ASPIRE
An Innovative Workforce Development Demonstration Project
Jan 2016 – Dec 2018

JPMorgan Chase & Co.
Rockwell Fund

UPSKILL HOUSTON
Workforce Solutions
ASPIRE Will…

Help 1,000 hardworking people move from low-wage jobs to middle-skill jobs that contribute to the region’s economy

Fill jobs that pay a living wage – at least $21/hour for single parent with one child

Build upon existing infrastructure and $200M public investment in our region’s strong Workforce Solutions system

Target 7 UPSKILL Houston sectors – construction, energy, healthcare, manufacturing, maritime and logistics, petrochemical, and utilities
Primary Strategies

DEMAND SIDE
• Executive-level buy-in
• Employer agreements
• Job opening projections

SUPPLY SIDE
• Data-driven recruitment
• Near job-ready candidates
• Holistic assessments & support

CONNECT
• Accelerated pathways
• High-quality training partners
• Hiring and retention support

Result
Hardworking people successfully move from low-wage jobs to living-wage, middle-skill jobs that contribute to the region’s economic growth
Target Population

Hardworking people who are stuck in low-wage jobs, but have the interest, aptitude and motivation to gain the additional skills needed to fill living-wage, middle-skill jobs.

- 18 years old+
- Committed to work (i.e. currently working or 6+ mo. of stable employment in the last year)
- Earning less than a living wage (i.e. $21 per hour for a single parent with one child)
- High School diploma/GED
- Live in one of the target neighborhoods (East Aldine, Pasadena, Gulfton, East End and Near Northside)
- Are motivated, available, and committed to their future.
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Total Achieved</th>
<th>Total Possible</th>
<th>% Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidates Completed Training</td>
<td>Candidates who completed training</td>
<td>Candidates who entered training</td>
<td>767</td>
</tr>
<tr>
<td>Candidates Hired</td>
<td>Candidates who were hired</td>
<td>Candidates who completed training or were direct hires</td>
<td>880</td>
</tr>
<tr>
<td>Candidates Employed After 6 Months</td>
<td>Candidates who reported employment 6 months after hire</td>
<td>Candidates who were hired at least 6 months prior to evaluation (Before 11/1/17)</td>
<td>195</td>
</tr>
<tr>
<td>Candidates Employed After 12 Months</td>
<td>Candidates who reported employment 12 months after hire</td>
<td>Candidates who were hired at least 12 months prior to evaluation (Before 4/1/17)</td>
<td>125</td>
</tr>
</tbody>
</table>
Recruitment, Outreach, and Briefing

- Willingness to Learn
- Transportation
- Seeking Full-Time Work
- Honest
- Can Pass a Drug Test
Employed by Training Pathway

Industries of Employed Candidates
- Transportation
- Construction
- Health Care
- Manufacturing
- Utilities
- Other

Trained or Direct Hire Candidates
- Certificate Training
- Apprenticeship
- On the Job Training
- Unknown

Employed vs. Not Employed
- Employed
- Not Employed
Candidates Hired

- Candidates hired earn about $5.66 more, a 42% increase in hourly wage

![Histogram](Hourly Wage Prior to ASPIRE)

- $13.58

![Histogram](Hourly Wage at Entry to New Job)

- $19.24
Coaching & Ongoing Support

• Goal to increase awareness and understanding of industry and occupation
• Communication patterns differed

Coach’s ask “If you had to do something every day that you love what would it be?”

45% Knows industry
Supported
Stable

55% Not sure of path
Less support
Has barriers
United Way THRIVE
Creating Effective Community-Employer Partnerships
June 25th, 2019
United Way THRIVE

Increase Income
- Work Readiness
- Vocational Training/Jobs
- Free Income Tax Preparation

Build Savings
- Financial Coaching
- Strong Financial Habits
- Bank Accounts/Savings

Acquire Assets
- Home
- Higher Education
- Small Business
10 YEARS OF IMPACT

$1.1 BILLION
in value generated for United Way THRIVE through increased wages, savings, assets, and reduced debt

211,208
unduplicated clients helped along the path to financial stability

118,127
clients received free tax preparation services, returning $468.5 million to the local economy

$6 MILLION
in unsecured debt eliminated

10:1
return on investment every year for 10 years

$40 MILLION
increase in disposable income among United Way THRIVE clients

$12.4 MILLION
saved by United Way THRIVE clients

49,127
people received workforce development services, resulting in more than $370 million in new wages

47,498
clients received financial education and coaching

134
invested in small businesses

265
pursued higher education

645
bought homes
Goals

• Help the employer fill in-demand positions with qualified employees.
• Help lower income individuals and families in attaining higher paying jobs with a career ladder.
Employer’s Role & Commitment

- Be engaged throughout the program process
- Identify positions of need with career pathways
- Be involved in reviewing/conducting the proposed training curriculum
- Provide support/mentorship
- Interview and hire some or all the individuals that successfully complete the training
United Way’s Role & Commitment

• Identify additional partners and develop agreements
• Regularly convene partners and employer to discuss progress
• Work with partners to recruit, screen, and test potential candidates
• Coordinate candidate interviews with employer assistance
• Provide support services: tutoring, case management, job readiness, etc.
• Provide financial education and coaching
What’s Included

• Student Scholarships: training, exams, textbooks, etc.
• Participant Tools, Uniforms, and Testing
• Participant Immunization and Background Checks
• Participant Transportation Assistance
• Participant Supplies
• Financial Coaching & Education
• Support Services: soft skills, tutoring, case management, etc.
What makes this work?

• A SMART value proposition
• Identifying and addressing the goals and needs of both the employer and community partner
• Power of the nonprofit sector in recruiting, screening, supporting and coaching clients who employers may have otherwise not had access to
• Solid metrics to track success
• Strength in a diverse group of partners
• Efficiencies developed over time that can fill additional positions within a system
What does success look like?