



SNAP EMPLOYMENT & TRAINING FOR APPALACHIA

Organization Capacity and Staff Mapping May 27, 2026



Center for Employment Opportunities



PRESENTERS



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TODAY'S AGENDA



Topic	Details
Welcome!	Participant Eligibility, Screening, & Referrals Recap
Training Topic	<ul style="list-style-type: none">• Assessing Capacity for SNAP E&T• Non-Personnel Infrastructure Capacity• Personnel Infrastructure Capacity• Staff Mapping Tool Introduction• Mapping Tool Examples
Q & A	Questions & Answers
Up Next	What's To Come & Important Dates

GROUP AGREEMENTS FOR THE SESSION:



1. **Be Present** – Listen actively & absorb the content- it moves quickly!
2. **Please mute** yourself unless you're speaking or asking 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! All questions are welcome.

SNAP E&T PARTICIPANT, ELIGIBILITY SCREENING & REFERRALS REVIEW



YOUR PARTICIPANT ELIGIBILITY, SCREENING & REFERRALS



I have a solid understanding of the participant eligibility, screening & referrals process.

In one word, type...

WIN *You nailed your SNAP E&T alignment*

GAP *You still need clarification*

LETS GO!! *You're ready! When can we start?*

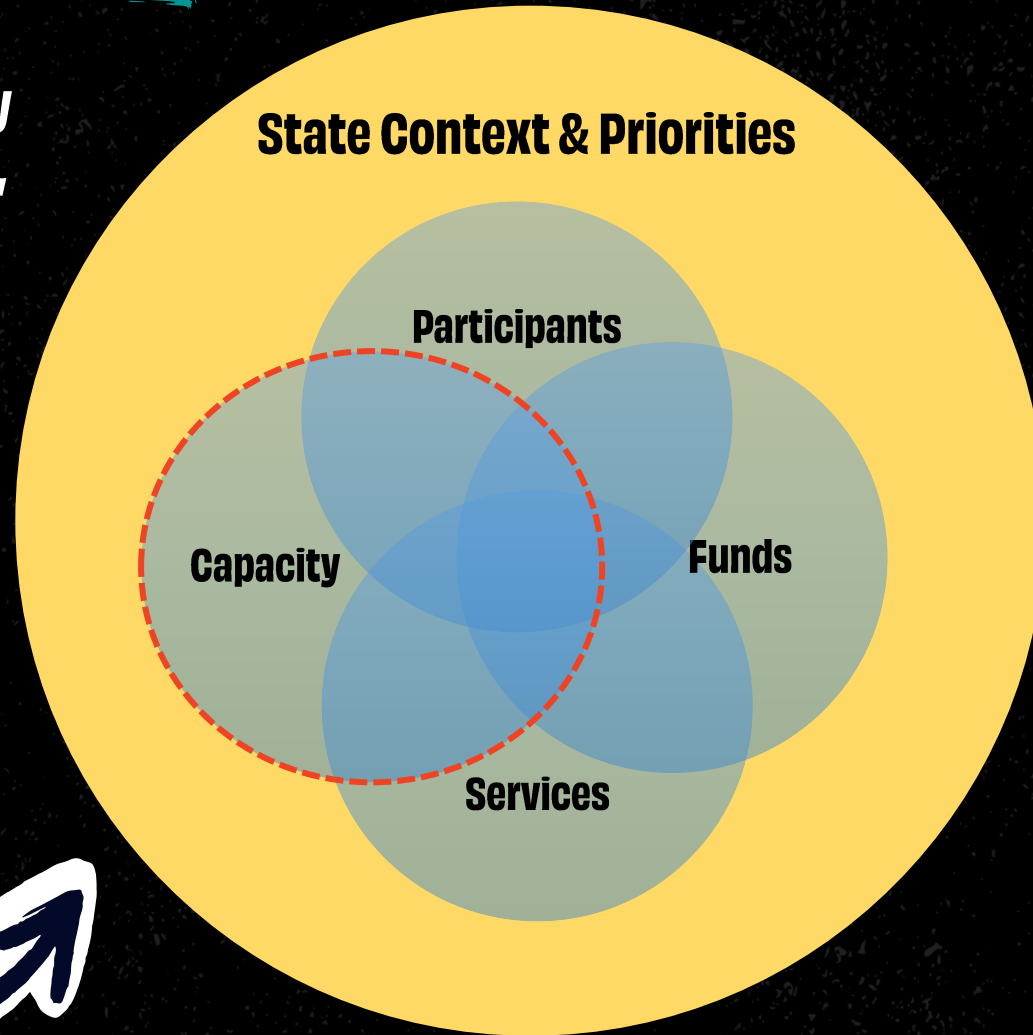


Assessing Capacity for SNAP E&T

SNAP E&T ALIGNMENT: CAPACITY

Capacity refers to an organization's ability to effectively carry out the programmatic, administrative, fiscal, documentation, reporting, and compliance functions required to operate a SNAP E&T program.

A strong SNAP E&T Provider is well aligned with SNAP E&T in 4 key areas.



IMPORTANT REMINDER



As a SNAP E&T Provider you will not be starting a new program or serving a new type of participant. You will continue to do what you are best at offering the same services to the essentially same group of participants.

INSTEAD

- **As a SNAP E&T Provider you will build in specific SNAP E&T related tasks and processes across your current program services and operations that are required for SNAP E&T.**

NON-PERSONNEL INFRASTRUCTURE CAPACITY

- **We will review various non-personnel infrastructure considerations to assist in ensuring that as a provider, you have the capacity to operate an effective SNAP E&T program.**

PERSONNEL INFRASTRUCTURE CAPACITY

- **We will look at the various tasks that staff perform while operating a SNAP E&T program and how you can begin to map out your current staffing and operations to align with these tasks.**



NON-PERSONNEL INFRASTRUCTURE CAPACITY

WHAT DOES IT TAKE TO RUN A SNAP E&T PROGRAM?

Program Entry

- Screening for SNAP and SNAP E&T eligibility
- Orientation, Intake and Assessment
- SNAP E&T eligibility verification

Service Delivery

- Case Management
- Employment and Training Services
- Coordination of Participant Reimbursements

Data Collection

- Client Record
- Expense Tracking
- SNAP E&T Specific Data Collection and Reporting

Budgeting and Fiscal

- Invoicing
- Annual Budget Preparation

Program Oversight

- Contract Management
- Compliance/program monitoring
- Civil Rights, Mandatory Reporting and Confidentiality
- Liaison with SNAP E&T Agency
- Staff Training

POLICIES, PROCEDURES, TECHNOLOGY, AND RECORDS

The infrastructure question is: can the organization do the same thing consistently each month?

Policies & Procedures

- Written workflows
- Internal controls
- File review process
- Corrective action steps

Technology

- Case management or tracking tool
- Secure document storage
- Access controls
- Report/export capability

Records Management

- Consistent file structure
- Naming conventions
- Retention process
- Audit-ready retrieval

Simple is acceptable. Undefined is risky.

SIX INFRASTRUCTURE AREAS TO ASSESS

Participant tracking

Intake, referral, participation, exits

Documentation infrastructure

Case notes, files, attendance, supports

Fiscal infrastructure

Cost tracking, invoice backup, controls

SNAP E&T
Infrastructure

Data & reporting

Required fields, cadence, quality checks

Policies & procedures

Workflows, internal controls, review

Technology & records

Storage, access, retention, security

These are functions and systems – not necessarily separate departments.

PARTICIPANT TRACKING + DOCUMENTATION INFRASTRUCTURE

What needs to be trackable?



What needs to be documented?

- ✓ Case notes show contact, progress, barriers, and next steps
- ✓ Attendance or activity records support participation
- ✓ Supportive service files explain why each support was needed
- ✓ Participant file structure makes evidence easy to retrieve

Mapping question

Where does this information live today?

FISCAL INFRASTRUCTURE + DATA REPORTING

Fiscal infrastructure answers:

What costs are being claimed?

How are costs tied to approved E&T activities?

What backup supports the claim?

Who checks allowability before submission?

Reporting infrastructure answers:

What data fields are required?

How often are reports submitted?

How are outcomes and exits captured?

How are errors found before submission?

A clean reimbursement process depends on clean program documentation and clean fiscal records working together.

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INFRASTRUCTURE READINESS CHECKPOINT

Before moving into staff mapping, confirm whether each infrastructure area is ready, partially ready, or a gap.



Ready

A system, process, or control exists and is being used consistently.

Partially Ready

Something exists, but it needs clarification, standardization, training, or oversight.

Gap

No clear infrastructure exists yet, or it is not sufficient for SNAP E&T expectations.

Once the infrastructure is clear, we can map each SNAP E&T function to staff roles.

Personnel Infrastructure Capacity

WHO Does It Take To Run A SNAP E&T Program?



Frontline Staff

- Case Manager / Employment Specialists
- Intake Coordinators
- Job Developers
- Skills Trainers

Program Support Staff

- Program Coordinators
- Data Specialists

Administrative

- Program Managers
- Contracts Managers
- Organizational Leadership

Fiscal Staffing

- Staff Accountant
- Fiscal Analyst



Personnel Infrastructure Capacity

Mapping SNAP E&T functions to the staff who will perform, document, and oversee them.



Staff mapping connects the work that must happen to the people accountable for making it happen.

Capacity means more than having enough people

Personnel capacity is the organization's ability to assign, perform, document, supervise, and back up the staff functions required to operate SNAP E&T.

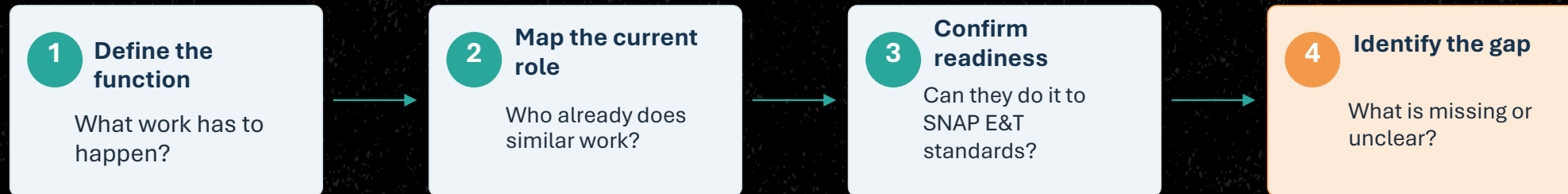
- 1 **Assigned** Every function has a clear owner
- 2 **Prepared** Staff know the requirements and workflow
- 3 **Available** Staff have enough time to do the work
- 4 **Supported** Supervisors and backups reduce risk



A function is not truly mapped until there is an owner, a process, documentation expectations, and backup coverage.

Start with functions – not job titles

The mapping process begins by naming the work SNAP E&T requires, then determining where that work fits within existing roles.



Core SNAP E&T functions to assign

These are functions — not necessarily separate positions. One person may perform multiple functions, but every function needs a clear owner.



Participant Flow

- Referral / reverse referral
- Intake and eligibility support
- Assessment and service planning

Service Delivery

- Component activity delivery
- Case management contacts
- Supportive service coordination

Documentation

- Case notes
- Attendance and participation records
- Participant file maintenance

Fiscal, Data & Oversight

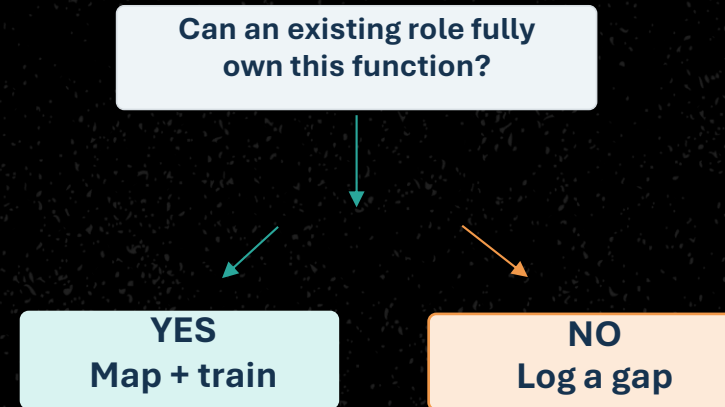
- Data reporting
- Invoice backup support
- QA and supervisor review

Test whether a function is truly mapped

A role assignment should answer five practical questions.

Owner	Who is responsible?
Authority	Can they make or approve decisions?
Capacity	Do they have time?
Knowledge	Do they know SNAP E&T expectations?
Backup	Who covers the function when needed?

Decision point



Common personnel mapping gaps

Gaps are not failures — they are planning information. Naming the gap makes it easier to solve.



Unassigned function

No role clearly owns the task



Knowledge gap

Staff need SNAP E&T-specific training



Oversight gap

No one reviews quality or compliance



Capacity gap

Assigned staff do not have enough time



Authority gap

Staff cannot approve or make needed decisions



Backup gap

Only one person knows the process

Gap response options

- Clarify duties
- Adjust workload
- Train staff
- Add supervisor review
- Create backup coverage
- Hire or contract if needed

Staff Mapping Tool Introduction

SNAP E&T Staff Mapping Tool

Program/Frontline Staffing			
<p>NOTE: The table includes typical functions or elements of an employment & training program. your program may not include all of these elements or could include other elements that could align with SNAP E&T.</p>			
SNAP E&T Function	Current Staff Role	Details	Notes: Needed Adjustments, Training, Etc.
	Who currently does something similar to this in your program	Hours/week or % FTE Brief description of workflow	
<p>*Intake & Assessment and screening for SNAP and SNAP E&T eligibility: Initial process to collect baseline information on participants to gauge whether they're eligible to receive SNAP benefits and whether they are eligible for SNAP E&T.</p>			
<p>*SNAP E&T Eligibility Verification: Formal exchange with SNAP E&T agency to receive their verification of whether a participant is eligible and make the referral process. Accomplished via a database or spreadsheets.</p>			

Step One:
Review SNAP E&T Function

Step Two:
Who currently does similar task in your ESE?

Step Three:
Needed adjustments, training & questions



Mapping SNAP E&T Across Your Staff Roles

Frontline Staff

- Case Managers
- Employment Specialists
- Intake Coordinators
- Job Developers
- Skills trainers

Potential SNAP E&T Functions

- **Wrap around support:** case management, coordination of support services, case notes
- **Initial eligibility screening:** screen for SNAP, appropriateness for services offered
- **Eligibility Verification:** conduct process of verifying SNAP E&T eligibility and record result in participant records
- **Job Placement Services & employer partnerships**

Mapping SNAP E&T Across Your Staff Roles

Program Support Staff

- Program Coordinator
- Data Specialist

Potential SNAP E&T Functions

- Coordinate data entry for SNAP E&T participation
- **Quality control:** ensure appropriate documentation is filed, records are up to date
- **Eligibility Verification:** conduct process of verifying SNAP E&T eligibility and record result in participant records
- Prepare SNAP E&T performance reports

Mapping SNAP E&T Across Your Staff Roles



Potential SNAP E&T Functions

Administrative

- Program Manager
- Staff Accountant
- Contracts Manager
- Organizational Leadership



Program Oversight, staff training, program strategy,



Invoicing, oversee fiscal compliance



Contract oversight and compliance

QUESTIONS?

REMINDERS AND NEXT STEPS



Action Items

- Continue working on and updating workplan
- Meet 1:1 with your TA Team
- Review and begin working through the Staff Mapping Tool with your TA team and discuss any questions in your next TA call

Our Next Webinar & Topic:

June 24 2025 SNAP E&T Funds: Fiscal Basics & Mechanics

[REDF Workshop](#) Your Cohort Landing page and access to tools, templates, resources, best practices, and SNAP E&T materials relevant for you