This 2019 report was created by STRIVE and CSW, with the insights of STRIVE affiliates, and is the product of STRIVE’s comprehensive strategy planning process to evaluate current programming, positioning, and the overall implementation of a national sector strategy. The findings below reflect STRIVE’s commitment to continuously improving services for the network’s graduates while keeping a pulse on economic context and workforce strategy.

STRIVE’s newly codified program model consists of five pillars:

- **STRIVE START (Success Through Attitude & Readiness Training):** Our signature communication, social & behavior training
- **Occupational Skills Training:** Our career paths are aligned with local labor market demand and employer need, resulting in industry-recognized credentials
- **Career Coaching:** All STRIVE participants receive intensive personal attention to address obstacles that stand in the way of their career success
- **Job Placement Assistance:** STRIVE forges deep relationships with employers and assists our graduates in securing jobs that are a good match with their skills and interests
- **Lifetime Support:** STRIVE provides active follow-up support and retention services well after graduation. Many alumni return for additional job placements as they pursue higher positions

This sectoral approach reflects a review of the second pillar, Occupational Skills Training. Choosing the most promising national sectors for career pathways will allow STRIVE consistency and flexibility in local markets. STRIVE will remain true to its heritage and mission by serving individuals who face barriers to employment, while continuing to seek excellence on par with the best workforce entities, to build careers and scale impact.

**Summary of Research Methodology & Labor Market Analysis**

Our analysis followed a three-step process, applying proven tools to assess potential sectors:

2. Reviewing the findings with STRIVE affiliates to gain qualitative insights into the opportunities and barriers of each region. Affiliates are crucial to determining the most promising sectors, providing on-the-ground insight with their student population demographics and experiences in a way that data collection alone cannot.
3. Creating a weighed scoring analysis of different sectors to identify those with the most promise for a national rollout.

Using the LMI analysis and affiliate knowledge and program history, CSW identified nine sectors. For each sector, data was collected on the top occupations related to employment and projected growth. Additionally, demographic analysis was conducted on each region to better understand the context of the occupational and sectoral data for each affiliate.
Sector Analysis & Weighting Protocol

CSW applied a weighting system to nine different sectors to reflect the mix of priorities when industry planning with prominent differences in geography, demographics, higher ranked industries, and affiliate site programs. Each weight is defined as follows:

- **Ease of Entry**: speed with which the industry can be entered, experience needed (2x weight)
- **Pathway Potential**: opportunities to move up within or across occupation groups, education/training required to move up (2x weight)
- **Wages**: current wage level and wage trend, other benefits and incentives (1x weight)
- **Growth Potential**: historic growth pattern for the sector, growth projection, impact of automation, degree of variance (1x weight)

For each category, CSW developed a scoring matrix from 1 to 5. Using this matrix, Construction, Hospitality, Healthcare, and Transportation became the recommended four national sectors of focus.

**Top 4 Sectors**

**Construction** (Ease of Entry: 4; Pathway Potential: 4; Wages: 3; Growth Potential: 4) comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g. highways, utility systems). These jobs are in high demand across most affiliate regions, and many only require a high school degree. The positions often include on-the-job training or an apprenticeship model that leads to more advanced positions. Construction jobs are also projected to increase in the near future, as residential and commercial building increases.

**TOTAL SCORE: 5.75**

**Accommodation and Food Services/Hospitality** (Ease of Entry: 5; Pathway Potential: 3; Wages: 2; Growth Potential: 4) jobs are increasing and in shortage, causing employers to hire and onboard quickly. Barriers to entry are low, and the industry is attractive for justice-involved individuals. Wages at entry
level are mediocre, but pathway opportunities are prevalent. Hospitality jobs are also available across regions, particularly where many STRIVE students live.

**TOTAL SCORE: 5.5**

The **Healthcare and Social Assistance** (Ease of Entry: 3; Pathway Potential: 3; Wages: 3; Growth Potential: 4) sector will likely experience some of the most intense growth of all industries studied, has high job quality, and provides many pathway opportunities. However, wages are mediocre, and many of the positive sector attributes result in part from the fact that the industry is highly regulated, licensed, and credentialed, giving it a high barrier to entry.

**TOTAL SCORE: 5**

The **Transportation and Warehousing/Logistics** (Ease of Entry: 3; Pathway Potential: 4; Wages: 3; Growth Potential: 1) sector includes industries providing transportation of passengers and cargo, warehouse and storage, scenic and sightseeing transportation, and support activities related to modes of transportation. The sector is heavily dependent on local industry. The skills and credentials necessary for these occupations have significant overlap with sectors such as manufacturing and construction.

**TOTAL SCORE: 4.5**