



Snapshot of Subsidized Employment/Work Programs

The PIVOT Program – New York

PIVOT provides the business community in Western New York with a unique partnership opportunity. Administered by the Erie County Department of Social Services, PIVOT matches TANF participants seeking employment with companies looking to fill existing full time positions. Erie County subsidizes 100% of the participant's wages for three months and provides support services such as transportation and child care to the participant. This unique subsidized employment program annually places over 400 TANF participants out of a caseload of 12,000 total participants into jobs. PIVOT is currently working with employers in the banking, hospitality, community service, legal, hotel, manufacturing, health, childcare, clerical, warehousing, and retail sectors. To assist employers, all PIVOT candidates are pre-screened for job compatibility to reduce interviewing and processing time. Over the past five years this initiative has recorded a 75 percent retention rate for participants employed through this program. The emphasis of the program is to meet hiring needs of local employers and train welfare participants to become a viable part of the workforce. In addition, community sites have been developed to accommodate required work experience activities and education opportunities for TANF participants. These sites have proved invaluable for obtaining the current 42.3 percent TANF participation rate. The sites are located at various not-for-profit agencies and community centers that are strategically located throughout the city providing better access to participants. This concept also provides hands on training as well as additional supportive services at the sites including Job Development and Intensive Case Management Services.

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Additional Information/Web site:

http://www.erie.gov/depts/socialservices/pdfs/pivot_brochure.pdf



Supporting Employment Empowerment (SEE) – Hawaii

SEE is an innovative program available to Hawaii's employers to assist them with their recruiting needs, while placing TANF participants into subsidized job-training programs. SEE employees can be hired for part-time or full-time positions, ranging between 24 to 40 hours per week. SEE applicants are available for immediate hire; there is no waiting period or processes that SEE requires prior to meeting the employer's hiring needs. SEE applicants can be placed in vacant positions, or in newly created positions. The SEE program sends prescreened SEE applicants to interview with employers who have already identified specific skills and needs. Employers are reimbursed the current Hawaii State Minimum Wage plus \$.50 for each additional \$1.00 per hour paid over the minimum wage for up to 40 hours per week. Employers will also be reimbursed an additional 14 percent of the subsidized wages to cover training and employment related expenses, such as Unemployment Insurance, Workers Compensation and FICA. Reimbursement can be provided up to 12 months. As of July 2008, 78.48% of participants who fully participated transitioned into unsubsidized employment. Employers in a number of fields are engaged including: office/clerical, banking, sales/retail, medical, hospitality, skilled labor, and manual labor.

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Philadelphia's Transitional Work Corporation (TWC) – Philadelphia, Pennsylvania

Transitional Work Corporation (TWC) started in 1998 as a collaborative between organizations and to build expertise in one organization to serve as a referral point. The target audience included clients with little or no education, little or no work experience, attitudinal/behavioral challenges, and/or post-24 month clients. The “signature” service include paid work experience (PWE), called Philly @ Work, for 20 hours a week at \$5.15 per hour. Clients attend two weeks of intense job-readiness training and then work for six months in a transitional job. Staff continues to provide retention services to clients for their first six to nine months of full-time permanent employment. Career interest and aptitude assessments are conducted to place clients into personalized PWE. TWC specializes in worksite development, worksite matching, worksite supervision, and client tracking and evaluation. A 50 percent earnings disregard with EITC eligibility is also in place for clients along with other benefits such as childcare and transportation assistance. This program allows for increased work participation rates by mandating ten additional hours of activity beyond the twenty hours in a PWE. Some of TWC’s work placements include: Academy of Natural Sciences, The City of Philadelphia, Thomas Jefferson University Hospital, Lutheran Settlement, and The Philadelphia AIDS Consortium.

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GoodWorks! – Georgia

GoodWorks! is a statewide service program that helps TANF applicants, participants, and non-custodial parents become employed and move to self-sufficiency. The Good Works! program serves as the beginning of a continuum of lifelong learning and career development services provided through Georgia's broad workforce development system. Through GoodWorks!, the Georgia Department of Labor provides or coordinates a variety of services, including (1) comprehensive assessments; (2) job search workshops; and (3) intensive services for customers who have multiple barriers to employment that require an intensive service strategy. GoodWorks! was designed to enhance success with long-term TANF participants with minimal or no work experience and multiple barriers. The program is based on the premise that people learn to work by working. GoodWorks! is a holistic approach designed to address all barriers to employment and to provide a better quality of life for the participants and their families. Subsidized Employment is arranged through the DFCS and approved participants are employed a minimum of 30 hours receiving at least a minimum wage.

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Additional Information/Web site: <http://www.dol.state.ga.us/wp/goodworks.htm>



Community Jobs – Washington

Since 1998, Community Jobs has served as the primary work activities program for WorkFirst clients in Washington State. WorkFirst clients have been able to benefit from Community Jobs in every county in Washington. Participants gained valuable work experience, self-confidence, marketable skills, and an avenue to permanent unsubsidized employment. Community Jobs is a full-time (40 hours per week) WorkFirst activity that provides parents who have multiple barriers with paid temporary employment for up to six months (the average time period a client participates is 4.5 months). Community Jobs is administered statewide by the Department of Community Trade and Economic Development through contracts with 17 community-based organizations that develop temporary paid positions at nonprofit organizations and public agencies. These work assignments provide opportunities for participants to gain job skills in a structured, supervised work environment, while for many participants additional education activities are sponsored for a minimum of 10 hours per week. The Community Jobs contractors also provide case management to ensure parents gain access to services that will lead to unsubsidized employment. Work sites primarily are in nonprofit and government agencies, but the program is beginning to make placements in the private sector through its Career Jump option. On average, 66% of Community Jobs participants successfully obtain unsubsidized employment after completing the program. The program also provides a 50% wage disregard and SNAP benefits.

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Additional Information/Web site:

http://www.workfirst.wa.gov/about/briefings/community_jobs.pdf



The Community Jobs Program – California

Coordinated by CalWORKs, the time-limited community service program offers paid work experience jobs in nonprofit or public agencies for an average of six months but up to nine months. Participants may engage in training, and/or behavioral health and substance abuse counseling. The Community Jobs Program is administered collaboratively by the San Francisco Department of Human Services; Goodwill Industries of Marin, San Mateo, and San Francisco Counties; Asian Neighborhood Design; and the San Francisco Private Industry Council. Activities performed by clients in San Francisco's CalWORKs community service program address numerous community needs that otherwise would go unmet. A client's participation in the Community Jobs Program is closely monitored by the client's CJP case manager and by the supervisor at the work experience site. Participants are assisted in transitioning from the work experience assignment to unsubsidized employment, and receive 12 months of retention services.

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Additional Information/Web site:

<http://www.cdss.ca.gov/cdssweb/entres/wtw/pdf/sanfranciscoaddendum2.pdf>



The Parks Opportunity Program (POP) – New York

POP is a work experience program designed to provide TANF participants with employment skills through job training in various job disciplines. POP is one of the nation's largest transitional employment programs—with approximately 3,000 trainees working in New York City's parks, playgrounds, and recreation centers. POP provides participants with relevant job experience and skills that enhance the participant's likelihood of obtaining unsubsidized employment. POP contracts with various community agencies and coordinate with agency staffs that act as work site coordinators and case managers to facilitate the objective of the individual obtaining unsubsidized employment and moving toward self-sufficiency. In preparation for private sector careers, POP participants gain transferable skills in fields such as security, horticulture, administration, maintenance, and customer service while receiving employment services and career counseling. Its six month training program is New York City's premier program, and has placed over 9,000 trainees into full-time positions since its inception in 1994.

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Additional Information/Web site:

http://www.nycgovparks.org/sub_opportunities/pop/index.html
<http://peerta.acf.hhs.gov/uploadedFiles/LizaEhrlich.pdf> (presentation from a Rural Communities Initiative Webinar)

Transitions Plus – Minnesota

The Minnesota Family Investment Program (MFIP) coordinates a set of job retention and transitional work services for many low-income Minnesotans. Started in 1999 by LifeTrack Resources, a community-based nonprofit, Advancement Plus helps individuals to develop a solid



work history, effective workplace behaviors, and the skills necessary to become a successful employee. Traditional MFIP employment services include job search, case management, skills training, job club, and job retention. Transitions Plus is a transitional work program operated by the Minnesota Family Investment Program (MFIP), LifeTrack Resources, Inc., and other community partners. Subsidized jobs are provided to low-income and hard to serve individuals at Packaging First, which provides efficient packaging and assembly services to businesses. During 2009, Lifetrack Resources received additional funding from Ramsey County to provide continued transitional work training at Packaging First as well as additional transitional work training with Head Start. Of the individuals who have successfully completed the training program to date, 66% of them have obtained full time, unsubsidized employment.

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Additional Information/Website:

<http://www.lifetrackresources.org/Employment/adplus.htm>
<http://www.lifetrackresources.org/download/TransitionPlus.pdf>



The Enterprising Kitchen (TEK) – Illinois

TEK is an innovative social enterprise project coordinated by low-income women seeking self-sufficiency. Located in Chicago, TEK enables lower-income women who have been unemployed and underemployed to maximize their individual potential and move into sustainable employment after 6-12 months. The Enterprising Kitchen was founded in 1996 and in 2005 relocated to a larger, more efficient training and production facility located in Chicago's Ravenswood industrial corridor. The program provides workforce development and support services within the context of a business that manufactures natural soaps and spa products. Participants receive intensive workforce preparation and skills development including: paid employment, work and life skills training, individualized career planning, high school equivalency preparation, technology training, financial planning, and a variety of other support services. Through TEK's social enterprise, participants have the opportunity to work in all aspects of this growing enterprise, including manufacturing, customer service, direct sales, assembly, production, and shipping and receiving.

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Diversified Employment Opportunity- Davis County, Utah

Utah allocated \$1 million to its local regions to develop innovative strategies to increase work participation rates. Two of the five regions used the funds to create supported employment programs for TANF participants with mental health disabilities. For example, the northern region began referring TANF participants to the Diversified Employment Opportunity (DEO) program operated by a large county mental health treatment provider, Davis Behavioral Health (DBH). DBH hires TANF participants living with mental health disabilities as permanent employees and pays them \$6.50 per hour to perform jobs within the agency such as janitorial work, food service, clerical, or landscaping. Work hours are based on clients' mental health status. Typically, clients start out working a small number of hours and gradually increase them as their conditions improve and their capacity to work increases. While participants' wages are paid by DBH, supportive services such as child care are paid for with TANF funds. Currently, the program is small, but plans exist to replicate it in other parts of the region and another program based on the DEO model is in the works.

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Additional Information/Web site:

<http://www.dbhutah.org/deo.htm>

http://www.mathematica-mpr.com/publications/pdfs/family_support/casestudiestanfbr4.pdf



Pay For Performance - Wage Subsidy Job Program Initiative- Essex Co, NJ

Essex County, New Jersey is pilot testing a Pay For Performance - Wage Subsidy Job Program Initiative which will fund 150 wage subsidy jobs. The wage subsidy jobs are intended for TANF participants who are work ready but have faced challenges securing employment. These target participants are:

long term TANF who are hard to serve;
TANF participants who are unsuccessful in finding jobs in three month;
TANF repeaters with little work history; and
TANF parents under 21 without high school degree.

The jobs are within the Newark Public School system and are full time for up to one year with a possible extension. Additional support services include case management, mentoring, and training.

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Additional Information/Web site:

<http://www.dbhutah.org/deo.htm>
http://www.mathematica-mpr.com/publications/pdfs/family_support/casestudiestanfbr4.pdf