

# **Greater Cincinnati Employment Services**

**A Report to the Southwest Ohio Region Workforce  
Investment Board**

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# Greater Cincinnati Employment Services

## Executive Summary

On behalf of the Southwest Ohio Region Workforce Investment Board, we conducted a survey of 52 employment service providers in September 2006, following a preliminary survey of 19 providers in July 2006. Thirty-one organizations completed the survey, 19 of which were providing employment services; the remaining 12 organizations failed to meet criterion as a provider of adult employment services.

The organizations that completed the survey reported serving over 4,000 individuals in the past year. Nine organizations indicated that they could serve a total of an additional 751 clients with their existing resources. Job search services, job retention services, and work readiness programs were the services most frequently offered by these organizations. Most organizations reported networking with other organizations in the area to provide clients with additional services. Organizations also reported working relationships with over 1,500 employers. The respondents reported placing 3,229 clients in permanent or temporary jobs in the past year. Only 13 organizations were able to report retention data; those that did reported retention rates ranging from 15% to 66% of all enrolled program participants for at least 30 days.

A similar survey of employment services in the Cincinnati area was conducted in 2001. In that study, 41 responding programs from 32 organizations reported serving more than 20,000 adults. However, fewer organizations reported working relationships with employers in 2001 than is now the case. Even fewer were able to report data on jobs secured. The earlier survey did not even ask about job retention. Collectively, the organizations surveyed in 2001 reported placing in jobs only 10% of those served, compared to the placement rate of almost 75% by respondents to the current survey.

Based on the results of the survey and an early draft of this report, the Action Plan Committee of the Southwest Ohio Region Workforce Investment Board developed a logic model for organizations to use in reporting on their accomplishments. Adoption of this logic model by providers, and their sharing of their program-specific models, should result in a community inventory of employment providers. The use of a common logic model should also generate further pressures toward system cohesion and integration.

The Southwest Ohio Region Workforce Investment Board, and its funding partners, will have to decide whether to encourage the use of this common logic model or to require it. The latter strategy would no doubt result in its immediate adoption by board-funded employment service providers, but perhaps at the cost of generating resistance among providers that are not subject to board oversight.

## Introduction

The limited funds available for employment services and the central importance of a job as a platform for economic self-sufficiency suggest the importance of (a) maximizing the effectiveness of the system of employment service providers, (b) identifying and sharing best-practices, and (c) creating a common set of metrics for funders. Towards these ends, we were asked by the Southwest Ohio Region Workforce Investment Board (WIB) to develop and administer a survey of employment service providers. The WIB intended to use these results to encourage the collection of uniform outcomes data in the employment services community and to study provider effectiveness.

## Method

We began by assembling a list of organizations that might be providing employment services in Hamilton County. Organizations identified in an earlier survey conducted for the KnowledgeWorks Foundation in 2001 were automatically included. We identified other employment service providers with the assistance of the United Way of Greater Cincinnati. Organizations were contacted and asked if they provided employment services to their clients. When an employment service program was identified, the name of the program director was also collected. While the initial intention was to focus on just those programs operating in Hamilton County, it was later decided that it would be advantageous to include information on programs in surrounding Ohio and Northern Kentucky counties. Of the 170 organizations initially contacted, 52 confirmed that they offer employment services, 65 revealed that they do not, 35 could not be located, and 18 did not respond to multiple requests for information. Complete details of the program identification process are shown in Appendix 1.

All program directors were invited to attend one of four focus groups that were planned as a vehicle for obtaining advice on survey design. Thirty-one program directors and other employees representing 19 organizations attended one or more of the focus groups, which were held at Cincinnati Works, Easter Seals Work Resource Center, or the United Way during April 2006. Additionally, nine individuals representing eight employers attended a fifth focus group. During these focus groups, survey questions that had been adapted from the 2001 KnowledgeWorks survey were revised and new questions developed. It was interesting that participants were far more likely to want to add questions than to delete any. A later group suggested that to make the survey manageable, some of the questions should be optional. The questions asked in the survey are shown in Appendix 2.

The survey was published online using Websurveyor, an online survey software company. Ten employment service providers were asked to participate in a June 2006 pilot survey. Participants for this group were selected purposefully to reflect the full range of programs that would be responding to the survey, including programs that had participated in the focus groups and those that had not, small programs and large programs, and programs that served different types of clientele. Participants were sent a letter introducing the survey, explaining its purpose and giving contact information in case of questions. Shortly after the letter was sent out, participants received the survey electronically. The survey program allowed for the tracking of bounced emails and unsuccessful deliveries; any errors were corrected as soon as possible after being reported. A day after the initial completion deadline, programs that had not yet responded to the survey were sent a reminder email. Of the ten programs invited to participate in the pilot survey, nine of them did so.

Follow-up phone calls with the pilot participants identified several problems that were corrected before the survey was sent out to the rest of the organizations. However, the changes were minor enough that it was not necessary to ask these organizations to resubmit their data when the survey was put into final form.

A significant change to the survey was made as a result of a meeting with representatives of Better Together Cincinnati, which sponsored this work. They agreed with a suggestion from the WIB to increase the scope of the survey from just Hamilton County to the greater Cincinnati region, but in agreeing to this they asked that questions about race, gender and residence be added to the survey so that the results could be used to estimate participation by African Americans and residents of Cincinnati. All pilot organizations were contacted via email and asked to respond to these new demographic items.

The 43 organizations who did not complete the survey in June 2006 were invited to participate in September 2006. As before, participants were sent a letter introducing and explaining the survey, after which they received the survey electronically. Instances of bounced emails or unsuccessful deliveries were monitored and corrected in a timely manner. A day after the initial due date, reminder emails were sent to participants that had not yet completed the survey. An additional 20 organizations responded (beyond the nine that participated in June). One organization reported data for two programs<sup>1</sup>. Thus a total of 52 organizations were invited to participate in the survey in either June or September (or both), and 29 organizations responded (9 in June and 20 in September), for a response rate of 56%.

## Results

### Screening for Programs of Interest

Ten organizations began the survey but were screened out based on their responses to one of five questions designed to identify programs that the WIB was not interested in (e.g., program serving youth; see Appendix 3 for details). Of the 19 organizations that completed the entire survey, 15 were able to report some outcomes data. No organization was able to respond to all requested outcomes. Additionally, one organization (the Urban League) reported two programs.

### Reasons for Non-Response

We contacted seven organizations that did not complete the survey in October 2006 to determine why they did not respond. Two findings emerged from these conversations. People felt that the survey was too long. In addition, several people did not feel obligated to comply with the request from the Southwest Ohio Region Workforce Investment Board because their programs either did not receive WIA funding or were not within the jurisdiction of the WIB.

### Capacity

Sixteen of the 19 organizations that responded to the survey reported serving 4,394 active clients over the past year (average = 275). Organizations varied widely in the number of clients served, with the smallest program serving 5 individuals and the largest serving 1,565. The number of clients who

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<sup>1</sup> The organization was the Urban League. In most cases, the report focuses on organizations (e.g., the Urban League's two programs were considered as one.) However, there were instances when program-level data are reported (e.g., Urban League's two programs are considered separately.) These differences are reflected in the language used to describe the data (e.g., "organizations" versus "programs").

initially enrolled in the programs was higher than the number served, with the same 15 organizations reporting 4,993 enrollments. This discrepancy between the number active and the number enrolled indicates that some participants enroll in a program but do not qualify as being active. For example, organizations may expect clients who are to be considered active to complete an orientation session or assessment, participate in program activities, or meet regularly with program staff.

Seven organizations indicated that the number of clients they served in the past year had changed substantially, with only one organization indicating a decrease in clients served. Even with the increase in numbers served, eight organizations reported that with current resources they could serve a total of an additional 751 clients, with a ninth organization reporting that it could handle more clients without specifying how many. There is some extra capacity in the system.

**Table 1  
Organizations Reporting Change in Enrollment (and Excess Capacity)**

| <b>Increase in Clients</b>                         | <b>No Change in Enrollment</b>                     |
|--|--|
| Easter Seals Work Resource Center <sup>2</sup> (0) | Business and Workforce Resource Center (Unknown)   |
| New Perceptions (0)                                | Cincinnati Works (100)                             |
| NorthKey Community Care (0)                        | Greater Cincinnati Behavioral Health Services (40) |
| SuperJobs (200)                                    | NorthKey Community Care (6)                        |
| The Point/ARC of Northern Kentucky (0)             | Public Allies Cincinnati (5)                       |
| Urban Appalachian Council (100)                    | YWCA (100)   |
| Urban League of Greater Cincinnati (0)             |  |
| <b>Decrease in Enrollment</b>                      |  |
| Jobs Plus (200)                                    |  |

The collective reported capacity of the system now is lower than it was in 2001, when 41 responding programs reported serving 21,960 individuals in a year and 12,247 individuals at any point in time. While the fact that there were about twice as many programs that responded to the survey in 2001 certainly explains some of the change in capacity, it is not the only reason. The number of providers and the nature of their services have changed in recent years. Programs in 2006 reported a smaller caseload than in 2001 (an average of 275 in 2006, versus 341 in 2001). Some large programs that were active in 2001 are no longer providing employment services, or were not recognized as employment providers under the definitions used in the 2006 survey (Community Link, Boy Scouts of America, and Housing Opportunities Made Equal). Some organization that responded in both years reported smaller enrollments in 2006 than in 2001, in at least one case because only one of multiple programs was represented in the 2006 survey (Freestore/Foodbank, Urban Appalachian Council, Easter Seals Work Resource Center). Taken together, these six programs represent 10,860 fewer enrolled clients, or 64% of the decrease in clients enrolled. (In 2001, Community Link was included as an employment service provider. However, Community Link is primarily a system for referring clients to other organizations, such as Easter Seals Work Resource Center, and is not an employment service per se. Thus, when Community Link was included in the 2001 survey and reported 6,312 participants, it is likely that its participants also showed up in the counts of organizations like Easter Seals Work Resource Center.)

<sup>2</sup> Easter Seals Work Resource Center operates more than one employment service. Throughout this report, the reference is always to the Individual Employment Program.

### Services

With few exceptions, programs reported providing clients with job search assistance and job retention services. Most reported providing work readiness services (16 programs) and assessment services (14 programs). Slightly more than half of programs reported providing career advancement services, academic services, or job skills training. Few programs reported providing sheltered work, unpaid work experiences, or subsidized employment; the provision of these services was concentrated in programs that served clients with disabilities or severe mental illness.

The list of services assessed can be understood to form a ladder that could help a client move from initial consideration of employment (e.g., assessment, work readiness) to sustained employment (e.g., retention, career advancement). Fifteen programs reported providing a basic combination of work readiness training, job search services and job retention services. Relatively few stressed work experience other than regular, unsubsidized employment. Of course, a key consideration should be not whether the range of services offered is extensive, but whether it includes the array of services needed by the target population.

**Table 2**  
**Services Offered by Employment Providers**

| <b>Service</b>        | <b>Definition</b>                               | <b>Programs providing</b> | <b>Clients served</b> | <b>Extra capacity</b> |
|-----------------------|---|---------------------------|-----------------------|-----------------------|
| Job search            | Help clients find jobs                          | 19                        | 4,364                 | 746                   |
| Job retention         | Help clients keep jobs                          | 18                        | 4,334                 | 651                   |
| Work readiness        | Develop skills necessary for any job            | 16                        | 3,999                 | 746                   |
| Assessment            | Determine clients' abilities and needs          | 14                        | 4,129                 | 740                   |
| Career advancement    | Help clients compete for better jobs            | 13                        | 3,979                 | 545                   |
| Academic services     | Help clients enroll in school or earn degrees   | 12                        | 2,978                 | 605                   |
| Job skills training   | Teach technical skills needed for specific jobs | 11                        | 3,041                 | 351                   |
| Work experience       | Connect clients to unpaid work                  | 5                         | 1,200                 | 0                     |
| Sheltered work        | Work experience for clients with disabilities   | 5                         | 1,855                 | 206                   |
| Subsidized employment | Underwrite some of a client's wage              | 3                         | 1,595                 | 205                   |

Note: In this and in Table 3, the extra capacity is for the program as a whole, and does not necessarily indicate capacity is available for a particular service. To use a specific example, of the 20 programs that responded to the survey, 19 offer job search. The total extra capacity of all 20 programs is 751 clients, but the total extra capacity of the 19 programs that offer job search is 746 clients.

The survey also asked programs to indicate what support services they provide. Fourteen programs reported providing advocacy, case management and mentoring. Twelve programs provided transportation and 11 provided fellowship. Few programs provided help with emergency bills, childcare, legal issues, or housing problems; similarly, few offered substance abuse treatment, mental health counseling, health care, or spiritual support. However, 17 programs reported networking with other providers in the community to provide at least some of these ancillary services. Dress for Success, Freestore/Foodbank, homeless shelters, Legal Aid and Talbert House were often cited as collaborating organizations.

**Table 3**  
**Support Services Offered by Employment Providers**

| <b>Support service</b>     | <b>Definition</b>                        | <b>Programs providing</b> | <b>Clients served</b> | <b>Extra capacity</b> |
|----------------------------|--|---------------------------|-----------------------|-----------------------|
| Mentoring                  | Guidance related to career development   | 14                        | 2,434                 | 451                   |
| Case management            | Overall management of client services    | 14                        | 3,575                 | 506                   |
| Advocacy                   | Speaking on the behalf of clients        | 14                        | 2,619                 | 540                   |
| Transportation             | Transportation to program or work        | 12                        | 3,600                 | 400                   |
| Fellowship                 | Socialization and support services       | 11                        | 2,153                 | 311                   |
| Emergency services         | Assistance with rent, food, etc          | 7                         | 995                   | 300                   |
| Housing                    | Providing clients with a place to live   | 6                         | 240                   | 100                   |
| Legal services             | Providing clients with legal assistance  | 5                         | 2,551                 | 340                   |
| Child care                 | Providing clients with child care        | 5                         | 2,320                 | 405                   |
| Spiritual services         | Providing clients with spiritual support | 4                         | 858                   | 300                   |
| Mental health counseling   | Providing mental health services         | 3                         | 710                   | 200                   |
| Substance abuse counseling | Providing substance abuse treatment      | 3                         | 60                    | 100                   |
| Health care                | Providing health services                | 2                         | 30                    | 5                     |
| Collaborative arrangements | Linking clients with other organizations | 17                        | 4,179                 | 751                   |

### Clients

Some organizations reported serving clients who meet age or income requirements, while others reported serving more specific populations, such as ex-offenders; individuals with disabilities, developmental delays, or severe mental illness; women who are pregnant or with young children; or homeless persons. Complete eligibility criteria for all organizations are shown in Appendix 4. Based on data from 14 organizations, the majority of the clientele is African American (although organizations from Northern Kentucky reported a predominantly white clientele). Most of the organizations reporting demographic data also reported that at least 50% of their clientele was male, although this ranged from 0 to 100%. Finally, most of the organizations reporting demographic data reported that the majority of their clients lived in Hamilton County and the city of Cincinnati, although responses ranged from 0% to 100%.

**Table 4**  
**Demographic Characteristics of Clients Served**

| <b>Organization</b>               | <b>White %</b> | <b>Black %</b> | <b>Hispanic %</b> | <b>Male %</b> | <b>County resident %</b> | <b>City resident %</b> |
|-----------------------------------|----------------|----------------|-------------------|---------------|--------------------------|------------------------|
| Behavioral Health Services        | 51             | 47             | 0.2               | 52            | 99                       | 78                     |
| Cincinnati Works                  | 13             | 84             | 0                 | 33            | 98                       | 75                     |
| Easter Seals Work Resource Center | 22             | 73             | 1                 | 51            | 100                      | 73                     |
| Freestore/Foodbank                | 6              | 92             | 1                 | 45            | 100                      | 95                     |
| Jobs for Cincinnati Graduates     | 40             | 50             | 2                 | 45            | 100                      | 55                     |
| Jobs Plus                         | 18             | 80             | 1                 | 75            | 98                       | 75                     |
| Literacy Center West              | 25             | 75             | 0                 | 100           | 100                      | 95                     |
| New Perceptions                   | 94             | 5              | 0                 | 50            | 0                        | 0                      |
| NorthKey Community Care           | 95             | 5              | 0                 | 45            | 0                        | 0                      |
| Public Allies Cincinnati          | 55             | 35             | 5                 | 40            | 80                       | 65                     |
| SuperJobs                         | 28             | 60             | 7                 | 44            | 92                       | 89                     |
| The Point/ARC of North KY         | 93             | 6              | 5                 | 50            | 0                        | 0                      |
| Urban Appalachian Council         | 75             | 24             | 1                 | 10            | 100                      | 100                    |
| Urban League                      | 2              | 94             |                   | 45            | 98                       | 96                     |
| YWCA                              | 20             | 70             | 5                 | 0             | 100                      | 100                    |

### Outcomes

The number of organizations reporting outcomes data ranged from a high of 16 organizations that could report the number of clients who started permanent jobs in the past year to a low of five organizations that could report the number of clients who had received incentives or bonuses in the past year.

**Table 5**  
**Outcomes that Organizations Track**

| Outcome  | Organizations     |    |
|--|-------------------|----|
|  | Number that Track | %  |
| Began an unsubsidized, permanent job                         | 16                | 84 |
| Began an unsubsidized, temporary job                         | 11                | 58 |
| Began a job that offers medical benefits                     | 13                | 68 |
| Kept a job with the same employer for 30 days                | 10                | 53 |
| Kept a job with the same employer for 60 days                | 8                 | 42 |
| Kept a job with the same employer for 90 days                | 12                | 63 |
| Kept a job with the same employer for 6 months               | 7                 | 37 |
| Kept a job with the same employer for 1 year                 | 9                 | 47 |
| Earned a promotion   | 8                 | 42 |
| Earned a pay increase  | 8                 | 42 |
| Earned a performance bonus or incentive                      | 5                 | 26 |
| Had a job save (e.g., intervention that prevents a job loss) | 10                | 53 |
| No longer receive Ohio Works First/ cash assistance          | 6                 | 32 |
| No longer receive food stamps                                | 6                 | 32 |
| Another outcome not listed above                             | 5                 | 26 |

Of the 4,394 active clients programs reported for the past year, 3,055 began a permanent, unsubsidized job and another 174 began a temporary, unsubsidized job, for a job placement rate of 73%. About a quarter of those who started jobs in the past year began a job that offered medical benefits (839 clients), although these workers were heavily concentrated among clients of Cincinnati Works. Organizations reported that 60 clients earned a promotion in the past year (2% of clients who had started jobs), 314 had earned a pay increase in the past year (10%), and 40 had earned a bonus or performance incentive (about 1% of those who had started jobs). For only about 2% of active clients was a job save reported. For only 1% of active clients was it reported that the job had allowed the participant to give up cash assistance or food stamps. Detailed reports of outcomes by organization are shown in Appendices 5 and 6.

Retention was an outcome measure of particular interest to the WIB. Unfortunately, the responding organizations keep retention statistics in a variety of ways. Collective retention data is shown in Table 6; individual retention data by organization is available in Appendix 5.

**Table 6**  
**Retention Statistics of Employed Clients (N = 3,229)**

| Time from employment | Clients remaining employed |    |
|----------------------|----------------------------|----|
|                      | N                          | %  |
| 1 month              | 450                        | 14 |
| 2 months             | 274                        | 9  |
| 3 months             | 530                        | 17 |
| 6 months             | 166                        | 5  |
| 1 year               | 596                        | 19 |

It is unknown what kind of overlap there is among these numbers. For example, it is not clear how many of the clients who worked for 60 days were counted amongst those who worked for 30 days. Few organizations seem to follow clients for six months or longer, but there were several organizations that were able to report retention data only for longer times (six months or a year). Generally, however, the further removed clients were from the program, the less likely it was that the organization kept track of them.

Of those clients who began jobs, pay ranged from \$5.15 to \$44/hour, with the average organization reporting an hourly pay of \$8.01. Clients worked a range of 4 to 60 hours per week, with an average work week of 30 hours. The average pay increase after one year of employment was about 59 cents (ranging from 10 cents to a dollar), and the average performance bonus was \$100. See Appendix 7 for details.

**Barriers to Service**

The average organization reported that 42% of clients did not find a job in the first three months of their search. The also reported that 18% of clients needed a second job referral in a three month period. Details are shown in Table 7.

**Table 7  
Clients with Extended Job Searches**

| <b>Organization</b>                                | <b>% Clients in need of a second placement within 90 days</b> | <b>% Clients in need of a first placement after 90 days</b> |
|--|---|---|
| Cincinnati-Hamilton County Community Action Agency | 15  |   |
| Easter Seals Work Resource Center                  | 5   | 45  |
| Freestore/Foodbank                                 | 33  | 20  |
| Greater Cincinnati Behavioral Health Services      | 10  | 25  |
| Jewish Vocational Services                         | 24  |   |
| Jobs Plus Employment Network                       | 5   | 75  |
| Literacy Center West                               | 25  | 5   |
| New Perceptions                                    | 25  | 50  |
| NorthKey Community Care                            | 0   | 50  |
| SuperJobs  | 0   | 68  |
| The Point/ARC of Northern Kentucky                 | 2   | 5   |
| Urban Appalachian Council                          | 60  | 80  |
| YWCA   | 50  | 20  |

Organizations rated the frequency of common barriers to employment on a 3-point scale (e.g., very common, somewhat common, not common). Transportation issues and general job awareness (being on time, dressing appropriately, etc.) were the most commonly endorsed barriers to employment. Childcare was the barrier endorsed least often as very common. Legal issues, mental health issues, and housing issues were all endorsed as common barriers to successful employment. Other barriers noted by organizations included a lack of education, a lack of work ethic, no history of working, having a disability, having poor health, not being able to pass a drug test, not having valid identification, and not having a valid driver’s license (see Table 8).

**Table 8  
Common Barriers to Employment**

| Barrier                                  | Organizations reporting |    |                 |    |            |    |
|--|-------------------------|----|-----------------|----|------------|----|
|  | Very common             |    | Somewhat common |    | Not common |    |
|  | N                       | %  | N               | %  | N          | %  |
| Transportation issues                    | 12                      | 63 | 6               | 32 | 1          | 5  |
| Lack of job awareness                    | 10                      | 53 | 6               | 32 | 2          | 11 |
| Legal issues, including criminal records | 8                       | 42 | 8               | 42 | 2          | 11 |
| Stable housing/ living conditions        | 7                       | 37 | 9               | 47 | 2          | 11 |
| Mental health issues                     | 6                       | 32 | 7               | 37 | 5          | 26 |
| Child care issues                        | 3                       | 16 | 11              | 58 | 5          | 26 |
| Another barrier                          | 9                       | 47 | 4               | 21 | 1          | 5  |

**Funding**

Annual program budgets ranged from \$140,000 to \$3,500,000 (average = \$692,143). Sources of funding are shown in Table 9. Most organizations rely either entirely or predominantly on government funding, and this funding is most often contingent on meeting a certain set of outcomes. A few organizations rely on private donations and grants for most of their funding.

**Table 9  
Funding Sources**

| Funding Source           | Organizations reporting |    | Outcomes dependent |                |
|--------------------------|-------------------------|----|--------------------|----------------|
|                          | N                       | %  | N                  | % of reporting |
| Government               | 10                      | 53 | 10                 | 100            |
| Individual contributions | 6                       | 32 | 0                  | 0              |
| Corporations             | 5                       | 26 | 1                  | 20             |
| Foundations              | 6                       | 32 | 3                  | 50             |
| Non-profits              | 7                       | 37 | 3                  | 43             |
| Other                    | 6                       | 32 | 4                  | 67             |

The average cost per placement varied widely from \$650 to \$3,600 with an average cost of \$2,245 (these figures exclude Public Allies of Cincinnati, which spends \$25,000 per placement, a figure that includes a monthly living stipend and some college tuition for young adults in their programs).

**Table 10  
Average Cost per Placement**

|  | Total budget | Cost per placement |
|--|--------------|--------------------|
| Cincinnati-Hamilton County Community Action Agency | 172,000      |                    |
| Cincinnati Works                                   | 865,000      | 1,250              |
| Easter Seals Work Resource Center                  | 142,000      | 2,100              |
| Freestore/Foodbank                                 | 245,000      | 3,100              |
| Greater Cincinnati Behavioral Health Services      | 1,560,000    |                    |
| Jewish Vocational Services                         | 954,000      | 2,350              |
| Jobs for Cincinnati Graduates                      | 1,277,160    |                    |
| Jobs Plus Employment Network                       | 325,000      | 2,900              |
| Literacy Center West                               | 157,000      | 2,000              |
| New Perceptions                                    | 337,122      |                    |
| Public Allies Cincinnati                           | 800,000      | 25,000             |
| SuperJobs  | 3,500,000    | 3,611              |
| The Point/ARC of Northern Kentucky                 | 140,000      | 650                |
| YWCA   | 600,000      |                    |

**Employer Relations**

All but one of the participating organizations reported relationships with at least one employer. Organizations reported that these employers often called them when certain positions needed staffing, and that the program was aware of the types of jobs available through these employers. Organizations reported having relationships with as few as one employer and as many as 784. The average number of employer relationships per organization was 106.

**Table 11  
Employer Relationships**

|  | <b>Number of employer relationships</b> |
|--|---|
| Cincinnati-Hamilton County Community Action Agency | 30                                      |
| Cincinnati Works                                   | 60                                      |
| Easter Seals Work Resource Center                  | 40                                      |
| Freestore/Foodbank                                 | 25                                      |
| Greater Cincinnati Behavioral Health Services      | 100                                     |
| Jewish Vocational Services                         | 60                                      |
| Jobs for Cincinnati Graduates                      | 20                                      |
| Jobs Plus Employment Network                       | 35                                      |
| Literacy Center West                               | 25                                      |
| New Perceptions                                    | 160                                     |
| NorthKey Community Care                            | 1                                       |
| Public Allies Cincinnati                           | 25                                      |
| SuperJobs  | 784                                     |
| Urban Appalachian Council                          | 3                                       |
| Urban League                                       | 200- 250                                |
| The Point/ARC of Northern Kentucky                 | 70                                      |

**Conclusions from Survey**

As compared to the results of the 2001 KnowledgeWorks survey, fewer organizations are offering better services. While more organizations keep track of outcomes data, organizations often use different outcome reporting rules, making it difficult to aggregate across organizations. For example, one organization reported retention data only in terms of clients who held a job for one year.

While the aggregate results suggest that nearly 75% of active clients are placed in jobs every year, this number masks large differences among programs. Some smaller organizations report placement rates from less than 20% to around 50%. A concern is whether all organizations are counting active clients in the same way. Organizations that appear less successful might just be more honest.

The difficulty of this work is reflected in the finding that 40% of clients take longer than three months to find a job. Another 20% of clients need a second job placement within three months of starting the first placement.

When evaluating the data presented in this report, it may be tempting to compare organizations to one another without first considering the population each organization serves. Some organizations serve low-income people, while others serve a specific group of hard-to-serve individuals such as the severely disabled or those with criminal records. Each organization serves groups with significant barriers to employment, but these barriers vary considerably. For example, there is a subset of clients for whom only Medicaid is a realistic health insurance option. While these clients want jobs, they do

not want to be in a job that will cause them to be ineligible for Medicaid benefits, and the organizations that serve them work to make sure they do not lose their benefits.

**Recommendations for Future Surveys**

- The survey is long and time-consuming. It should be cut in half, should it be redone.
- The WIB should recognize that in order to increase compliance, staff will need to persuade employment providers to participate. It can do this by sharing results, accepting recommendations for changes to the survey instrument (within reason), and convincing funders that this effort can successfully drive resource allocation decisions.
- Organizations should be encouraged to adopt common definitions for such key ideas as when a client becomes “active” and the point at which retention will be assessed (e.g., three months).

**Towards a Community Inventory**

It was originally planned that this survey would be used to create a set of report cards, by which funders could judge the effectiveness of the employment service providers. Toward this end, the Action Plan Committee of the Southwest Ohio Region Workforce Investment Board met several times in January and February under the leadership of Pete Strange (President of Messer Construction)<sup>3</sup>. The Action Plan Committee developed an innovative plan for a common logic model that any employment service provider could complete (see Figure 1). The potential value of this model caused us to put off the production of the report cards in favor of a more ambitious course of action with greater potential to produce system integration in addition to suiting the needs of funders.

|                    | <b>Potential</b>                       | <b>Target</b>                                     | <b>Process</b>                              | <b>Result</b>                                     |
|--------------------|--|---|---|---|
| <b>Clients</b>     | Population to be served                | # clients to be served                            | Key activities to recruit the right clients | Actual # clients divided by target                |
| <b>Placements</b>  | Jobs sought                            | # clients to be placed in jobs                    | Key activities to place clients             | Actual # placements divided by target             |
| <b>Retention</b>   | Industry standard for retention        | % of placements that will meet retention standard | Key activities to help clients retain jobs  | Actual # successful retentions divided by target  |
| <b>Advancement</b> | Industry standard for pay and benefits | Acceptable range of pay and benefits              | Key activities to promote advancement       | Actual # placements within target divided by goal |

**Figure 1. Proposed Logic Model**

The rows of the logic model reflect the sequence of objectives providers have to achieve before a client can achieve economic self-sufficiency. First, the provider has to successfully recruit clients.

<sup>3</sup> Other committee members included Julia Abel (Cincinnati Children's Hospital Medical Center), Pamela Carter (The Southwest Ohio Region Workforce Investment Board), Mike Conner (Frisch's Restaurants), Kathleen Kraemer (Ohio Rehabilitation Services Commission), Dave Phillips (Cincinnati Works), and Rob Reifsnnyder (The United Way of Greater Cincinnati).

Second, the provider has to place clients in jobs. Third, the provider has to assist clients in retaining employment. Fourth, the provider has to assist clients with career advancement.

The columns of the logic model reflect the process of target setting, and moves from the dream of making everybody in the population of people to be served successful at the level of industry standards (column one), to setting targets for annual accomplishments (column 2), to naming the key processes involved in program operations (column 3), to performance measurement (column 4).

While the logic model will force organizations to develop simple, one-page summaries of their goals and results, the Action Plan Committee recognizes that organizations will want to provide a fuller explanation of their strategies and results. This additional documentation, which might include the top challenges faced by the clients and by the organization in serving those clients, will provide the organization an opportunity to educate funders about its mission.

We assisted members of the Action Plan Committee in presenting this logic model to a variety of employment service providers to obtain their reactions. Their reactions to the logic model were largely positive. Several people spoke to the potential the model has to promote system transparency, system integration and system enhancement. Concerns that they raised included the following.

- Not every provider has considered their program in terms of the description of potentials called for in column one of the logic model. Several expressed concern that they might require technical assistance.
- While several providers felt confident that they could quickly develop an initial draft of their logic model, using the proposed template, most felt that a fully-detailed, final draft would take several iterations and would require feedback from their boards, from funders, and from the community of providers.
- Most providers with whom we talked were critical of any intimation that the Southwest Ohio Region Workforce Investment Board would be demanding that providers create such logic models, or that funders would start using these models coercively.
- Providers acknowledged that the model will pose a challenge to some of their peer organizations; while more today seem to accept the importance of retention (row three) as part of their charge than might have been true several years ago, fewer still focus at all on advancement (row four).
- There was great resistance to the development of “report cards” or “score cards.” Providers with whom we talked encouraged us to think of this as a step toward the development of a “community inventory.”

### **Recommendations for Use of the Logic Model**

The Southwest Ohio Region Workforce Investment Board will have to choose between two courses.

- Course one would be to continue with the idea of periodically administering a survey of providers and using it to spur the development of program-specific logic models. We have learned much about how such a process would work; for example, the committee’s development of the logic model would dramatically simplify future data collection. The survey could be substantially shorter. However, there is an open question as to whether the provider community would ever fully support this process. We encountered substantial resistance among providers to

participating in the survey at all, and even among the providers who did collaborate with us, we encountered resistance to the idea of the board scoring their performance.

- Course two would be to promulgate the use of its logic model by providers and funders. Starting from a small group of perhaps six volunteers from the provider community, the board could provide technical assistance in helping them move from rough drafts of their logic models (i.e., perhaps 60% of what the final model would be) to strong working drafts (i.e., 90%) over a period of six months. At that point, the organizations would be encouraged to share their models with other providers, who would be encouraged to join the development process. We would anticipate that participating providers would start making use of their logic models in their applications for funding, which would expose the funder community to the tool, at which point the model might become a de facto standard for both providers and funders.

**Appendix 1**

**Employment Service Provider Search Results**

\* indicates participation in the current survey (has program that meets criterion)

# indicates participation in the current survey (but no program meets criterion to be included)

† indicates participation in the 2001 survey

**Organizations with at Least One Employment Program**

ACT

Abilities First †

Bethany House

Brighton Center # †

Business and Workforce Resource Center \* †

Center for Independent Living Options \*

Cincinnati Association for Blind

Cincinnati Center for Improved Communication

Cincinnati Job Corps

Cincinnati Restoration/ Greater Cincinnati Behavioral Health Service \*

Cincinnati Training Terminal and Service †

Cincinnati Union Bethel

Cincinnati Works \* †

Citizens' Committee on Youth # †

Clermont Counseling

Clovernook Center for the Blind

Dress for Success

Easter Seals- Work Resource Center \* †

Family Service of Cincinnati Area (International Family Resource Center) #

First Step Home #

Freestore Foodbank \* †

Great Oaks Center for Employment Resources #

Hamilton County Community Action Agency \*

Hamilton County Pre-Trial Services

IKRON Corp. #

IMAPCT Over-the-Rhine/ Memorial #

Jewish Vocational Services \*

Job Search Focus Group

Jobs for Cincinnati Grads \*

Jobs for Ohio Grads †

Jobs Plus Network \*

Kentucky Department for the Blind # †

Kentucky Department of Vocational Rehabilitation †

Legal Aid Society

Lighthouse Youth Service #

Literacy Center West \*

Mercy Connections †

National Council on Aging †

New Perceptions \*

Northkey Community Care \*

Ohio Rehabilitation Service Commission

Ohio Valley Goodwill Rehabilitation Center

Positive Beginnings Teen Service

Public Allies Cincinnati \*

Seven Hills Neighborhood Houses

SuperJobs Center \*

The Point/ARC of Northern Kentucky \*

UC Clermont College #

United Cerebral Palsy of Greater Cincinnati  
Urban Appalachian Council \* †  
Urban League of Greater Cincinnati \* †  
YWCA of Greater Cincinnati \* †

**Organizations with No Employment Programs**

Bawac, Inc.  
Beech Acres  
Belcan Corp.  
Belcan Staffing  
BMF Pediatric  
Boy Scouts of America - Dan Beard †  
CRI  
Children's Home  
Cincinnati Business Incubator  
Cincinnati Chamber of Commerce †  
Cincinnati Children's Hospital Medical Center  
Cincinnati Union Bethel  
Cincinnati Youth Collaborative  
City Gospel Mission  
City of Cincinnati  
Clermont Chamber of Commerce  
Clermont Common Pleas Court  
Clermont County Department of Child and Family Services  
Clermont County Educational Service Center  
Clermont County Mental Health and Recovery Board  
Community Link †  
Consumer Credit Counseling  
Crossroads Center  
Designing Success †  
Dominican Community Service Visions  
Educational Services Institute  
Exodus Program  
Friars Club  
Genesis Men's Program  
Glad House  
Grailville  
Grant Career Center †  
Hamilton County Department of Jobs and Family Services †  
Hamilton County Juvenile Court  
Hamilton County Probation Department  
Hamilton County Public Defenders  
Healing Connections †  
Housing Opportunities Made Equal †  
ICS Computer Learning and Ownership  
Inner City Health Care  
Inner City Youth  
Jireh Development Corp. †  
Mallory Center  
Mayo Home for Youth Development  
Mental Health Services East  
Mercy Franciscan at St. John's †  
Ohio Center of Broadcasting  
Over-The-Rhine Housing Network  
PREP, Inc. †  
Readjustment Counseling Center- Vet Center  
Recovery Link

Santa Maria Community Services  
St. Aloysius Orphanage  
SUMA  
Sylvan Learning Center  
Talbert House, Inc.  
Three Square Music Foundation  
United Way  
US Grant Joint Vocational School  
Valley Learning Center  
Volunteers of America  
Welcome House of Northern KY  
Working in Neighborhoods  
YMCA of Greater Cincinnati

**Organizations That Could Not be Located**

CCEA  
Cincinnati Collective Learning Center  
Cincinnati Institute for Career Alternatives  
Cincinnati Labor Agency for Social Services †  
Coalition of Neighborhoods  
Curtis and Associates  
Disabled Helping Disabled  
Enoch Enterprise  
Genesis Personnel Service  
Ginter Business  
Global Culinary  
Global Discovery  
Grant Connectors  
Hamza  
Information and Technology Development Corp.  
Mercy Health Partners  
Mercyworks  
Millvale Resident Council  
New Hope Family Worship Center  
Ohio Bureau of Family Services Batavia  
PAC Enterprise, Inc.  
Project Impact of Greater Cincinnati  
Project Transition  
QSS Information Systems Inc.  
Queen City Vocational Center  
Schonberg Associates, Inc.  
Smart Achievers  
South Fairmont Community Center  
Success, Inc.  
Sylvan Learning Center-Contact Services.  
T.R.I.P.  
TDC Enterprise Inc.  
Training Links Inc.  
TRE Inc.  
West-C  
Women on Track

**Organizations That Did Not Respond to Multiple Requests for Information**

Adoption Option  
Applause Magazine  
Baptist Ministers

Career Resource Center  
Central Clinic  
Cincinnati Housing Partners  
Cincinnati Metropolitan Housing Authority  
Communities for United Action  
Comprehensive Community Child Care  
Emanuel Community Center  
Lincoln Heights Health Care  
New Prospect Development Corp.  
Outlook On Health †  
Queen City-Mitchell Mental Health Services/ Med Mart  
Redwood Rehabilitation Center †  
Salvation Army  
TRF Enterprises  
Women's Research and Development Center

## Appendix 2 Survey Questions

### Program name

#### Screening Questions

Please check each true statement.

- This program no longer operates.
- This program will cease operations before January 1, 2007
- This program serves only people younger than 18.
- This program is solely educational in nature.
- This program requires a fee for services.

#### Agency Information

- Agency name
- Address
- Phone
- Fax
- Name/title of agency director
- Email address of agency director

#### Program Location and Administration

- Address
- Phone
- Fax
- Name/title of program director
- Email address of program director
- Name of contact person
- Email of contact person
- How many staff members are directly involved with helping an individual seek or retain employment?
- How long has the program been in existence?
- How many years has your senior person been in his or her position?

#### Eligibility Requirements

Does the program have any of the following types of eligibility requirements? If yes, please describe.

- Geographic
- Income
- Education
- Work
- Health
- Police Check
- Drug Screening
- Stable Housing
- Other requirement(s)(e.g., immigration status or funder-determined criteria)

Do you require anything else of clients who meet the above eligibility criteria? Examples might be agreeing to obtaining a driver's license or paying a fee. If yes, please describe below.

#### Target Population

Please describe your target population (e.g., ex-offender, low income, disabled)

#### Demographics of Clients Served

- What percentage of your clientele is white?
- What percentage of your clientele is African-American?

What percentage of your clientele is Hispanic?  
What percentage of your clientele is any other race or ethnicity not listed above?  
What percentage of your clientele is male?  
What percentage of your clientele lives in Hamilton County?  
What percentage of your clientele lives in the city of Cincinnati?

**Number of Clients**

Number of clients who enroll in the program each calendar year  
Average number of active clients (clients looking for work or working who are available for contact)  
Average family size of clients active in the program during the year  
Has the number of clients you serve changed substantially over the past year? Or, do you expect the number you serve to change substantially over the coming year? If the answer to either question is Yes, please explain.

**Program Capacity**

Could the program serve more clients with existing resources (facilities, staff and funding)? If Yes, please indicate how many more clients at any given time could be served.  
Do you expect your capacity to change substantially over the next year? If Yes, please indicate how.

**Program Services**

Check all Services provided directly by the program

Program Components

- Assessment
- Work readiness
- Job skills training
- Work experience (unpaid work)
- Sheltered work (helping people with disabilities)
- Subsidized employment
- Job search (helping people find jobs)
- Job retention (helping people stay in jobs)
- Career advancement (helping people compete for better jobs)
- Academic services (e.g., helping people earn their GED or enroll in college)

Support Services

- Fellowship
- Mentoring
- Mental health counseling
- Legal
- Case management
- Childcare
- Transportation
- Spiritual
- Advocacy
- Substance abuse counseling
- Housing
- Emergency services (e.g., assistance with rent, utilities or food)
- Healthcare

Are there any formal collaborative relationships between the program and any other organizations for the sake of ensuring that your clients have access to any of the above services? If so, please indicate below what organizations you collaborate with for what services.

Does the program have a working relationship with one or more employers? If so, please describe.  
With how many employers does the program have a relationship?

**Number of Clients Who Participate in Activities in Year**

Complete a work readiness program focused on the development of “hard” skills (e.g., obtaining a driver’s license)  
Complete a work readiness program focused on the development of “soft” skills (e.g., interviewing skills)  
Complete a job skills training program

- Begin an unpaid position to gain work experience
- Begin a sheltered work position
- Begin a subsidized job
- Complete a program that teaches job search skills
- Begin a supported job
- Successfully move from one unsubsidized job to another job
- Other (specify)

**Number of Clients Who Achieve Outcomes in Year**

- Begin an unsubsidized, permanent job
- Begin an unsubsidized, temporary job
- Begin a job that offers medical benefits
- Keep a job with the same employer for 30 days
- Keep a job with the same employer for 60 days
- Keep a job with the same employer for 90 days
- Keep a job with the same employer for 6 months
- Keep a job with the same employer for 1 year
- Earn a promotion
- Earn a pay increase
- Earn a performance bonus or incentive
- Have a “job save” (an agency intervention that prevents job termination)
- No longer receive Ohio Works First/ cash assistance money
- No longer receive food stamps
- Other (specify)

**Successful Job Searches**

- What is the range of starting pay for your clients?
- What is the average starting pay for your clients?
- What is the range of number of hours your employed clients work per week?
- What is the average number of hours your employed clients work per week?
- What is the average pay increase for your clients after one year of employment?
- What is the average performance bonus or incentive earned by your clients during one year of employment?
- What is your average cost per placement?  
(fully allocated program cost/ number of people placed in a job during the past year)

**Job Search, Job Retention and Career Advancement Services**

There is growing interest in these services because so many clients will need several jobs over a few years in order to achieve self-sufficiency. Please describe what work your program does in these areas.

Please check which of the following statements is true.

- These services are available to clients indefinitely.
- Clients are encouraged to come back to use these services again if they ever need to.
- The program continues to monitor client progress after clients begin working.
- % of clients who need at least a second job placement from the program within 90 days.
- % of clients who begin job search but are not able to find a job within three months.

**Are the Following Issues Very Common, Somewhat Common, or Not Common?**

- Mental health issues
- Legal issues, including criminal records
- Transportation
- Lack of job awareness
- Childcare issues
- Stable housing/ living conditions
- Other (specify)

**Funding**

Total budget (fully allocated program cost, current fiscal year)

For each of the following funders, indicate the length of funding and whether the funding is contingent on outcomes

- Government
- Individuals
- Corporations
- Foundations
- Non-profits (including the United Way, charitable organizations and religious organizations)
- Other (specify)

Approximately what % of your funding is dependent upon achieving successful client outcomes?

Approximately what % of your funding is variable funding?

If you receive variable funding, what targets must you meet to receive the full funding amount?

**Source of Clients (optional)**

What % of the clients who begin the program come from:

- Self-referrals
- Referrals from employment services providers
- Referrals from other organizations
- Referrals from past or present participants
- Internal referrals
- Media ads/ announcements (e.g., radio ads)
- Direct recruiting (e.g., job fairs)
- Other

List the three organizations from which you receive the most formal referrals—that is, you have a Memorandum Of Understanding or other agreed-upon referral system with these organizations.

List the three organizations from which you receive the most informal referrals—that is, you don't have a Memorandum Of Understanding or other agreed-upon referral system with these organizations.

What do you consider to be your most successful recruitment activity?

**Number of Clients**

% of clients who have been enrolled in the program on at least one previous occasion or attend an update session

Do you consider your clients lifetime members?

If your clients are lifetime members, how often are they in touch with you, or vice versa?

**Program Services**

List the three organizations to which the program makes the most referrals.

**Appendix 3**  
**Screening Question Results**

| <b>Program Name</b>                              | <b>This program currently operates</b> | <b>This program will cease operations before 2007</b> | <b>This program serves only people age 18 or older</b> | <b>This program is solely educational in nature</b> | <b>This program charges clients a fee for services</b> |
|--|--|---|--|---|--|
| Brighton Center's Center for Employment Training | Yes                                    | No  | Yes*   | No  | Yes*   |
| Citizens' Committee on Youth                     | Yes                                    | Yes*  | No   | Yes*  | No   |
| Clermont College                                 | Yes                                    | No  | No   | Yes*  | No   |
| Family Service                                   | Yes                                    | No  | Yes*   | No  | No   |
| First Step Home, Inc.                            | Yes                                    | Yes*  | No   |   |  |
| Great Oaks                                       | Yes                                    | No  | No   | Yes*  | Yes*   |
| IKRON Employment Services                        | Yes                                    | No  | No   | No  | Yes*   |
| Kentucky office for the Blind                    | Yes                                    | No  | Yes*   | No  | No   |
| Lighthouse Independent Living Program            | Yes                                    | No  | No   | No  | Yes*   |
| Memorial Impact Youth Services                   | Yes                                    | No  | Yes*   | No  | No   |

\* Resulted in program being screened out of the survey

## Appendix 4

### Eligibility Criteria

| <b>Organization</b>                                | <b>Eligibility criteria</b>   | <b>Description of clients served</b>   |
|--|---|--|
| Business & Workforce Resource Center               | No specific requirements  | Individuals who are dislocated, unemployed or underemployed  |
| Center for Independent Living Options              | Homeless or disabled  | Individuals who are homeless or disabled   |
| Cincinnati-Hamilton County Community Action Agency | Ex-offender<br>Resident of Hamilton County<br>18 years or older   | Ex-offenders in Hamilton County ages 18 and older  |
| Cincinnati Works                                   | Willing and able to hold a full-time job<br>At or below 200% FPL<br>Do not accept patterns of theft or DUI (3 or more convictions)<br>Must be able to pass a urine drug screen<br>Stable housing arrangements<br>Willingness to complete a 30-hour workshop<br>Willingness to hold a job for 1 year | Adults 18 years or older who are living at or below 200% FPL   |
| Easter Seals Work Resource Center                  | Eligible for Rehabilitation Services Commission/ Hamilton County MR/DD<br>Must pass a background check if employer requires<br>Must pass drug screen if employer requires<br>Severe disability  | Individuals with severe disabilities who are referred by the Ohio Rehabilitation Services Commission or Hamilton County Board of MR/DD   |
| Freestore/Foodbank                                 | At or below 300% FPL<br>Must be able to lift 40 pounds and be on feet for 4 hours<br>Must provide record but typically do not exclude based on violations   | Low income individuals over the age of 18 with a desire to work in the food service industry   |
| Greater Cincinnati Behavioral Health Services      | US citizen or qualified immigrant status<br>Resident of Hamilton County<br>Some vocational programs require a mental health diagnosis<br>Must be able to pass a background check if required by employer  | Individuals with severe and persistent mental illness, as well as those who are diagnosed or dually diagnosed with physical limitations including deafness, hearing impairment, blindness or vision impairment |
| Jewish Vocational Services                         | Disability<br>16 years or older   | Persons with disabilities ages 16 and older  |
| Jobs for Cincinnati Graduates                      | Resident of Hamilton County or attending a partner school in Cincinnati/ Hamilton County  | Youth ages 15- 21 who are at risk of not graduating from high school or who have already dropped out and do not have the skills to transition successfully to a career   |
| Jobs Plus Employment Network                       | Able to work<br>Drug free   | Low income men and women 18 years and older  |
| Literacy Center West                               | 19- 21 years old<br>Hamilton County resident<br>WIA eligible<br>Stable housing  | 19- 21 year old males  |

| <b>Organization</b>                 | <b>Eligibility criteria</b>   | <b>Description of clients served</b>   |
|-------------------------------------|---|--|
| New Perceptions                     | Persons in Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen and Pendleton Counties in KY<br>No history of violent or sexually-based crimes (exceptions possible)<br>Able to pass a drug screening as required by employers<br>Individuals must not be a danger to themselves or others<br>Willingness to become employed | We have served persons with various types of physical, mental and emotional problems, including cognitive limitations, blindness, hearing impairments, brain injuries, and psychological disorders |
| NorthKey Community Care             | Authorization through Vocational Rehabilitation   | Adults diagnosed with mental retardation, development disabilities and/or acquired brain injury  |
| Public Allies Cincinnati            | High school diploma/ GED<br>Commitment to work that serves others<br>History of dependability<br>Leadership potential<br>Ability to pass background check and drug screening as required by employers   | Diverse young adults ages 18-30 who are committed to serving the needs of others, prefer Cincinnati residents  |
| SuperJobs                           | 18 and older<br>US citizen<br>Intensive services require meeting additional criteria, including income  | Persons 18 and older   |
| The Point/ ARC of Northern Kentucky | Referral by KY-OVR and MR/DD diagnosis<br>Resident of Boone, Kenton and Campbell counties in KY   | Individuals ages 17+ who have been diagnosed with MR/DD but who may also have a dual diagnosis   |
| Urban Appalachian Council           | No specific requirements  | Appalachians and all ethnic backgrounds that live in East Price Hill and surrounding communities interested in education and employment readiness services   |
| Urban League                        | No specific requirements  | Unemployed or underemployed men and women ages 18 and older  |
| YWCA                                | Eligible for TANF<br>Able to work   | Women who are low income and pregnant or parenting   |

**Appendix 5**  
**Job Placement and Retention Outcomes**  
**(Top figure is number of clients. Bottom figure, if any, is percentage of clients.)**

| Organization                                  | Clients | Job Characteristics |                |                 |         |         | Kept Same Job for |             |        |
|---|---------|---------------------|----------------|-----------------|---------|---------|-------------------|-------------|--------|
|   |         | Perma-<br>ment      | Tempo-<br>rary | Has<br>benefits | 30 days | 60 days | 90 days           | 6<br>months | 1 year |
| Center Independent Living Options             |         | 7                   | 2              |                 |         |         |                   |             |        |
| Cincinnati-Hamilton County                    | 270     | 98                  |                | 70              | 98      |         | 60                |             |        |
| Community Action Agency                       |         | 36                  |                | 26              | 36      |         | 22                |             |        |
| Cincinnati Works                              | 551     | 595                 |                | 525             |         |         |                   |             |        |
|   |         | 108                 |                | 95              |         |         |                   |             |        |
| Easter Seals Work Resource Center             | 90      | 48                  | 3              | 30              | 45      | 41      | 32                |             | 18     |
|   |         | 53                  | 3              | 33              | 50      | 46      | 36                |             | 20     |
| Freestore/Foodbank                            | 100     | 60                  | 0              | 19              | 60      | 55      | 50                | 30          | 20     |
|   |         | 60                  |                | 19              | 60      | 55      | 50                | 30          | 20     |
| Greater Cincinnati Behavioral Health Services | 339     | 140                 | 56             | 23              |         |         | 95                |             | 25     |
|   |         | 41                  | 17             | 7               |         |         | 28                |             | 7      |
| Jewish Vocational Services                    | 247     | 124                 |                | 65              |         |         | 97                |             |        |
|   |         | 50                  |                | 26              |         |         | 39                |             |        |
| Jobs for Cincinnati Graduates                 | 800     | 200                 |                |                 |         |         |                   |             |        |
|   |         | 25                  |                |                 |         |         |                   |             |        |
| Jobs Plus Employment Network                  | 499     | 100                 | 0              | 25              | 95      | 90      | 85                | 67          | 50     |
|   |         | 20                  |                | 5               | 19      | 18      | 17                | 13          | 10     |
| Literacy Center West                          | 35      | 47                  |                |                 | 39      |         | 31                |             |        |
|   |         | 134                 |                |                 | 111     |         | 89                |             |        |
| New Perceptions                               | 285     | 46                  | 3              | 13              | 43      | 34      | 31                | 26          |        |
|   |         | 16                  | 1              | 5               | 15      | 12      | 11                | 9           |        |
| North Key Community Care                      | 5       | 3                   | 0              | 0               | 3       | 3       | 3                 | 2           | 2      |
|   |         | 60                  |                |                 | 60      | 60      | 60                | 40          | 40     |
| Public Allies Cincinnati                      | 30      |                     |                |                 |         |         |                   |             |        |
| SuperJobs                                     | 1,273   | 1,415               | 0              | 0               | 0       | 0       | 0                 | 0           | 431    |
|   |         | 111                 |                |                 |         |         |                   |             | 34     |
| The Point/ARC of Northern Kentucky            | 56      | 37                  | 0              | 9               | 37      | 36      | 36                | 36          | 35     |
|   |         | 66                  |                | 16              | 66      | 64      | 64                | 64          | 63     |
| Urban Appalachian Council                     | 150     | 60                  | 10             | 40              | 40      | 30      | 30                | 5           | 5      |
|   |         | 40                  | 7              | 27              | 27      | 20      | 20                | 3           | 3      |
| YWCA  | 236     | 75                  | 100            | 20              | 50      | 40      | 30                | 30          | 30     |
|   |         | 32                  | 42             | 8               | 21      | 17      | 13                | 13          | 13     |

**Appendix 6**

**Additional Job Outcomes**

**(Top figure is number of clients. Bottom figure, if any, is percentage of clients.)**

| <b>Organization</b>                                 | <b>Clients enrolled last year</b> | <b>Earned a promotion</b> | <b>Earned a pay raise</b> | <b>Earned a bonus</b> | <b>Job save</b> | <b>No longer receives OWF</b> | <b>No longer gets food stamps</b> | <b>Other</b> |
|---|-----------------------------------|---------------------------|---------------------------|-----------------------|-----------------|-------------------------------|-----------------------------------|--------------|
| Cincinnati- Hamilton County Community Action Agency | 270                               |                           |                           |                       |                 |                               |                                   |              |
| Cincinnati Works                                    | 551                               |                           |                           |                       |                 |                               |                                   |              |
| Easter Seals Work Resource Center                   | 90                                |                           | 29                        |                       | 48              |                               |                                   | 3            |
| Freestore/Foodbank                                  | 100                               | 15                        | 20                        | 0                     | 5               | 0                             | 0                                 | 0            |
| Greater Cincinnati Behavioral Health Services       | 339                               | 15                        | 20                        |                       | 5               |                               |                                   |              |
| Jewish Vocational Services                          | 247                               |                           |                           |                       | 15              |                               |                                   |              |
| Jobs for Cincinnati Graduates                       | 800                               |                           |                           |                       |                 |                               |                                   | 491          |
| Jobs Plus Employment Network                        | 499                               | 40                        | 65                        | 10                    | 0               | 10                            | 25                                | 61           |
| Literacy Center West                                | 35                                | 8                         | 13                        | 2                     |                 | 2                             | 5                                 | 11           |
| New Perceptions                                     | 285                               | 4                         | 15                        |                       | 3               |                               |                                   | 31           |
| NorthKey Community Care                             | 5                                 | 1                         | 5                         |                       | 1               |                               |                                   |              |
| Public Allies Cincinnati                            | 30                                | 0                         |                           |                       | 1               | 0                             | 0                                 |              |
| SuperJobs   | 1,273                             |                           | 148                       | 0                     | 0               | 0                             | 0                                 | 0            |
| The Point/ ARC of Northern Kentucky                 | 56                                |                           | 12                        |                       | 10              |                               |                                   |              |
| Urban Appalachian Council                           | 150                               | 1                         | 27                        |                       | 18              |                               |                                   |              |
| YWCA  | 236                               | 2                         | 48                        | 0                     | 2               | 5                             | 5                                 | 0            |
|   |                                   | 6                         | 13                        | 30                    | 1               | 3                             | 3                                 | 40           |
|   |                                   |                           | 13                        | 13                    | 4               | 13                            | 13                                | 17           |

**Appendix 7**  
**Average Wages and Hours of Employed Clients**

| <b>Organization</b>                                | <b>Beginning Pay</b> |             |                | <b>Hours per week</b> |             |                |
|--|----------------------|-------------|----------------|-----------------------|-------------|----------------|
|  | <b>Low</b>           | <b>High</b> | <b>Average</b> | <b>Low</b>            | <b>High</b> | <b>Average</b> |
| Center for Independent Living Options              | 6                    | 8.5         | 7              | 20                    | 40          | 30             |
| Cincinnati-Hamilton County Community Action Agency | 7                    | 10          | 9              | 25                    | 40          | 40             |
| Cincinnati Works                                   | 6                    | 16          | 9.02           | 30                    | 40          |                |
| Easter Seals Work Resource Center                  | 5.15                 | 9.90        | 7.01           | 20                    | 40          | 28.1           |
| Freestore/Foodbank                                 | 7.50                 | 11.50       | 9.20           | 20                    | 60          | 35             |
| Greater Cincinnati Behavioral Health Services      | 6.05                 | 13.22       | 8.97           | 17.5                  | 40          | 29.15          |
| Jewish Vocational Services                         | 5.15                 | 44          | 8.73           | 15                    | 40          | 31.4           |
| Jobs Plus Employment Network                       | 6                    | 15          | 9              | 20                    | 50          | 35             |
| Literacy Center West                               | 7                    | 12          |                | 4                     | 60          |                |
| New Perceptions                                    | 5.15                 | 18.5        | 7.75           | 10                    | 40          | 28             |
| North Key Community Care                           | 6                    | 9           | 7.50           | 8                     | 20          | 16             |
| SuperJobs  | 5.15                 | 12          | 8.99           | 20                    | 40          | 30             |
| The Point/ ARC of Northern Kentucky                | 5.80                 | 7.50        | 6              | 8                     | 40          | 16             |
| Urban Appalachian Council                          | 7                    | 9           | 7              | 30                    | 40          | 40             |
| YWCA   | 6                    | 9           | 7              | 25                    | 40          | 30             |