



Center for  
Employment  
Opportunities



## Building Capacity for E&T

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Presented by Seattle Jobs Initiative (SJI):

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Nick Codd

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April 27, 2022



## **In the chat...**

- Please add your name, organization, and City
  
- Where do you work most frequently from at home? Your office? Your kitchen table? The backyard? Your bed?

# GROUP AGREEMENTS

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1. **Be Present** – Try to have cameras on, listen actively, and turn off other devices and apps during the webinar.
2. **Please mute** yourself until we take questions
3. **Q&A** –Feel free to use the chat to ask questions throughout the webinar. We will take questions midway and at the end of the presentation as well.
4. **Take care of your bodies**: Get up to stretch, use restroom, hydrate, etc.
5. **Practice Grace and Openness** We are all here to learn!

# SNAP E&T Webinar Series

Topic	Date
Kick off to SNAP E&T Partnerships for ESEs	March 2
Offering E&T Services	March 16
Serving People Via E&T	March 30
Assessing E&T Funding	April 13
Building Capacity for E&T	April 27
Next Steps & TA Cohort Launch	May 11

# PRESENTERS



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# AGENDA

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## Services

- The “why” and “what” of reporting on services
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## People

- What capacity is needed to verifying E&T participation
- 

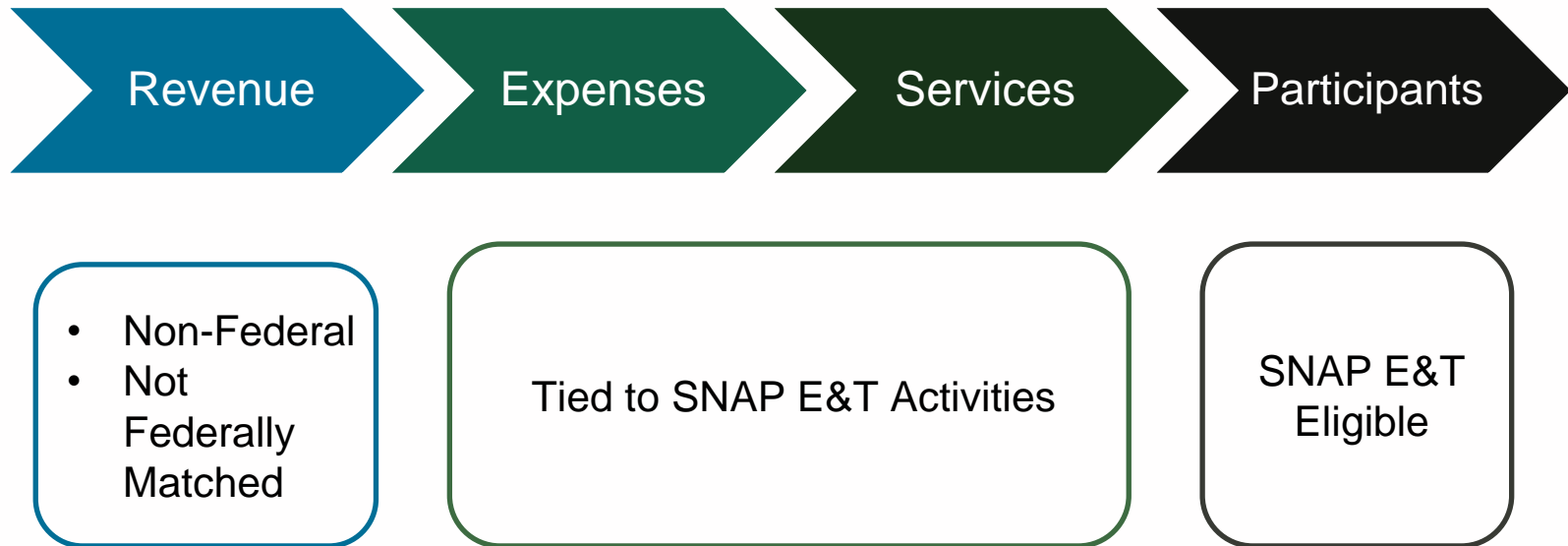
## Funding

- Compliance and invoicing for your E&T program
- 

## Building Processes

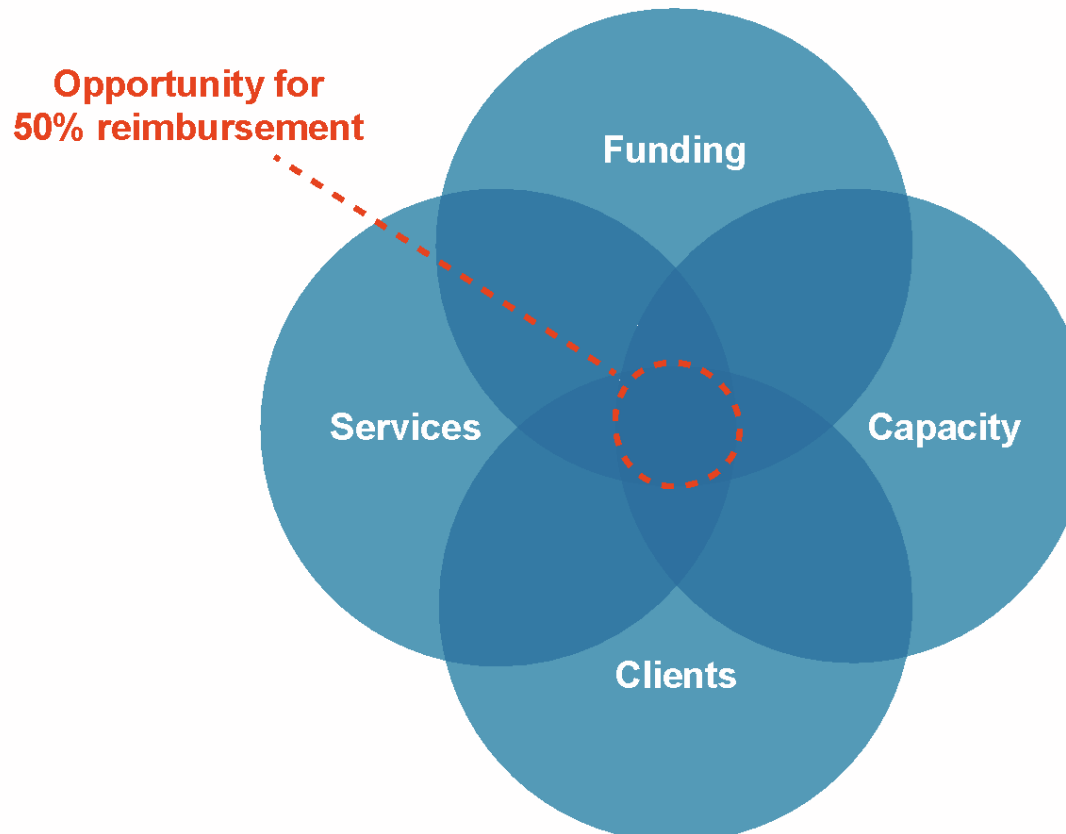
- How to think about building this capacity into your organization

# Review: Assessing Funding



# Becoming a 50/50 Partner

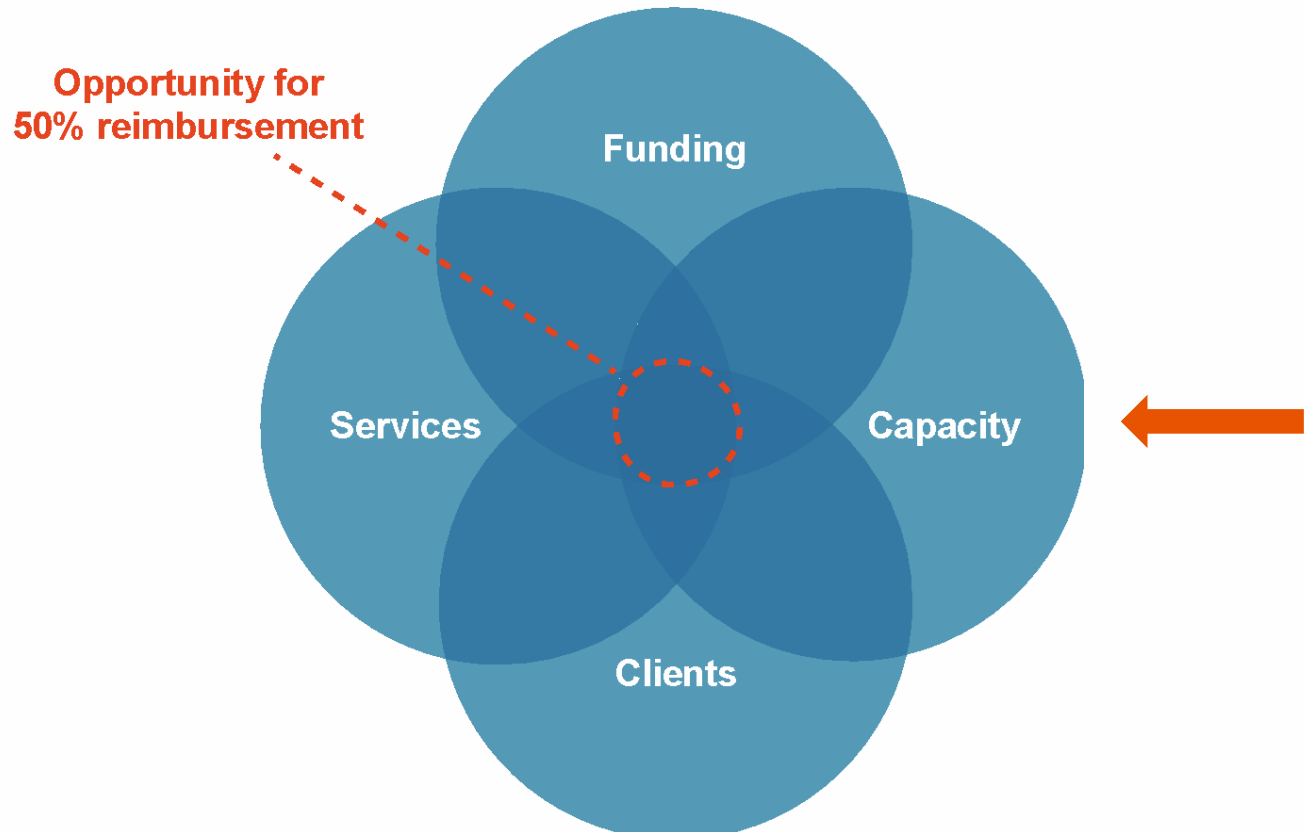
**We've walked through the basics of administering SNAP E&T services for SNAP E&T participants, and how funding works. At each point, we've discussed SNAP E&T alignment with ESEs.**





# Becoming a 50/50 Partner for Capacity

In this session, we'll review some highlights of ESE capacity to administer the program.



# What do we mean by capacity?

USDA Operations Handbook describes capacity of a third-party party as:

- ✓ **Having financial stability**
- ✓ **A good record on other federal/state contracts**
- ✓ **Ability to meet contract requirements**

**Discussion Question: Why do you think these are examples of appropriate capacity for a third-party partner?**

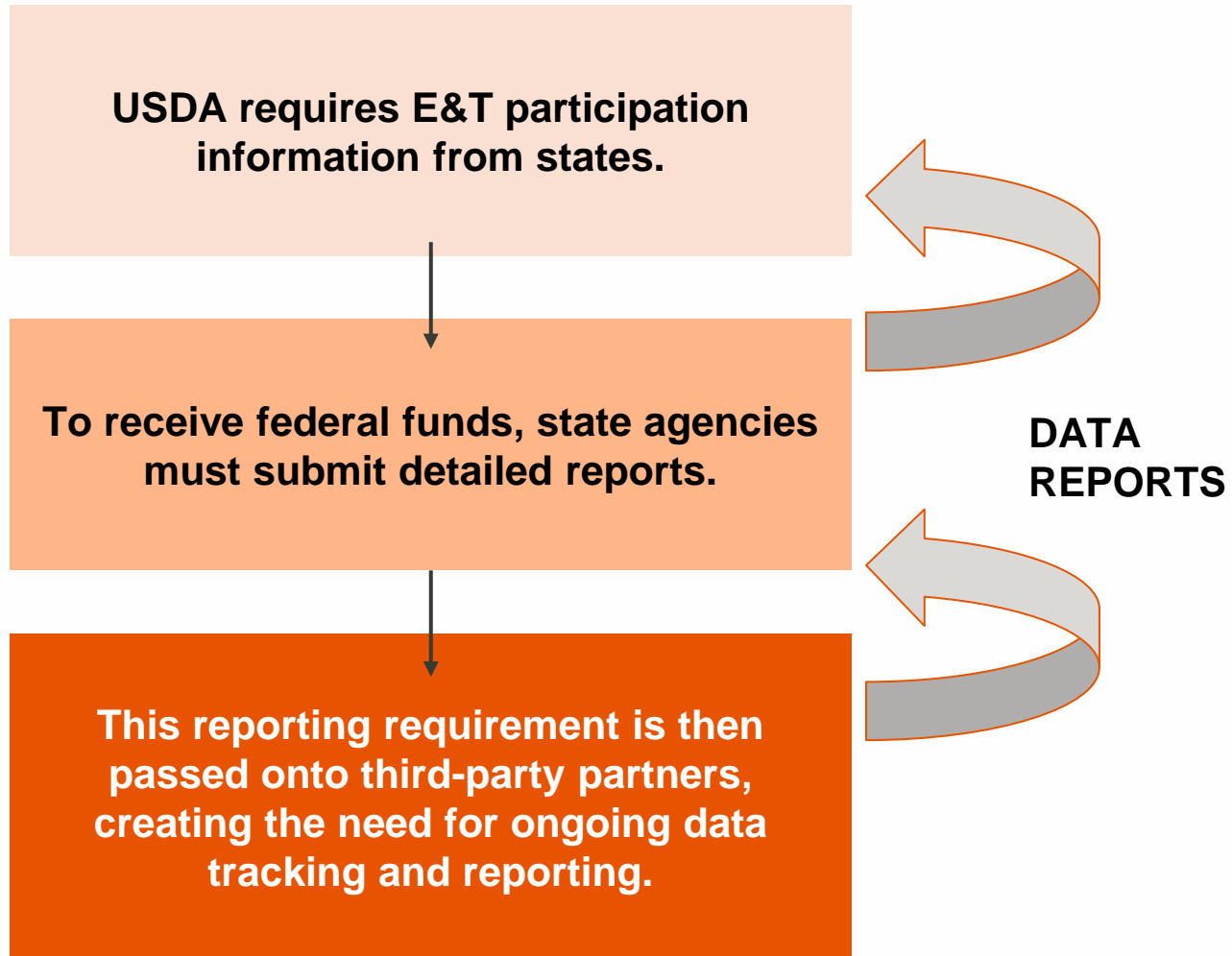
# How should you be thinking about capacity at this point?

I NEED TO...	
YES!	Probably Not!
<ul style="list-style-type: none"><li>• Understand expectations of an E&amp;T partner</li><li>• Make sure appropriate staff have thorough E&amp;T knowledge</li><li>• Think about how E&amp;T is capacity-building in its nature: 50% funds are reinvested into program; state/local and private investments go 50% further.</li></ul>	<ul style="list-style-type: none"><li>• Hire new staff to solely focus on E&amp;T</li><li>• Create new programs specifically for SNAP E&amp;T participants</li><li>• Expect large numbers of referrals in the early period of your partnership.</li></ul>

# Capacity: Reporting on Services

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# Why do we have to report on E&T services?



# What capacity is necessary for delivering E&T services?

**We've learned that ESE programs align with multiple E&T components, but your ESE will need to have the capacity to report on SNAP E&T participant activity.**

## What does this mean?

- Maintain internal tracking of component participation (start and end dates).
- Tracking E&T activity for invoicing (capture expenses for staff time and program costs)
- Tracking the required data and reporting it to your state or county agency (enrollments, status/progress, successful completions).

# What will be reported?



## PARTICIPANT DATA

*demographic information of participants*

**The number of all E&T participants who:**

- Are voluntary v. mandatory participants
- Have received a HS degree or GED
- Are ABAWDS
- Speak English as a second language
- Identify as male or female
- In each age range



## ACTIVITY & OUTCOME DATA

*including the impact of E&T Components*

**Total and breakdown of program engagement:**

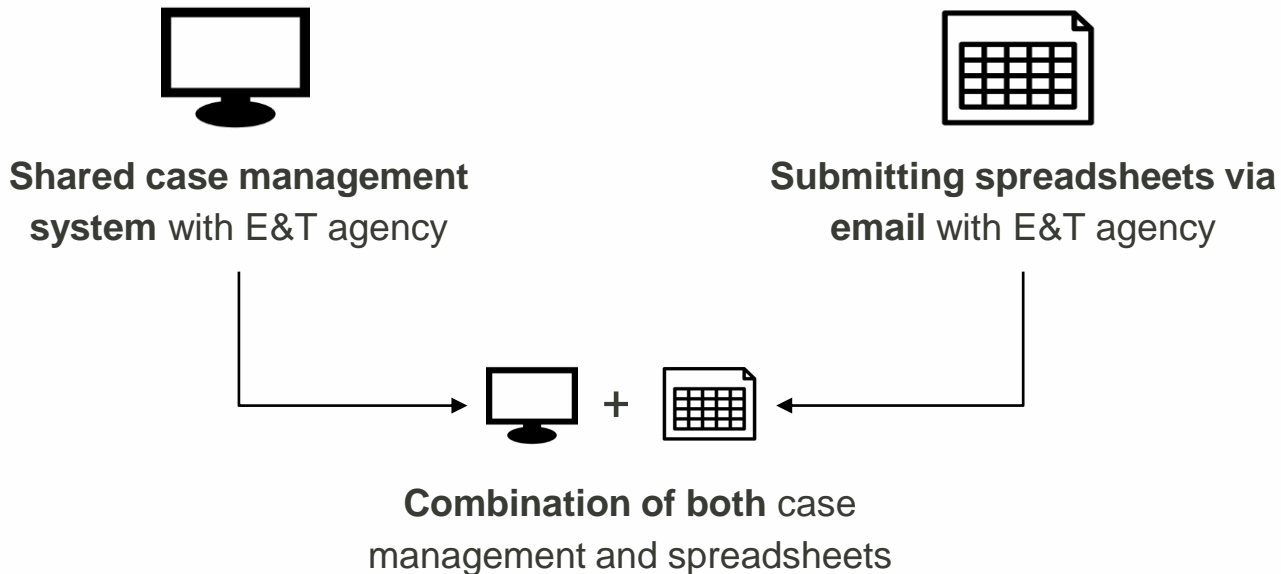
- Total # of clients exiting **specific components**
- Number of incomplete exits
- Number of loss of contact exits

**SOME states require summary and classification of employment outcomes:**

- Number of successful completion without unsubsidized employment
- Number of successful completion with unsubsidized employment
- Total hours in components per participant
- Employment outcomes post-placement

# How will it be reported?

**Reporting mechanisms** vary by each agency. As you work with your agency to understand your process, include any specific logistics about how to report in your site's manual.



The good news is you likely already keep this data. It is helpful to establish a written procedure for how, when, and who tracks & reports information.



# Capacity: Serving E&T Participants

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# What capacity is necessary for serving E&T participants?

We've learned that ESEs are well aligned with E&T in delivering E&T services to SNAP recipients.

## What does this mean?

- Understanding who is eligible for E&T.
- Understanding basic SNAP eligibility rules and certification periods.
- Establishing a system to track referrals into E&T, which practically means confirming SNAP benefits monthly.

## What needs to be captured?

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You are responsible for confirming SNAP benefit status monthly. In order to track your SNAP E&T referrals and enrollments, you will need to capture a few key pieces of data for every participant. You can integrate this information into your existing information management database or intake paperwork.

- Current SNAP status (Intake and Ongoing)
- SNAP start date/enrollment date (Intake)
- SNAP E&T enrollment date (Intake)
- Recertification information (if applicable - not necessary for E&T but helpful for participant) (Intake)
- ABAWD status (Intake and Ongoing)

# How will you confirm benefits/E&T participation?

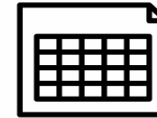
Verifying SNAP benefits mechanisms vary by each agency, but most agencies are open about how to make this an efficient process for your organization.

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**Shared case management system** with E&T agency

OR



**Submitting spreadsheets via email** with E&T agency

**Both methods can be efficient.** CEO has found it helpful to establish a written procedure for how, when, and who verifies your SNAP E&T roster.

# Sample Roster Exchange

A good agency partnership helps simplify verification and roster exchanges. Pretty quickly the process can feel like it “runs in the background.”

	A	B	C	D	E	F	G
1	TPP	NAME and Case Notes from DHS	Case No	Confirm SNAP	Cert Date	Months of Cert.	ABAWD ? (Y/N)
2			(Y or N)				
3							
4	CEO	Greg		yes	5/13/2019	12	yes
5		Pam		yes	3/15/2019	12	no
6				yes	5/1/2019	12	no
7				yes	5/1/2019	24	no
8				yes	2/21/2019	12	yes
9				yes	5/7/2019	12	yes
10				yes	4/5/2019	12	yes
11				yes	2/1/2019	12	no
12				yes	5/14/2019	12	no
13		Casey: Started app review, needs employer letter from CEO to continue		no	3/19/2019	4	yes
14				yes	5/3/2019	4	yes
15		Nick: Case was closed 08/01, but started application this month		no	5/6/2019	3	yes
16		Susan: (corrected case #----->)		yes	12/1/2018	12	no
17		Bob: Started application review		no	4/9/2019	4	yes
18		Hillary: Closed now, but eligible to reapply		no	6/5/2019	1	yes

# Capacity: Funding

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# What capacity is necessary for funding E&T?

We've learned that ESEs are well aligned with E&T in having reimbursement-eligible expenses initially funded by non-federal sources. However, **ESEs will need to submit eligible expenses and comply with contractual obligations.**

## What does this mean?

- Having a system to allocate expenses to E&T participants, as you likely aren't serving only E&T participants
- Tracking receipts for eligible expenses and support services;
- Submitting monthly invoices for actual expenses incurred;
- Having information available on site for site visit or audit.

# What does invoicing look like?

Bringing together expense data and eligibility verification, ESEs are able to **invoice SNAP E&T agencies and receive 50% reimbursement for allowable expenses approved in your budget:**



Expense Data



Proof of Expenses



Allocation (i.e. Staff Time)



Eligibility Verification

Work with finance to create and submit invoice based on this information

Good Faith Category	Period Expenses
Office	2,000.00
Travel	0.00
Staff Training	0.00
Construction/Construction	0.00
Charitable/Religious and Spiritual	0.00
Financial/Provision Support	0.00
Administrative 15%	0.00
Other Program Expenses	0.00
<b>Total Expenses Requested This Invoice</b>	<b>2,000.00</b>

SNAP E&T agency reviews the invoice, and **the ESE is REIMBURSED 50% for allowable expenses**



# Sample Invoice

Your invoice will align with the eligible expense categories approved in your budget. The invoice is not complicated. You will keep on site receipts, allocation data, and participant logs for support services to back up the invoice.

Expense Categories	E&T Program
<b>Salary &amp; Fringe</b>	72312.79
EACH E&T PROGRAM POSITION LISTED	
<b>Other Eligible Expenses</b>	
Rent/Utilities	11273.99
Equipment Purchase/Rentals (Vehicle Leasing)	5933.43
Office Expense (Cleaning PPE)	1172.65
Phone/Internet	1753.64
Support Services (Participant Reimbursements) boots, gloves, transportation	4318.50
<b>Total Direct Expenses</b>	96765.00
<b>Indirect (15%)</b>	14514.75
<b>Total Expenses</b>	111279.75
<b>Expenses Allocated to SNAP E&amp;T Participants</b>	80%
<b>Total Eligible Expenses for Reimbursement</b>	<b>\$ 89,023.80</b>
<b>SNAP E&amp;T 50% Reimbursement</b>	<b>\$ 44,511.90</b>

# Preparing for a Monitoring

Program	Fiscal
<ul style="list-style-type: none"><li>● Individual participation and case management data matches what is reported</li><li>● Participant-facing materials are recorded: participant releases, employability assessments and civil rights notices</li><li>● Support services participant log sheets</li><li>● Record of SNAP benefits verification</li></ul>	<ul style="list-style-type: none"><li>● Eligible expenses in non-federal dollars</li><li>● Proof that expenses are “reasonable and necessary”</li><li>● Receipts to back up expenses, including per-person receipts for support services</li><li>● Invoicing roster of participants</li><li>● Record of allocation methodology as applied each month</li></ul>

This is not a list of every compliance point. The main takeaway is that multiple staff will have a role in compliance so make sure E&T is integrated into your existing processes.




# Capacity: Training Staff and Building Processes

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- ✓ **Distribute tasks across roles/staff members and coordinate**
- ✓ **Think about which tasks fit in best with each role in your ESE**
- ✓ **Integrate SNAP E&T tasks into daily routine of staff members and facilitate training**
- ✓ **Write your processes down**

## Tip: Collaborate with your SNAP E&T Agency

In all aspects of administration, having a strong relationship with your SNAP E&T agency, and thorough understanding of the E&T program, will help you establish efficient processes and understand why policies exist.

-  **Understand and follow your state or county's E&T handbook** and ask questions up front so you understand reporting requirements and expectations.
-  **Establish a point of contact** for all questions, and review opportunities to streamline data management and reporting requirements.
-  **Meet regularly with your SNAP and E&T Agency**, especially early in your contract, to create mutually agreed upon processes and partnership.

## **Develop a shared understanding and vision for SNAP E&T implementation among your entire leadership team.**

- Make sure that all of your directors & managers have an understanding of how SNAP E&T can benefit your ESE, how you may grow or scale the program over time, and how it will impact day-to-day operations

## **Create a process for managers to manage & monitor staff SNAP E&T activities on an ongoing basis**

- Review & manage your SNAP E&T performance throughout the month (not just when it's time to invoice!)
- Integrate SNAP / E&T into ongoing conversations and follow up with your staff in 1:1 conversations and in team meetings

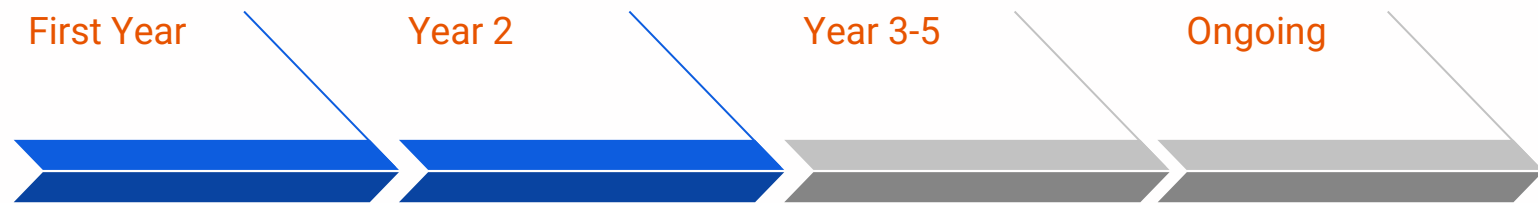
## Create and deliver effective training materials to help staff understand what they are doing and why

- Review your current training offerings for new team members and use strategies that have worked for your ESE in the past
- Follow guidelines for adult learning: provide information in short sessions, offer repeat sessions and follow-ups, provide access to the training materials for staff to reference later
- You may be required to send staff to training sessions through your State agency - check in with your SNAP agency contacts for more information

## Create a process for your staff to execute SNAP E&T activities

- Document roles & responsibilities at your ESE
- Outline processes step-by-step for:
  - Supporting participant enrollment in SNAP
  - Reporting on SNAP E&T
  - Invoicing and financial compliance

# How should you be thinking about capacity at first and ongoing?



- Understand expectations of an E&T partner
- Make sure appropriate staff have thorough E&T knowledge

- Think about how E&T is capacity-building in its nature: 50% funds are reinvested into program; state/local and private investments go 50% further.

- Are there new programs launching that SNAP E&T could support?
- What additional admin support do you need to grow your programming and serve more participants
- Think about labor market changes and upcoming career opportunities that might alter what you're offering to your communities
- Are there community partnerships that could enhance existing programs?





PROJECT  
return



## Speaking of training...COHORTS!!

In the next presentation, we'll talk about the opportunity to apply for cohort-based E&T technical assistance. We'll focus on building individual capacity for E&T partnerships during that TA. **You'll have support to take this on!**



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