

Workforce Development Boards and SNAP E&T

A Deeper Exploration of Policy & Operations

July 22nd, 2021

Housekeeping

- Mute your mics when not speaking
 - (feel free to use the chat box to participate)
- Q&A sessions included
- Recording and slides will be shared in a follow-up email




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WORKFORCE DEVELOPMENT BOARDS and SNAP E&T: A DEEPER EXPLORATION OF POLICY & OPERATIONS

NAWB National Training Partnership
Network Session 2
July 22, 2021



**SeattleJobs
Initiative**

Agenda

- **SNAP E&T Policy Landscape** (Brian Solomon, USDA FNS)
 - Federal Policy Context
 - Recent Federal E&T Initiatives
 - State Policy Context
 - Q&A
- **SNAP E&T Operations 201 for Workforce Development Boards** (Susan O'Callaghan and David Kaz, SJI)
 - Review of Roles for WDBs as SNAP E&T Partners
 - WDBs as Third-Party Partners
 - WDBs as Intermediaries
 - Q&A



SNAP E&T POLICY LANDSCAPE



SNAP E&T AND WIOA

Building
programs
for change.

In a
changing
world.



SNAP E&T Program – National Update

- ☐ Home Again
- ☐ NPG
- ☐ Looking Back
- ☐ Looking Forward
- ☐ Policy and Program Updates
- ☐ State Environments
- ☐ WIOA and SNAP E&T



SNAP E&T – Looking Behind Us

❑ Developments

- Third party partnerships
- Outcome measures
- WIOA and TANF connections

❑ Successes

- States more focused on skill building
- MIS system improvements
- Building state capacity

❑ Challenges

- The right partnerships
- The right services
- Match funding
- State capacity (staff, funds, IT systems)
- Outcomes
- Improved program coordination



SNAP E&T – Looking Ahead

- ☐ 2018 Farm Bill / Final Rule
- ☐ Equity in Services
- ☐ Quality Programs
- ☐ Quality Outcomes



SNAP E&T – Farm Bill / Final Rule

- ☐ **Goal of SNAP E&T:** Improving employability of participants and meeting workforce needs of employers.
- ☐ **Increased Accountability** for States and for FNS
- ☐ **Skill Based Programs** moving participants into good jobs
- ☐ **Quality Services** – more than job search
- ☐ **Quality Outcomes** informing continuous improvement
- ☐ **Appropriate Referrals / Appropriate Supports**



SNAP E&T –Policy and Program Updates I

❑ Case Management

- One component +
- Flexible
- Coordination among providers
- Comprehensive assessments

❑ Supervised Job Search

- Ensure quality search
- Adjustments: resume, interviewing, etc.
- Adjustments: skills, retraining, etc.



SNAP E&T –Policy and Program Updates II

☐ Workforce Consultation and Coordination

- State and Local Boards
- E&T alignment with state and regional workforce vision
- WIOA opportunities for alignment (more to come)

☐ Subsidized Wages

- Brand new for E&T (and reimbursement programs)
- Slow and deliberate
- Focus is on employer engagement, specific training objectives, and moving participants into unsubsidized work
- Must be attached to component: OJT, apprenticeship (or pre), internship, customized training, etc.

☐ Access and Engagement

- Equity
- Digital Divide
- Virtual Services

SNAP E&T – Understanding State Environments

- ☐ Third Party Status
- ☐ Mandatory vs Voluntary
- ☐ Intermediaries
- ☐ Improved Data Outcomes - driving continuous improvement
- ☐ Participant Engagement and Equity
- ☐ Virtual Services / Digital Divide



SNAP E&T and WIOA I

☐ E&T in the Workforce System

- Investments
- Aligned goals

☐ No Wrong Door

- AJC, WIB, State DOL, Community Colleges, E&T Partners

☐ Opportunities for Partnership

- Work-Based Learning – Apprenticeship, Pre, OJT, Other
- Co-enrollment
- Formal and informal
- Sequencing
- Braided funding
- Warm handoffs / referrals



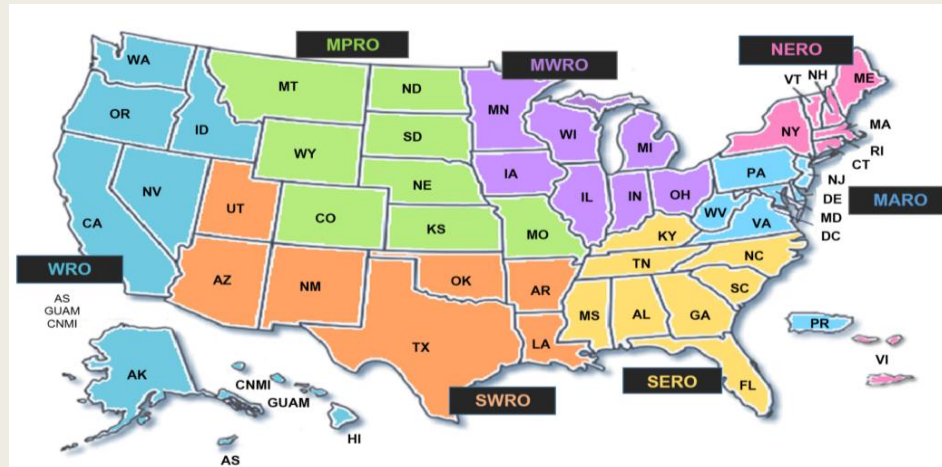
SNAP E&T and WIOA II

❑ WIOA / E&T Alignment Success Stories

- Aligned workforce / E&T regions: WI
- AJC Co-location: WI, OR, WV
- MOU for services: CA, OR, MO, CO, WV, WA
- Partnership with State DOL: OR, NJ, VI, GU
- County Administered Partnerships: CA
- Partnerships with Community Colleges: CA, OR, WA, HI, CT, ID, NV, Others



FNS SNAP E&T Regional Analysts



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More Information:

[Home | SNAP to Skills \(usda.gov\)](#)

[SNAP Employment and Training |
USDA-FNS](#)



SNAP E&T OPERATIONS 201 for WDBs



Workforce Development Boards (WDBs) and SNAP E&T

WDBs can assume the following non-contracted roles:

- ▶ Referral partner
- ▶ Jointly serve and co-enroll participants (WIOA/SNAP E&T)

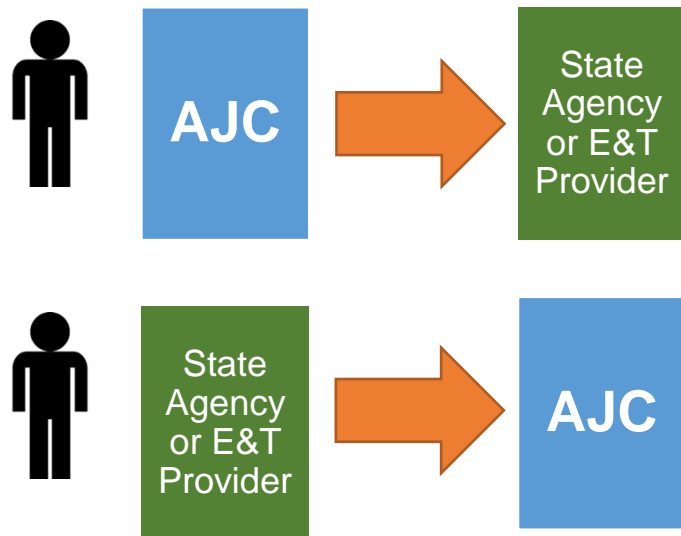
WDBs can assume the following contracted roles:

- ▶ Contracted to provide services (“third-party partner”)
- ▶ Contracted to serve as an E&T intermediary

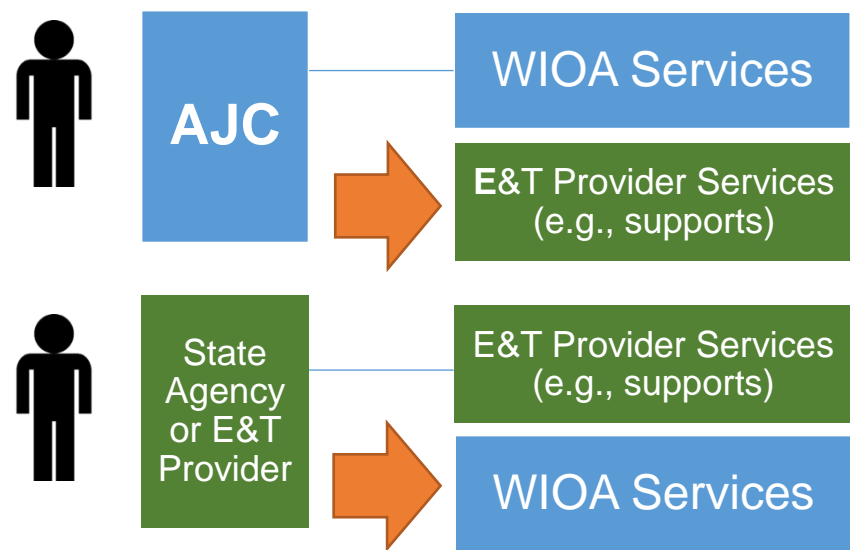


WDB Non-Contracted SNAP E&T Roles

Referral Partner

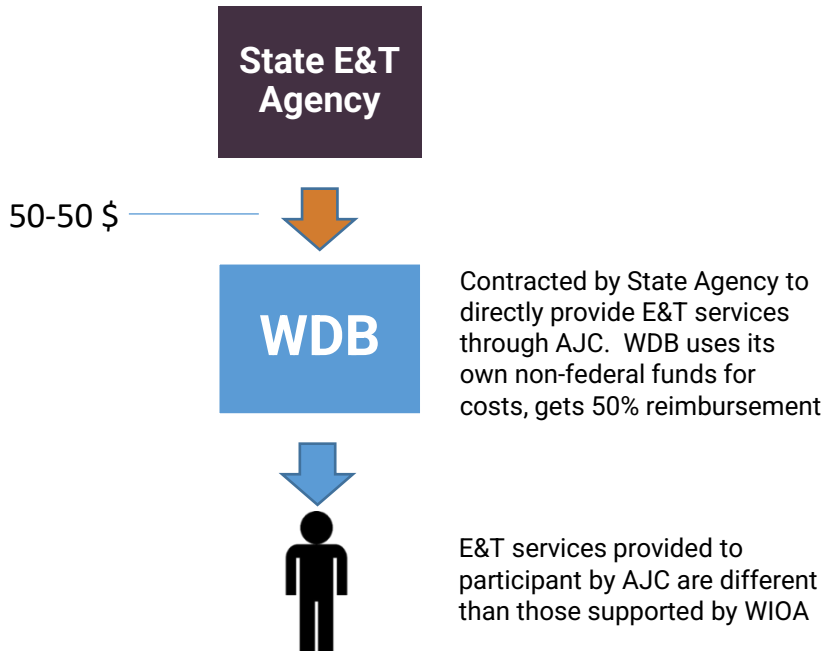


Co-Enrollment/Joint Service

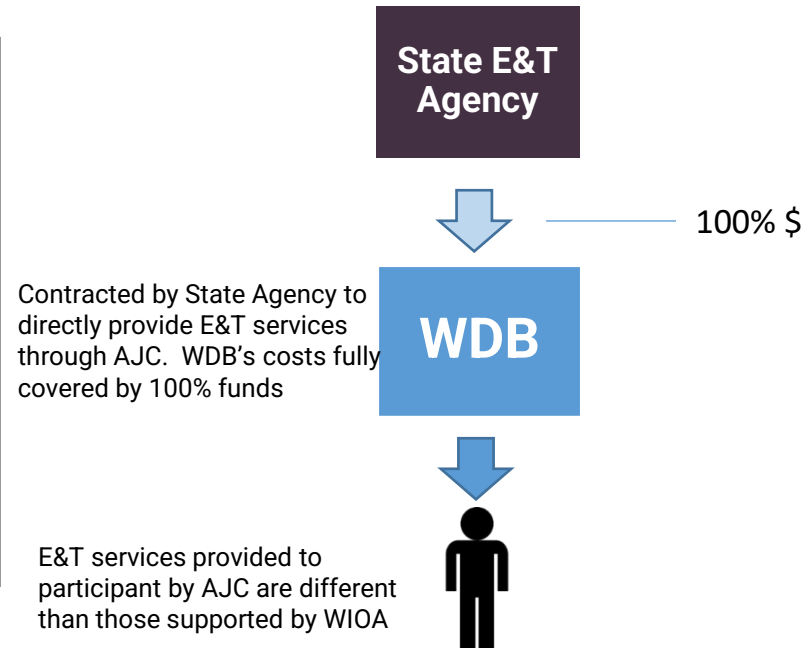


Contracted Role: Service Provider

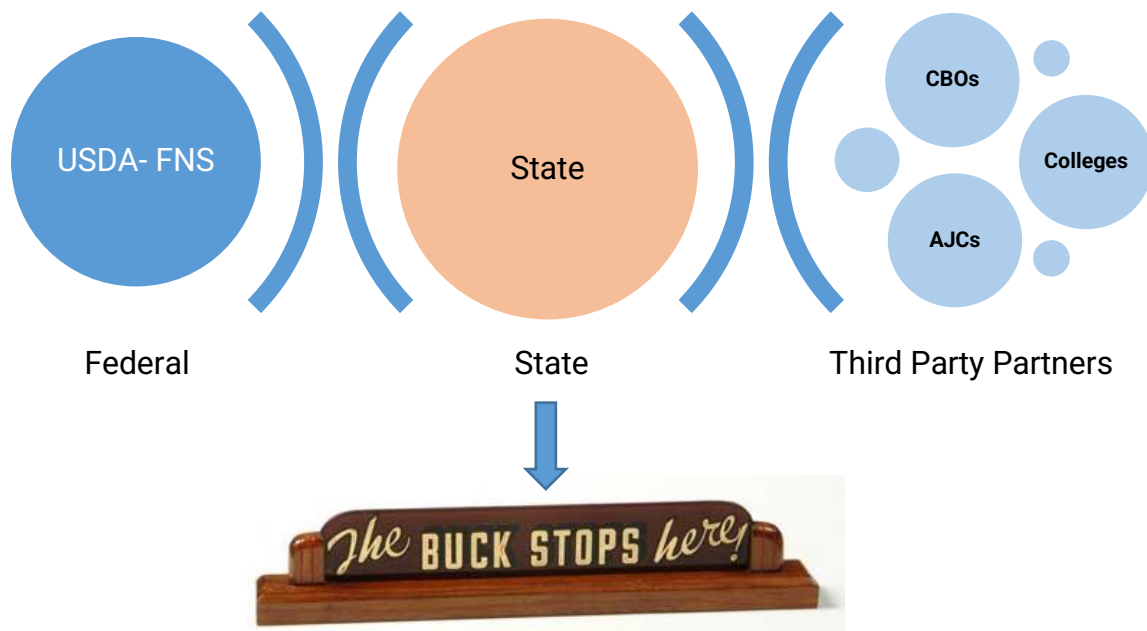
Service Provider (3rd Party)



Service Provider ("2nd Party")



SNAP E&T Third-Party Partnership Program



SNAP E&T State Plan

▸ What's in the State Plan?

- Vision
- Planned expansion
- Role of third-party partners and intermediaries
- Components offered
- Total budget

▸ Planning Cycle & Timeline

- Federal Fiscal Year Oct-Sep
- Typical partner submission (budget and services) to State due in June
- State Submission to FNS due August 15

▸ Other Considerations

- Plan amendments – when are they needed?
- Can't commit funds until plan is approved
- Consider State contract process/timing



What SNAP E&T Supports



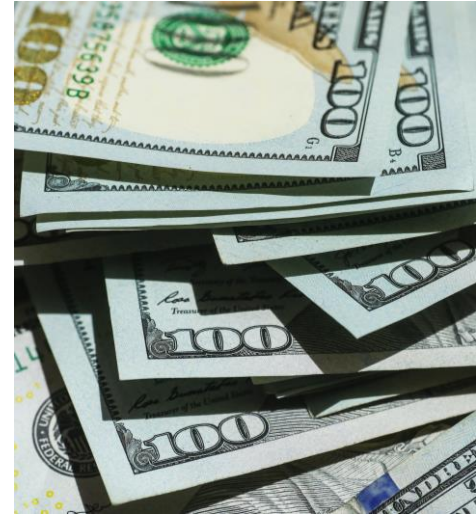
SNAP E&T Funding - 100% Funds

► Expenses Covered

- Staffing and overall planning and operations
- Direct program expenses such as case management, tuition and fees, job development

► Characteristics

- Capped amount based on formula
- Can't cover participant supportive services such as transportation



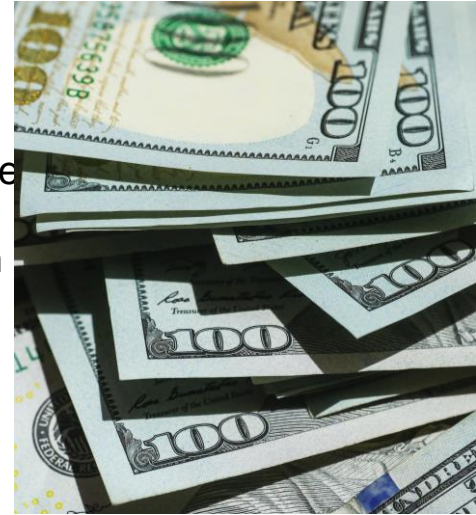
SNAP E&T Funding - 50-50 Reimbursement

► Expenses Covered

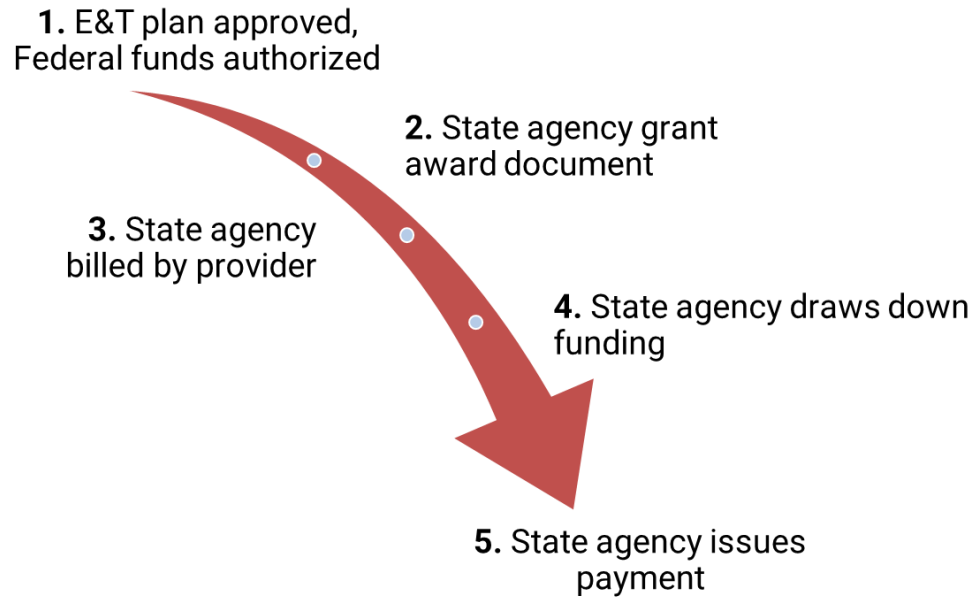
- Staffing and overall planning and operations
- Direct program expenses such as case management, tuition and fee, job development
- Supportive services (SNAP E&T Participant Reimbursements) such as childcare and transportation

► Characteristics

- Requires up-front investment of non-federal funds
- Provider invoices for costs covered by non-federal dollars
- No federal cap - reimbursement is relative to non-federal investment
- Reimbursement funds lose federal status as they come back to provider and can be used to expand or enhance the program and can draw down further reimbursement

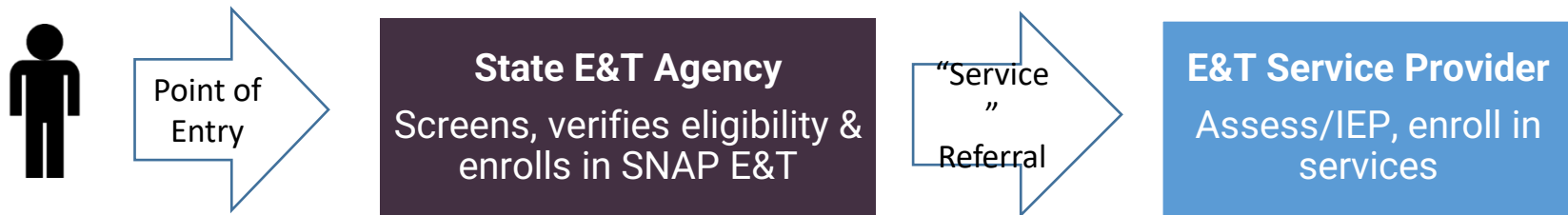


How Funding Flows

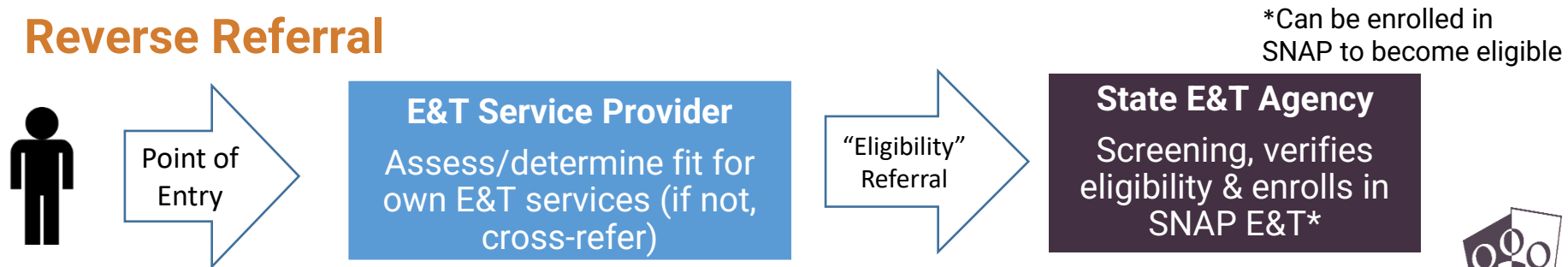


SNAP E&T Referral Mechanisms

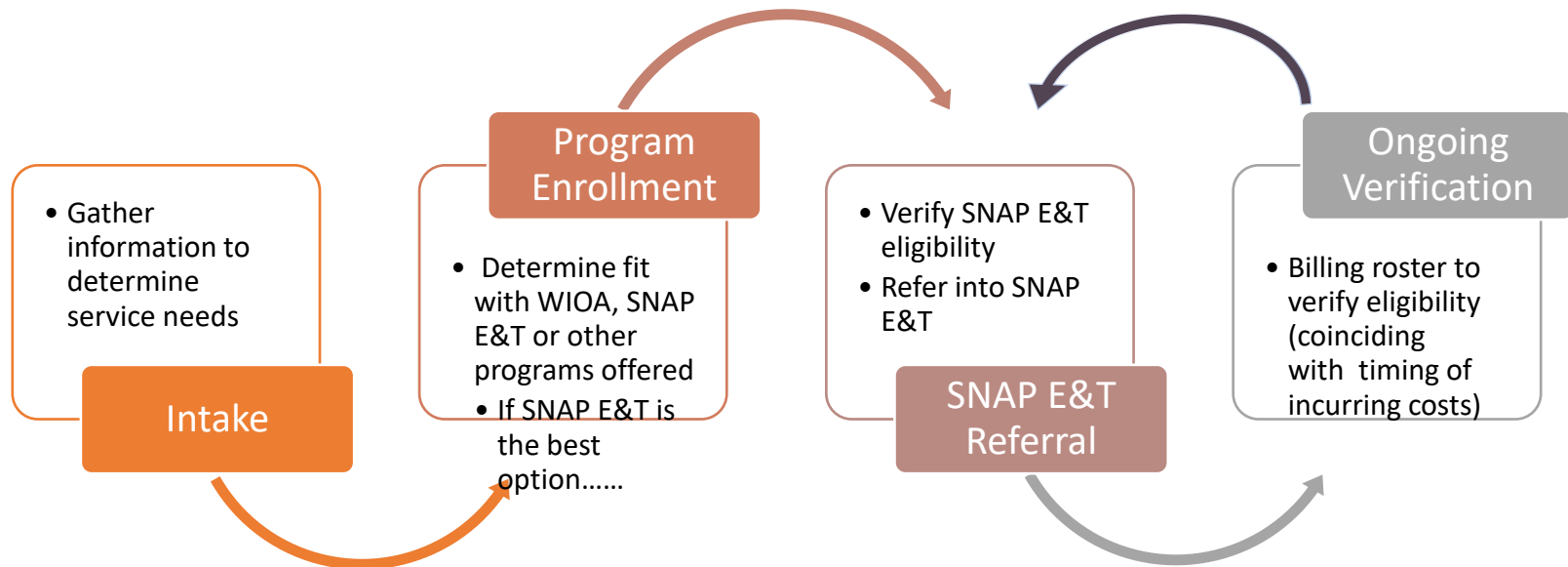
Direct Referral



Reverse Referral

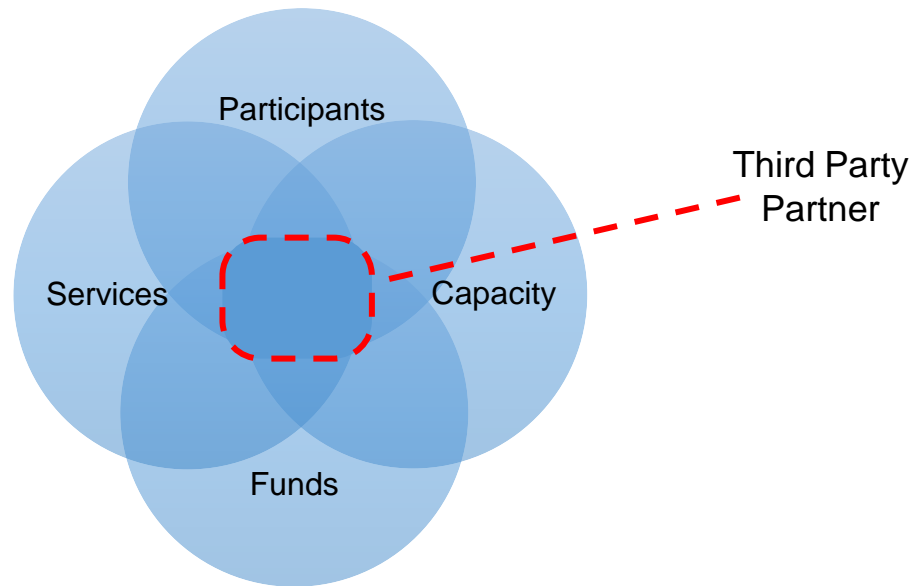


Participant Eligibility Verification Process

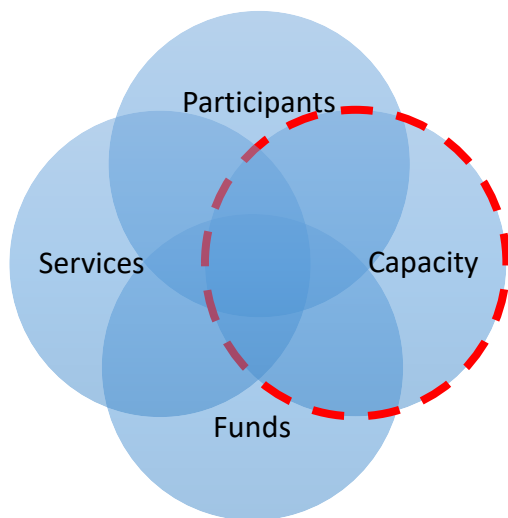


What Do Third-Party Partners Need to Have?

The Right...



SNAP E&T Operations – Needed Capacity



Program / Reporting

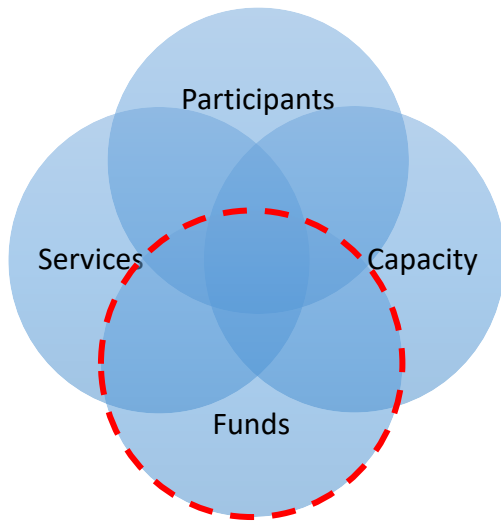
- Ongoing Eligibility Verification
- Assessment/Employment Plans
- Case Management
- Tracking Component Activity
- Data & Reporting

Admin/Fiscal

- Documenting Support Services
- Managing Federal Funding
- Audit/Monitoring
- Budgeting
- Invoicing



Sourcing Non-Federal Funds

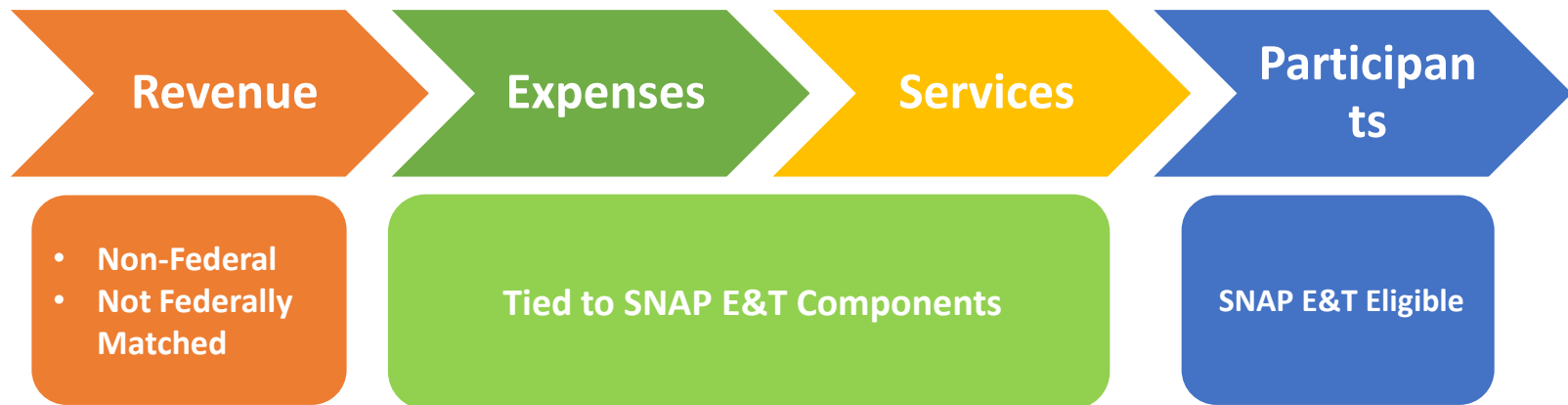


Common WDB Fund Sources

- ▶ State, County, City funds to support low-income job seekers
- ▶ Corporate & Foundation Grants



Budgeting



Budgeting: Assessing Revenue and Expenses

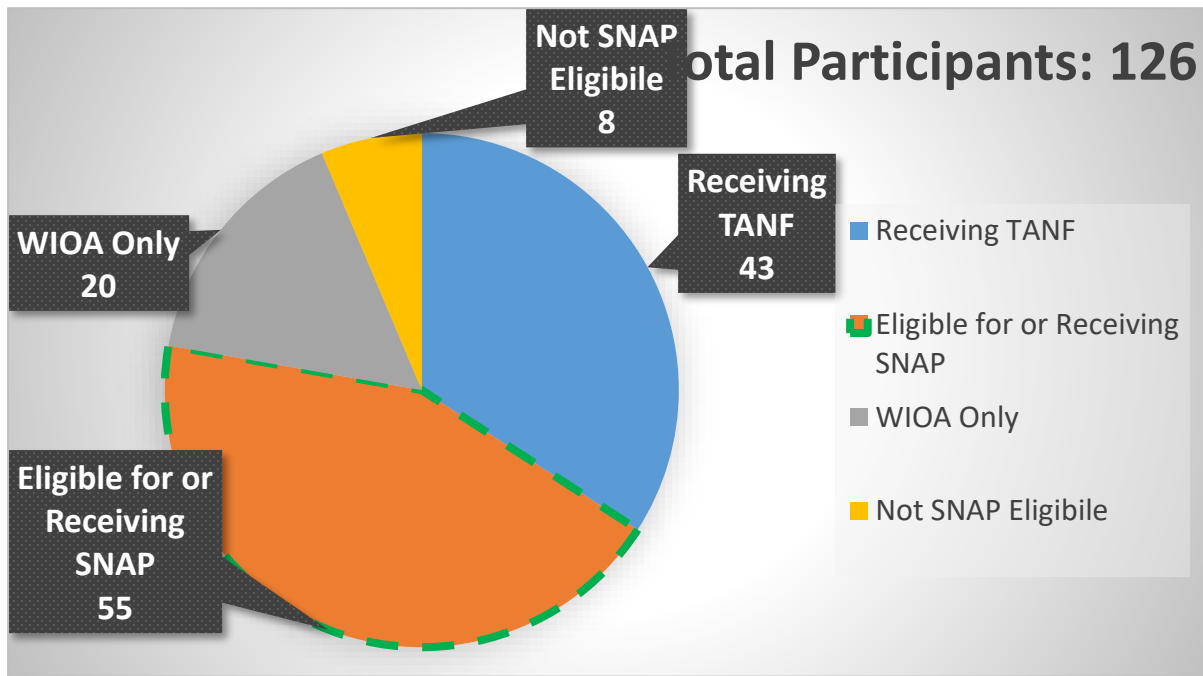
Revenue	
City	\$ 150,000.00
State	\$ 245,000.00
DOL/WIOA	700,000
Foundation Grants	\$ 100,000.00
TOTAL	\$ 1,195,000.00
Expenses	
Salaries & Fringe	
Program Admin	\$ 75,000.00
Case Managers	\$ 100,000.00
Program Manager	\$ 75,000.00
Job Developers	\$ 100,000.00
Contract Manager	\$ 75,000.00
Project Manager	\$ 75,000.00
Program Services	
ITAs	300,000
Participant Transportation	\$ 50,000.00
SUBTOTAL	\$ 850,000.00
Indirect (20%)	\$ 170,000.00
TOTAL	\$ 1,020,000.00

Exclude federal revenue

Exclude expenses that
aren't reimbursable
through SNAP E&T



Budgeting: Assessing Participant Eligibility



- Take a snapshot of a typical census of your participants to determine your likely SNAP E&T eligible population



Determining Common Expenses: Two Methods

Administrative Services/Goods & Services – Two methods (actual and allocated) are used to determine common costs depending on the item being expensed

- **Actuals** – Actual program cost for items expensed (i.e., printing and training materials, audit costs) used strictly for SNAP E&T participants.
- **Allocated** – Based on total FTE for program and training staff, plus average client census by percentage of SNAP E&T clients served through eligible programs.
 - These costs include:
 - Building maintenance
 - Lease/rent
 - Utilities, phone
 - Insurance
 - Staff training

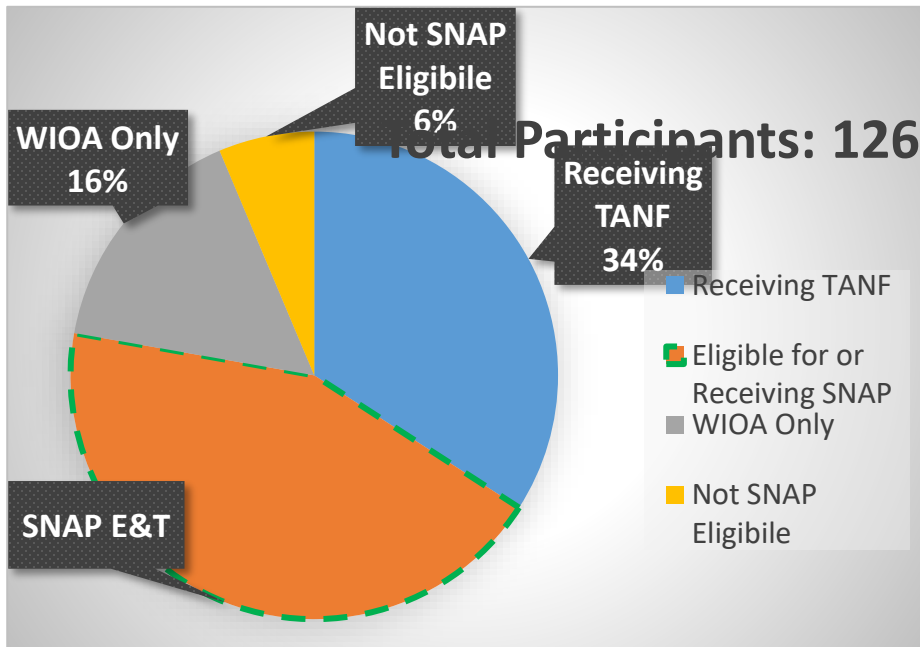


Invoicing

- ▶ Invoices will reflect actual expenses based on budgeted line items
- ▶ Participant eligibility will need to be verified for each invoicing period and eligible to non-eligible participant ratio will be your cost allocation percentage



Invoicing: Cost Allocation Percentage



$$\frac{\text{SNAP E\&T clients served } 55}{\text{Total \# of clients served each billing period } 126} = 44\%$$



SNAP E&T Best Practices for WDBs

- ▶ Build on what you currently do
 - ▶ Map SNAP E&T onto your existing services and administrative capacity – don't need to reinvent every process to meet SNAP E&T criteria
 - ▶ Integrate with WIOA to expand or enhance what you have to offer
- ▶ Develop internal processes
 - ▶ Document
 - ▶ Train staff
- ▶ Collaborate and communicate with SNAP Agency



Model: Tennessee SNAP E&T Overview

- ▶ Program operated by Tennessee Department of Labor through an inter-agency agreement with Department of Human Services
- ▶ State staff are placed in American Job Centers which supports co-enrollment with WIOA and overall integration
- ▶ Shared data system allows tracking of DHS referrals
- ▶ Leveraging of 100% funds with WIOA creates a seamless and more comprehensive experience for the participant. Example, SNAP E&T can be an entry point into trainings (not covered by WIOA) that lead into WIOA supported training.



Model: Workforce Mid-South Overview

- ▶ Participants are assessed right away for SNAP E&T eligibility
- ▶ SNAP E&T and WIOA integration creates a “shared performance and participant and approach” allows for maximizing available services for the participant without duplicating processes
- ▶ Exploring potential to operate as a third-party partner. Recently obtained non-profit status – allowing more opportunity to generate non-federal revenue.
- ▶ Have worked with State Agency to educate staff on SNAP E&T. As a result, SNAP E&T and WIOA co-enrollments doubled



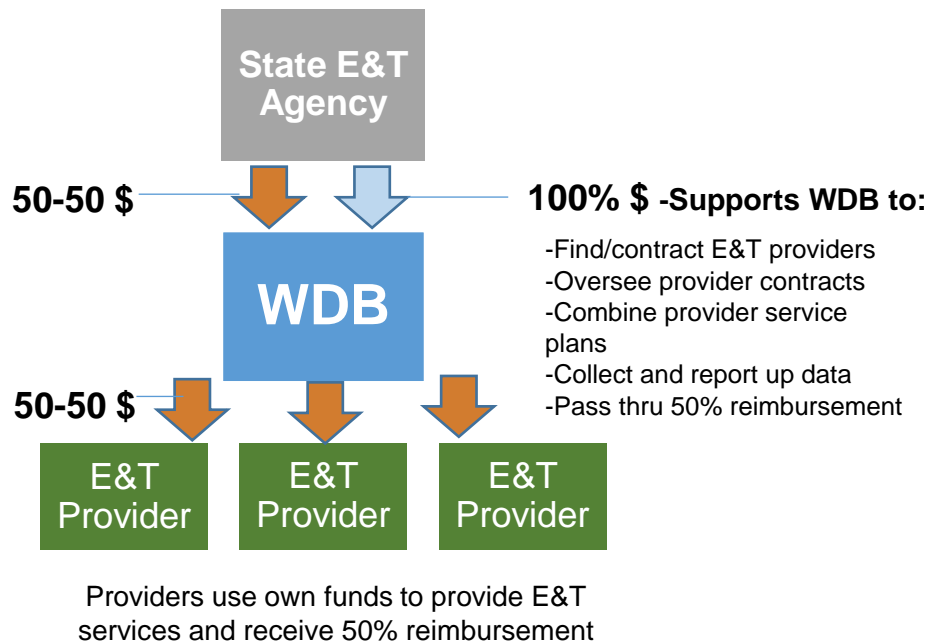
SNAP E&T Intermediaries

- ▶ The State SNAP agency is responsible for the SNAP E&T program.
- ▶ The agency can use an intermediary to carry out parts of the program
- ▶ Many intermediary models and partners across the country

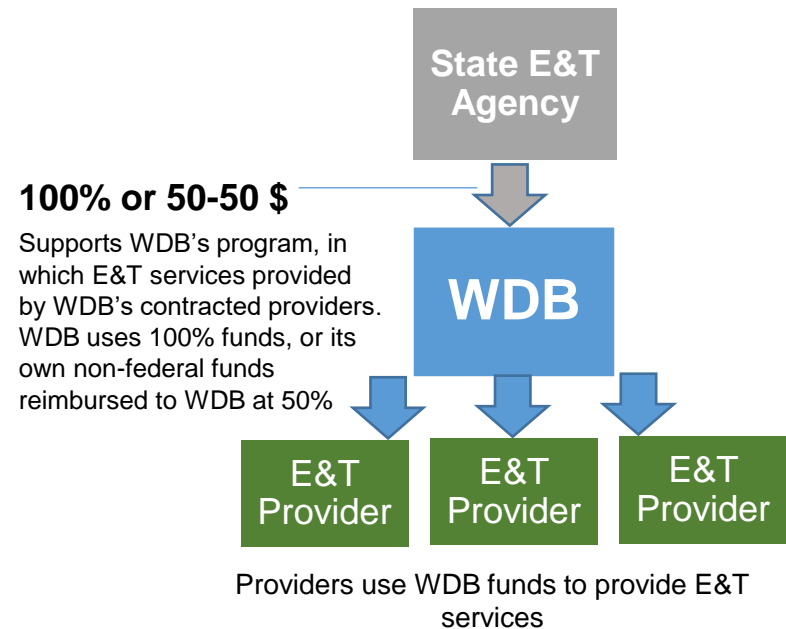


Contracted Role: SNAP E&T Intermediary

Intermediary - Administrative



Intermediary - Program



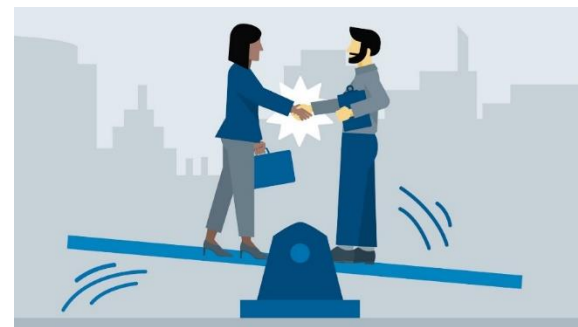
WDB Intermediary – Benefits to SNAP Agency

- Leverage established workforce role
- Access workforce expertise, training, employers
- Expand administrative capacity, infrastructure and efficiency
- Less burdensome procurement process to select 50/50 partners



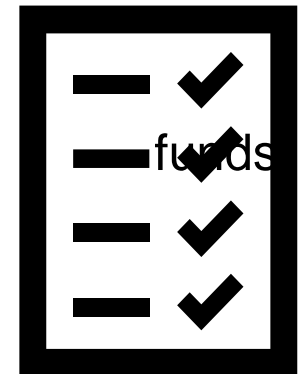
Intermediary Role – Benefit to WDB

- Expand & consolidate workforce system
- Extend workforce services to SNAP recipients
- Leverage available non-federal funds
- Co-enrollment with federally funded workforce services
- Partnership with Human Services Department
- Access to E&T programs that offer specialized models



Potential Tasks/Roles/Responsibilities

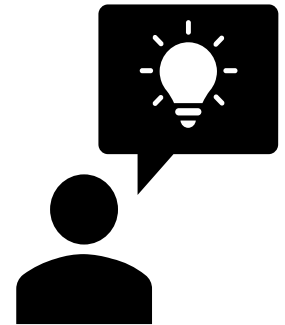
- Recruiting, selecting & onboarding 50/50 partners
- Annual budgets, proposals for the State plan
- Invoicing through distributing 50/50 reimbursement
- Data collection and reporting
- Referral/Eligibility process and tracking
- Service delivery/oversight
- Monitoring 50/50 partners
- Implement updated policies



SNAP E&T Knowledge/Expertise Needed

Examples:

- SNAP, SNAP E&T eligibility
- E&T components
- Supportive services
- SNAP E&T specific data elements; reporting
- SNAP E&T third-party partner role
- Budget; 50/50 reimbursement model
- Annual SNAP E&T State Plan



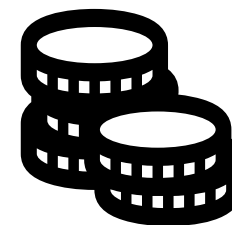
Intermediary Model - Points of Caution

- Establish role clarity between SNAP agency and WDB
- WDB intermediaries need to develop a strong knowledge of SNAP E&T policy
- Potentially different relationship with sub- contractors
- Integrating SNAP E&T with mainstream workforce funding/services in alignment with SNAP and DOL policies



Funding Options

- ▶ **100% funds from SNAP agency**
- ▶ **50/50 reimbursement funds**
 - WDB generated non-federal funds
 - WDB passes funds to subcontracted 50/50 partner
- ▶ **Provider hold back/fee on reimbursement**
- ▶ **Other available funds to support operations**



Intermediary: Where to Start

Reach out to:

- State or County SNAP agency; FNS Regional Analyst
- Respond to RFP/RFA

Build on other roles:

- Traditional referral partner role
- Start as a “second party provider” or third-party provider
- Contracted as a TANF provider



Model: WorkSystems; Portland (OR) Metro WDB

- ▶ Intermediary contracted with Oregon Dept. of Human Services
- ▶ Manages a consortium of 13 Partners; CBOs, AJC's and local agencies
- ▶ Serves 2400 people annually; draw in \$3.7 M in federal reimbursement
- ▶ Services: career coaching, support services, training, placement, retention
- ▶ Key functions: identify funding, contract with partners, collect & report data, monitor, process invoices, create annual plan, train staff



Model: Michigan Department of Labor and Economic Opportunity; Workforce Development

- ▶ Contracts with Michigan Dept. of Human Services (MDHHS) to administer the Food Assistance and Employment and Training Program (FAE&T)
- ▶ Receives 100% funds to contract with 10 Michigan Works Agencies (MWA) to provide E&T services for ABAWDs
- ▶ Oversees MWAs that are SNAP E&T intermediaries & contract with CBOs to deliver SNAP E&T services to non-ABAWDs using 50/50 funds
- ▶ Services: supervised job search, supportive services, education, training work experience and job retention



Questions



Resources and Links

- Recordings and slides will be shared in follow up email
- Feedback Form: <https://forms.gle/RSPNiDwdgGWhCKEk9>
- SNAP E&T Events Email List: <https://forms.gle/eEu8f9posUUy6mVcA>
- Previous recordings and other program information can be found at:
<https://www.nawb.org/initiatives/snapet/resources>

WORKFORCE + SNAP E&T COMMUNITY *of* PRACTICE

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