

TANF to Work: Transitional Jobs Case Study

Area Resources for Community and Human Services
St. Louis, Missouri



ARCHS

- ARCHS is a strategic funding management organization based in St. Louis, MO.
- More than 400 funding and service delivery partners provide programs with an annual economic impact valued at more than \$66 million.
- One of 20 community partnership organizations in Missouri. Unique national public-private model.



ARCHS' Case Study

ARCHS has completed a three-year demonstration project for the MO. Dept of Social Services that has a \$2.9 million positive impact on the state and influences how Missouri's welfare to work (TANF) work assistance programs are administered.



FY 08-10 ARCHS' Accomplishments

Table 1: Mandated Measures by MO. Dept. Social Services

FY	Sanctioned By FSD	Engaged	Enrolled	DWD Re-Engaged	FSD Sanction Lifted
09	1,196	266	266	211 (18%)	113
10	845	595	587	437 (52%)	123
Total	3,365	1,159	999	762 (23%)	309

Table 1: 23% reduction in the number of TANF sanctioned households over a three-year period. 762 TANF recipients re-engaged and participated in a countable work activity (St. Louis City/County)



FY 08-10 ARCHS' Accomplishments

Table 2: Additional Results Achieved by ARCHS

FY	Transitional Job Placements	Unsubsidized Job Placements
08	49	10
09	182	59
10	263	29
Total	494	98

Table 2: 494 individuals received work experience for a five-month period through a transitional jobs model. As a result of work experience, 98 were placed in permanent full time jobs. Increased TANF household income by \$11,00 and reduced state TANF expenditures by more than \$960,400



ARCHS' TANF to Work Model

ARCHS uses a recognized Transitional Job (TJ) model to place participants in allowable work activities resulting in sanctions being lifted. TJ's are time limited, subsidized wage-based employment strategies that combine work experience, skill development, and support services to persons with barriers to employment.



Population Served

- Work with St. Louis City and County TANF participants with multiple barriers, limited work experience and are in sanctioned status, conciliation status, or residing in transitional housing.



Engagement

- ARCHS uses a non-traditional model to engage TANF populations with a history of multiple barriers to employment.
- Rapid engagement and attachment to work-sites.
- Adaptive to the needs of individual clients as crisis occur.



Case Management

- ARCHS uses a clinical case management model to help TANF recipients with more severe barriers such as access to mental health, substance abuse, domestic violence, and wrap around services.
- Assist with providing services that include: life skills, transportation assistance, child care referral and work related expenses that are made available through our partnership with DWD (uniforms, work boots, etc.)



Career Tracks

- Short Term Skills Training: TANF participants receive OJT in the following career tracks:
 - Office Administration & Clerical
 - Health Careers (Entry Level)
 - Light Manufacturing & Food Processing
 - Child Care
 - Retail
 - Hospitality



Job Placement

- Job placement (20% transition rate from unsubsidized to unsubsidized jobs).
- Five-month placement with employers.
- Match skills and abilities of participants to the needs of employer.
- Structured employee appraisal process.
- A formal written job placement agreement with each employer.
- Opportunity to transition into permanent employment based on performance.



3 Year Economic Impact

Economic Impact (FY 08-10) \$2.9 million

- Unsubsidized earnings added \$1.96 million to the state's economy.
- TANF participants moving from subsidized to unsubsidized training added \$78,400 a year to the state through new employee payroll taxes.
- Savings to the state exceeded \$960,400.
- The total impact to the state economy exceeded **\$2,998,800.**



Additional Highlights

- Results of project influenced state issuing RFP in 2010 to transform the way TANF work support services are administered.
- Through ARCHS' network of 10 core welfare to work community partners, and additional \$5 million in additional leveraged/in-kind funding was secured above the annual \$2 million MO. DSS grant.
- ARCHS provided technical assistance to state TANF directors at the 2008 Federal National Association for Welfare Research and Statistics Conference in New York.



Additional Highlights

- The Missouri Department of Social Services has recognized ARCHS' model as a promising best practice.
- ARCHS' provided training for case managers using *Workn' It Out* training, a soft skills training program designed to help inexperienced workers adjust to the unfamiliar expectations of the work place.



ARCHS' Community Partners

- Missouri Department of Social Services
- Missouri Division of Workforce Development
- Mental Health Providers
- Domestic Violence Centers
- Substance Abuse Intervention Provider
- Transitional Housing Providers
- Short Term Skills Training Partner



ARCHS' TJ Employer Partners

- 80+ contract agreements.
- 80% for-profit & 20% not-for-profit.
- Across industry tracks.
- Access to career ladders.
- On-the-job training.
- Supervision/job coaching.
- Evaluations at 30-60-90 days.



Benefits to Employer Partners

- No direct costs for wages and no liability for benefits, taxes, etc.
- Eligibility for *Work Opportunity Tax Credits*.
- Train potential new employees for longer term placement.
- Provided region with a better prepared workforce.
- Ties into corporate social responsibility.



Benefits to TANF Participants

- Workforce experience.
- Acquire permanent job skills.
- Financial stability for family.
- Build career advancement opportunities.
- Opportunities with employers who would traditionally shy away from this population.
- Eligible for *Earned Income Tax Credit*.



Sustainability Issues

- Hard to reach population (TANF)
- Current economy
- Connecting various stakeholders:
 - State agencies, social services, employers, etc.
- Complex issues, not a short term win
- Demonstrating long term success
- Getting “story” told



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