



**institute for economic
empowerment**

An Overview of Pathways to Careers

Presentation to the National Disability Rights Network

**Martin Gerry
Executive Managing Director**

**Therese Fimian
Senior Research Manager**

December 13, 2013

Pathways to Careers Goal

All youth and adults with significant disabilities have both an informed choice of competitive, integrated employment options across a broad range of community settings and access to ongoing career support

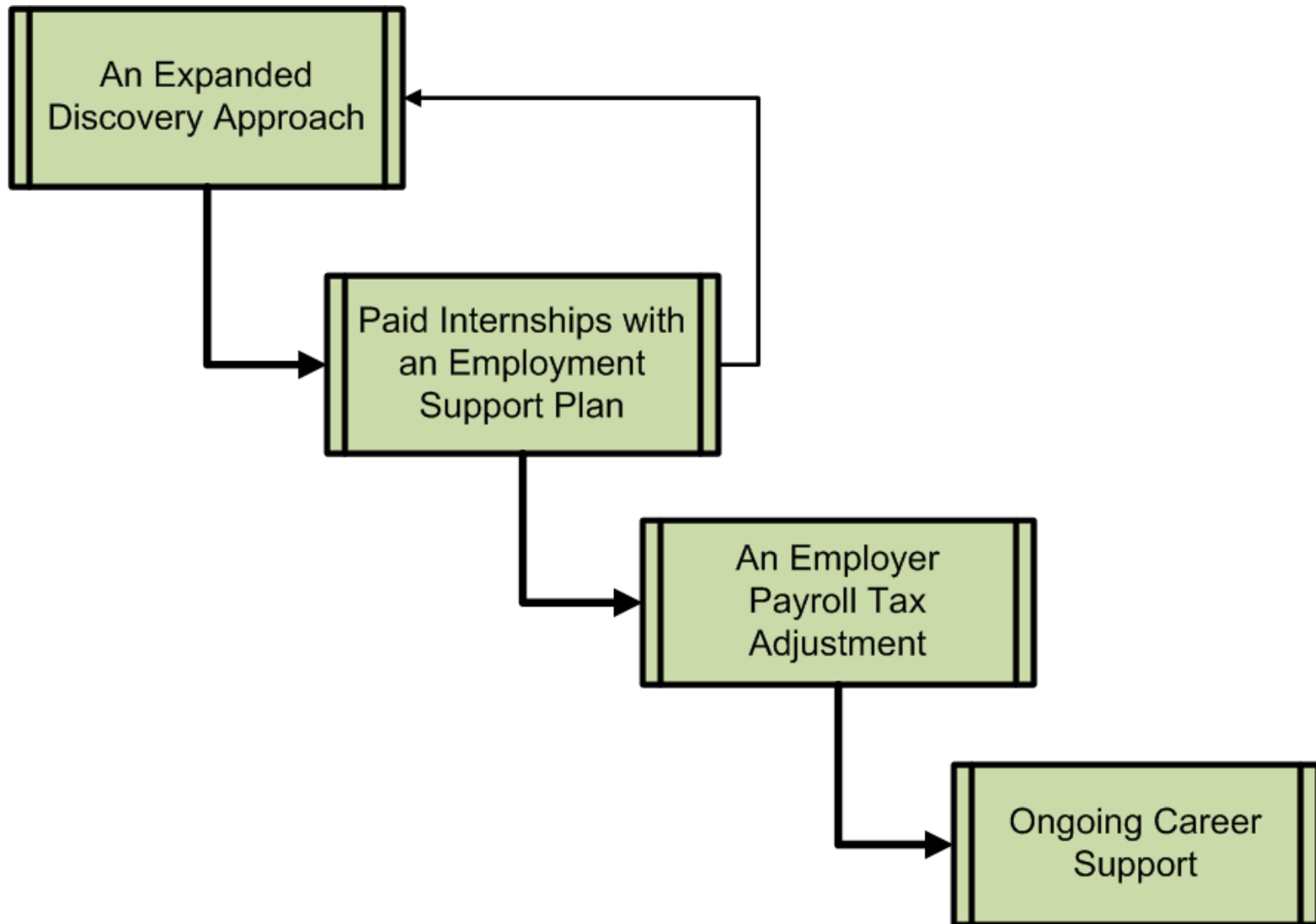
Pathways to Careers Strategic Objectives



Utah Project Overview

- The Pioneer Adult Rehabilitation Center (PARC) is the lead agency – part of the Davis County school system
- Initial focus on 60 youth and adults living in Davis County, Utah with intellectual and developmental disabilities
- Random selection of participants from volunteers recruited from among:
 - ✓ School District special education transition students with the most significant disabilities
 - ✓ Individuals on the Utah Medicaid waiver waiting list
 - ✓ Facility-based employees of PARC
- **Zero exclusion** of both volunteers and participants

Pathways to Careers Core Strategies



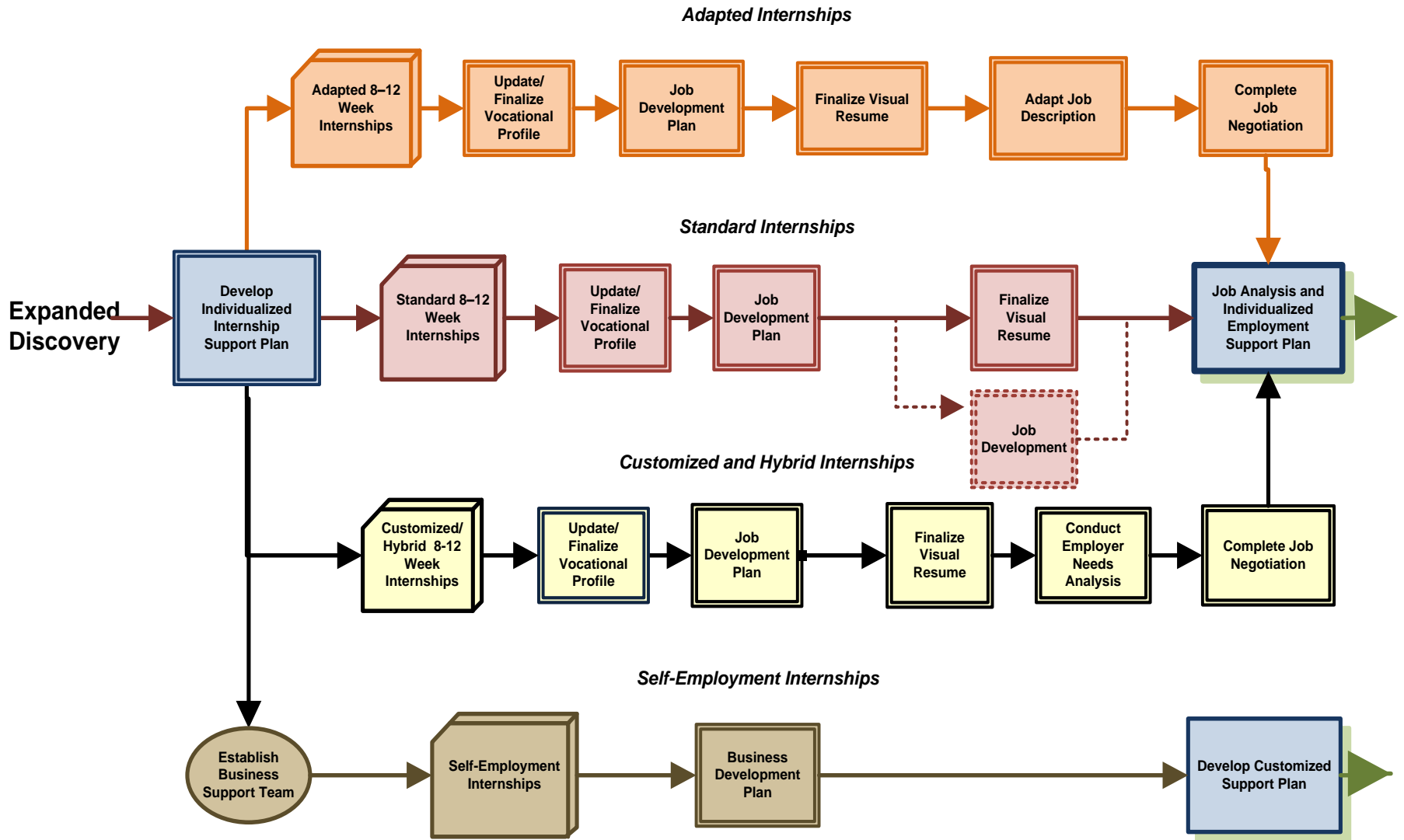
Expanded Discovery

- Expanded Discovery is a positive process that looks at what a person **CAN do**, not what they cannot do. It helps us understand all of the hidden layers due to assumptions and artificial limitations
- Initially, discovery identifies participant interests, potential employment contributions and conditions for success. It usually requires 4 to 6 weeks (20-30 hours)
- A Discovery Meeting is held at the end of the initial discovery period to identify a prospective paid internship
- Expanded discovery uses both the paid internship experiences and initial employment to help expand the understanding of what an individual can do
- After initial employment, expanded discovery focuses on sustaining employment and on an individual's overall career development

Pathways Internships

- Internship jobs are identified during the Discovery Meeting and are developed along multiple pathways and across a very broad range of employment sectors (e.g., manufacturing)
- Internships are provided for 8 to 12 weeks during which time interns are paid at the federal/state minimum wage
- Internship training is provided by Pathways and the employer; employment supports are provided by Pathways and an **Employment Support Plan** for the intern is developed, implemented and finalized
- A “safety net” is provided for interns who wish to change internships or discontinue Pathways participation

Multiple Internship Pathways



Types of Internships

- As part of the expanded discovery approach, each intern selects one or more 8 -12 week, paid internships. Internships offer participants an opportunity to learn new skills, experience real work and demonstrate their capacity to do the job. Interns receive a wage equal to the Federal (or State) minimum wage. At the end of the first internship, the intern may pursue another internship with the same or a different employer.
- **Standard internships** are selected from a grid which presents a wide range of work types and community settings. Each of these options will involve jobs in integrated, competitive employment where job openings are anticipated over the next year
- **Adapted internships** are developed by *Pathways* staff from standard internships as needed to meet the needs of participants who are unable to carry out some of the tasks or duties which are included in the standard internship. Job carving, job sharing and other customizing strategies will be used to develop adapted internships.
- **Customized and hybrid internships** are identified by *Pathways* staff as needed to meet the needs of participants who are unable to carry out some of the tasks or duties which would be included in a standard or adapted internship. Customized internships will be developed through an interactive job development/negotiation process.
- If an intern is unable to successfully participate in any formal internship, *Pathways* staff will work with the intern to develop a customized **self-employment internship** option.

Current Utah Pathways Internships and Employers

Employer Name	Line of Business	Type of Internship	Intern's Job Title	Beginning Date 2012 - 2013	End Date 2012-2013
Newgate Motorsports	Retail/Marketing	Standard	Shipping/Receiving Clerk	October 15	December 21
Futura Industries	Manufacturing	Hybrid	T-Slot Production Worker	November 13	February 8
Country Niche	Health Services	Adapted	Nursing Assistant	November 26	December 13
Davis Conference Center	Hospitality & Tourism	Standard	Audio/Visual Technician	January 7	March 8
Davis Conference Center	Hospitality & Tourism	Standard	Facilities Maintenance Technician	January 7	April 5
Zero Manufacturing	Manufacturing	Standard	Can Wash Operator	February 11	May 3
University of Utah	Education	Customized	Assistant Equipment Attendant	April 8	June 28
WGU	Bus Mgmt/Admin	Adapted	HR Assistant	April 16	August 2
Treehouse Museum	Arts/Education & Training	Standard	Art Garden Assistant	April 22	June 7
Davis School District	Education & Training	Standard	Printing Technician	May 6	July 26
Ogden Regional Hospital	Health Science	Standard	Chef Assistant	May 28	August 16

The Employer Payroll Tax Adjustment (EPTA) Background

- As of June 2012, the population of working age adults with significant disabilities receiving SSI/Medicaid and SSDI/ Medicare benefits was approximately 14 million
 - ✓ Fewer than 1/2 of 1% of these working age adults leave the rolls for work each year
 - ✓ Persons with intellectual/developmental disabilities and serious mental illness make up the majority of these working age adults
- As of January 1, 2013, the total annual federal expenditures for SSI, SSDI, Medicaid and Medicare benefits for Americans with disabilities exceeded \$600 Billion and is anticipated to reach \$1 Trillion by the Year 2020*
- A risk management model is used by private disability insurers to adjust the premium charged corporate clients
- Study by Mathematica Policy Research to estimate the savings to the Federal Treasury when SSI or SSDI beneficiaries work
 - ✓ Study does not assume that most individuals will leave the benefit rolls
 - ✓ Study also includes related SNAP (Food Stamps) savings
 - ✓ Study methodology vetted with staff of CBO, OMB and the Social Security Actuary

* These estimates do not include state expenditures for Medicaid or SSI supplements

The Employer Payroll Tax Adjustment

- **Concept:** A pay-as-you-go model that **lowers an employer's Federal payroll tax payment** (FICA) based on the direct employment of persons who receive (or have received) federal disability (SSI or SSDI) benefits and directly addresses the current need for long-term funding for ongoing employment supports
- **Strategy:** The employer has 8-12 weeks to get to know the intern on the job, know the cost of the intern's needed employment supports and know the amount of payroll tax reduction the employer would receive annually
- **Employment Impact:** Upon permanently hiring an intern, an employer will receive a FICA tax reduction as the individual is employed. In the Utah Pathways model, the per person annual FICA reduction for interns hired as employees is:
 - ✓ Employees working 30 or more hours per week (minimum wage) = \$4,500 - \$7,000
 - ✓ Employees working 24–29 hours per week (minimum wage) = \$2,000 - \$5,000*
- **Budget Impact:** The tax adjustment is **budget positive** to the Federal treasury

*In the model, an amount equal to the FICA tax reduction is being paid to employers for up to 5 years from the date of hire as long as the individual remains employed.

Pathways Evaluation Components

- A **process analysis** to document the nature of the intervention, how it was implemented, and stakeholder perspectives on the factors that hindered and facilitated implementation and ongoing operations of the project
- A **participation analysis** to assess the characteristics of *Pathways* interns, the reasons why non-participants offered the opportunity to participate chose not to do so, and the intern's tenure in the project and reasons for any dropout
- An **outcomes analysis** to assess the employment outcomes of *Pathways* interns both pre- and post-participation and compare their outcomes to a comparison group of similar individuals who did not participate in the project
- A **cost savings analysis** to assess the extent to which the employment outcomes of *Pathways* interns are likely to result in cost savings to state and federal programs
- A **systems change analysis** to document the extent to which existing procedures, funding sources, and services were modified, the reasons why modifications were considered beneficial and necessary, the extent to which changes are likely to be sustainable and replicable, and the key factors likely to affect sustainability and replication

Cost Analysis of Utah Pathways

- **The Sunken Costs** (\$ from Institute)
 - ✓ Extensive research and development of the EPTA (MPR and IEE)
 - ✓ Design of the overall Pathways model including the expanded discovery, paid internship and ongoing case management components (IEE and MG&A)
 - ✓ Development of the Evaluation Design, including data collection (MPR and IEE)
- **The Start-Up Costs** (\$ from the Institute)
 - ✓ Initial networking with state and local agencies (PARC and IEE)
 - ✓ Training of Pathways staff (MG&A)
 - ✓ Pathways staff salaries during training and recruitment (IEE funded)
 - ✓ Development of forms, reports and training materials (MG&A and PARC)
 - ✓ Initial outreach and recruitment of participant volunteers and interested employers (PARC and IEE)
- **The Steady State Costs** (\$ from the Institute, Utah DRS and PARC)
 - ✓ Pathways Staff salaries (IEE and Utah DRS funded)
 - ✓ Ongoing technical assistance and support for Pathways staff (MG&A)
 - ✓ Internship payments and support costs (IEE funded)
 - ✓ EPTA payments (IEE and PARC Ticket-to-Work funded)
 - ✓ Ongoing evaluation of Pathways activities (MPR)

Utah Pathways

- Continue and complete the original Utah Pathways Project (60 participants with I/DD) within Davis County, Utah.
 - ✓ FY 2013 – Full project operation for 15 interns
 - ✓ FY 2014 – Full project operation underway for 20 interns
 - ✓ FY 2015 – Full project operation will begin for 25 interns and additional participants from Davis County youth and adults with serious mental illness*
 - ✓ FY 2016-2020 – Limited project operation (e.g. EPTA, ongoing case advocacy,/career support) will continue for up to 60 interns with I/DD and full project operation will continue for additional participants with serious mental illness
- Work with Utah State agencies, universities, advocates and private funders to align the expanded Pathways model with the *Utah Employment First* legislation and to complete implementation of the model both within Davis County and other sections of the state.

Pathways Partner Sites

- At Work (Seattle, WA)
- Beacon Group (Tuscon, AZ)
- Job Squad (Morgantown, WV)
- JVS (Detroit, MI)
- Kennedy Center (Trumbull, CT)
- Peckham (Lansing, MI)
- ServiceSource (Alexandria, VA)
- Work, Inc. (Boston, MA)

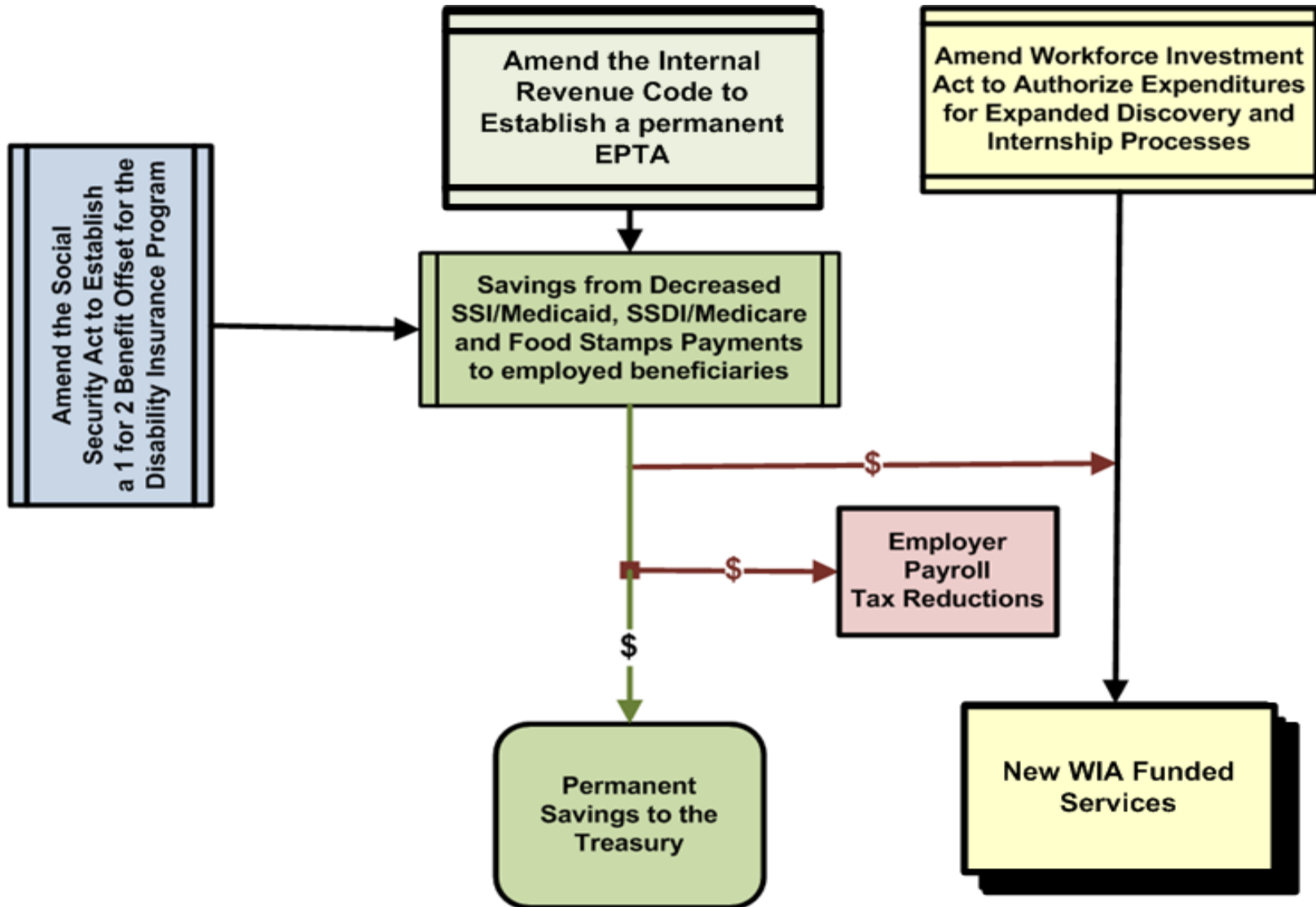
Expanding the Pathways Model

- Modify the design of the employment model in concert with NAMI, to include participants who are youth and adults with **serious mental illness** (SMI) to the population and test the expanded Project model (FY14)
- Finalize first draft of Pathways to Careers implementation manual for replication (FY14)
- Develop manual with features/best practices

Expanding the Pathways Model

- Begin training and development at 2nd Pathways to Careers site at Work, Inc., Boston, MA (FY14)
- Include staff from JVS-Detroit and Service Source in training and planning (FY14)
- Finalize project design and launch 2nd site for individuals with SMI (FY15)

Pathways Systems Change Goals



How Did We Do?

Please complete the survey via the following URL (also found in the Adobe Connect Links Section and the follow up confirmation email)

<http://www.surveygizmo.com/s3/1483473/Evaluation-Economic-Empowerment>