



PAY IT FORWARD

Employer FAQ

Q What is the Pay It Forward program?

A "Pay It Forward" is a pilot offering through the City of San Antonio ("The City") in coordination with its [Ready to Work](#) education and employment initiative. Pay It Forward helps "Sponsoring Employers" address immediate talent shortages by subsidizing adult internships leading to full-time, quality jobs.

Under this model:

1. The City will match Ready to Work graduates with open positions at Sponsoring Employers.
2. Tri-Starr Talent (a staffing agency) will act as the employer of record for interns participating in a 6-week, 240-hour extended working interview. Tri-Starr will execute HR procedures such as background checks and drug tests, timekeeping, payroll, and W2 reporting.
3. If the Sponsoring Employer hires the intern (as a contractor or on a full-time basis), the Sponsoring Employer will reimburse WDO the cost of the wages and administration, between \$5,000 - \$6,000 per individual.

For more information check out this [two-pager](#).

Q What happens if someone does not transition to employment with my company (e.g., as either a full-time employee, contractor, etc.)? How much do I have to pay?

A Nothing. Employers are not required to pay anything if an individual does not transition to employment.

Q Why should I participate in Pay It Forward? What are the benefits to Sponsoring Employers, participants, and the City of San Antonio?

A There are multiple benefits to each party in the program. Including:

SPONSORING EMPLOYER BENEFITS:

- **Expanded talent pipeline and retention.** Gain access to new candidates and support the retention of skilled talent in the San Antonio area.
- **Extended candidate vetting.** Get the opportunity to assess potential candidates as part of an extended working interview, during which wages and benefits are managed by a third party (and at no direct cost to the employer).
- **"Internship-Contingent" pay.** Only pay back intern wages to the City for candidates that successfully complete the internship and that transition to employment.
- **Community impact.** Support the San Antonio community by expanding access to on-the-job training and employment.

PARTICIPANT BENEFITS:

- **Increase access to quality jobs.** Ready to Work participants often face systemic barriers to attaining employment (e.g., limited access to post-secondary education, lack of experience, justice involvement). Employers may not be aware of these barriers. This program creates a pathway into these jobs and minimizes risks for Sponsoring Employers.
- **Improved job retention.** Participants in this pilot program will receive wages of \$17-20/hr and will retain access to their Ready to Work case managers and wraparound services. Collectively, these supports will help individuals stabilize and thrive in the workplace.
- **Improved economic mobility.** We anticipate that these jobs will increase wages for Ready to Work training completers in the near and long term. Even if the sponsoring employer doesn't hire specific participants, this experience will help them secure future jobs.

CITY OF SAN ANTONIO BENEFITS: The City has a vested interest in the success of the Ready to Work program, including positive experiences for Ready to Work completers and for employers.

In addition the City aims to create:

- **Increased RTW participant pipeline.** Paid internship experiences and increased visibility into career pathways may attract additional participants and support the City's goal of training 28,000+ residents.
- **Financial sustainability and greater impact per dollar.** The Pay It Forward model of recycling payments allows the City to increase the number of participants served per dollar invested, and facilitates philanthropy opportunities.
- **Deeper employer relationships and improved training effectiveness.** The Pay It Forward program opens the door for more intentional conversations with employers and training partners about how their programming meets the needs of the market. The program will offer new data and insights into which programs most effectively prepare individuals for these jobs, help identify best practices, and support potential opportunities for improvement.

Q How many individuals can be hired under this program?

A We expect to serve 125–200+ participants with the Pay It Forward program, through 2025. There may be opportunities to scale the program in the future. For now, we are looking for Sponsoring Employers who aim to host anywhere from 2–10+ individuals.

Q Can an internship be recurring (i.e. can I host multiple cohorts of interns)?

A Yes. We expect the program to run through the duration of Ready to Work. We would prefer for Sponsoring Employers to host additional / future interns because it gives us the time and space to continue to learn and improve. There are a few ways we can handle this: some partners are committing to a total number of interns they want to host over the life of the program while others are committing to one cohort with the potential to renew or extend the contract in the future.

Q What is the volume and availability of talent (i.e. the # currently enrolled, # completed, etc.)?

A The volume and availability of talent will depend on the occupation and desired training. Please reach out to Ana Salazar in the City's Workforce Development Office for more information about specific programs. She can be reached at ana.salazar@sanantonio.gov

Q Are there any limitations on the types of roles or industries included in the program?

A The program is currently focusing on roles in financial services, information technology, cybersecurity, healthcare, and the skilled trades. If you are not sure whether a position fits, please reach out to Ana Salazar in the City's Workforce Development Office for more information. She can be reached at ana.salazar@sanantonio.gov

Q What do I do next?

A If you are interested in becoming a Sponsoring Employer, reach out to Ana Salazar in the City's Workforce Development Office for more information. She can be reached at ana.salazar@sanantonio.gov. First steps will include identifying priority occupations and matching those to specific training programs. All Sponsoring Employers will document their roles and responsibilities in a City contract.

Q Can I specify a particular program or credential that I want to hire?

A Yes, the primary goal for the program is to design something that meets Sponsoring Employer's needs. However, this may limit the number of candidates who are available to hire.

Q What support will be offered to interns throughout the program?

A All Ready to Work participants are assigned a case manager, who works with them throughout career exploration, training, and employment (for up to one year). During this time frame, participants also have access to \$1,500 in emergency funding. For individuals in the Pay It Forward program, the City will be connecting with case managers on a regular basis to monitor progress.

Q Who is Social Finance? What is their role in the program?

A Social Finance is a national impact finance and advisory nonprofit. We work with the public, private, and social sectors to build innovative partnerships and investments that measurably improve lives. Social Finance has been contracted by the City of San Antonio to support the design and execution of the Pay It Forward pilot.

Q How can I learn more about a specific training program?

A Check out the Ready to Work [training catalog](#).

Q How can I learn more about Ready to Work?

A Check out the Ready to Work [website](#).

