	11	96
35-9011.00	Attendants and Bartender Helpers	\$10.11	2,107	104	96
51-3023.00	Packers	\$13.83	1,122	70	96
43-5081.04	Order Fillers, Wholesale and Retail Sales	\$12.51	18,949	104	95
37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$13.03	14,984	411	95
51-6021.00	Pressers, Textile, Garment, and Related Materials	\$12.50	338	-28	95
51-6041.00	Shoe and Leather Workers and Repairers	\$15.32	31	0	95
51-4071.00	Foundry Mold and Coremakers	\$20.43	120	-10	95
35-3041.00	Food Servers, Nonrestaurant	\$11.02	2,407	67	95
53-7061.00	Cleaners of Vehicles and Equipment	\$12.06	2,188	138	95

Source: Emsi.

Security Guards (SOC Code 33-9032)

Occupation Overview

- Median Hourly Earnings: \$13.91
- Median Annual Earnings: \$28,935
- 2020-2025 Job Growth: 8.0%
- Turnover Rate: 122.0%
- Automation Index: 109.8
- Typical Entry-Level Education: High school diploma or equivalent

O*NET Code	O*NET Occupation	Median Hourly Earnings	2020 Jobs	2020-2025 Nominal Job Change	Compatibility Index
	Transportation Attendants, Except Flight Attendants	\$16.48	1,207	27	96
33-9092.00	Protective Service Workers	\$10.10	1,570	30	96
39-9021.00	Personal Care Aides	\$11.63	13,266	2,230	96
33-3011.00	Bailiffs	\$22.04	337	-8	96
39-3091.00	Amusement and Recreation Attendants	\$10.35	3,179	224	95
39-3031.00	Ushers, Lobby Attendants, and Ticket Takers	\$9.45	1,004	89	94
31-1011.00	Home Health Aides	\$11.63	13,266	2,230	94
43-5052.00	Postal Service Mail Carriers	\$26.40	2,147	-176	94
43-5021.00	Couriers and Messengers	\$14.62	465	23	94
31-1015.00	Orderlies	\$14.50	476	17	94

Source: Emsi.

Appendix B

Table 27: Average Annual Cost, Utilization Rates, and Societal Savings per Person, 2015-2019 (2020\$)

Average Assistance Type	Utilization Rate	Annual Cost	Utilization Rate for Unemployed Individuals	Annual Cost for Unemployed Individuals	Utilization Rate for Employed Individuals	Annual Societal Savings
Housing Assistance		\$2,794	8.8%	\$203	1.5%	\$203
Medicaid		\$5,148	39.4%	\$1,601	8.3%	\$1,601
SNAP		\$1,570	28.0%	\$344	6.1%	\$344
Utilities Assistance		\$1,029	7.8%	\$64	1.7%	\$64
Total		\$10,541	N/A	N/A	N/A	\$2,212

Source: Economics Center analysis.

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