

# SNAP E&T Training Workbook

JULY 2014

## Introduction

This SNAP E&T Workbook is intended to assist states in planning, designing and implementing expanded SNAP E&T programs. It is based upon best practices derived from Washington State’s successful SNAP E&T program, Basic Food Employment & Training (BFET) program, as well as the general knowledge/expertise of the Seattle Jobs Initiative-based consulting team in designing and operating workforce development and related programs targeting low-income and low-skill populations. The Workbook is not intended to be exhaustive, but to provide key things for states to consider.

## How the Workbook is Organized

The SNAP E&T Workbook is organized in sections that are generally ordered to reflect how states might proceed through the planning and implementation process for their expanded SNAP E&T programs. Sections are categorized as either part of PLANNING & DEVELOPMENT or OPERATIONS of SNAP E&T programs. Reference materials (many of which were created for BFET) are listed when available to enhance the information provided in the sections.

Sections:	Attached Reference Materials:
PLANNING & DEVELOPMENT	
A. Understanding SNAP E&T Options	<i>National Skills Coalition Guide to SNAP E&amp;T</i>
B. Organizing a Planning Team & Process	
C. Defining Your Program Objectives & Services	
D. Mapping and Building on Your Current Resources	
E. Developing a Strategic Plan & State E&T Plan	<i>Washington State SNAP E&amp;T Plan, Budget Template</i>
F. Sustainability: Political Support/Program Funding	

Sections:	Attached Reference Materials:
<b>OPERATIONS</b>	
G. System of Participant Referral	<i>BFET Handbook, BFET Individual Employment Plans</i>
H. System of Participant Eligibility & Invoicing	<i>BFET Eligibility/Billing Rosters, BFET Match Certification Form, BFET Student Eligibility Form</i>
I. Key State Functions & Staffing	
J. SNAP E&T Services through Community Colleges	<i>Information for New WA College BFET Providers, BFET Community College Start-Up Budget</i>
K. SNAP E&T Services through Community Agencies	
L. Identifying & Integrating Third-Party Providers	<i>BFET Capacity Checklist, BFET Letter of Intent Form (DSHS), BFET Community College Notice of Intent Form, Sample CBO Contract Statement of Work</i>
M. Building a System for Data Tracking & Analysis	

## H. System of Participant Eligibility & Invoicing

A key component of an expanded SNAP E&T program is ensuring there is an effective and accurate eligibility verification process in place. The state agency in coordination with partner providers, jointly share responsibility for verifying that 100 percent of participants are eligible for services being provided and being billed for reimbursement.

### ► **Systems of participant eligibility / invoicing for third-party match SNAP E&T models**

- Variety of possible models for the eligibility and billing processes
- BFET employs combination of “reverse referral” (contracted providers initially identify potential participants) with referrals from state agency and other community/ workforce partners
- BFET utilizes centralized team of state agency staff to verify eligibility at enrollment and when services are being billed
- An alternative model: state agency verifies eligibility up front and makes referrals to providers
- At billing, need process for state agency to review and approve participant rosters to ensure payment is made only for those eligible when services were provided.

### ► **Key considerations/concerns in developing a participant eligibility/invoicing system**

- Whatever process utilized should be developed collaboratively and clearly understood by the state agency and service providers (training can be provided)
- Eligibility and participant monitoring process requires significant staff resources for both the state and service providers
- Put a system in place to ensure matching resources are non-federal (e.g. certification of eligible match that puts onus on service providers)
- To address federal student eligibility rules, must be process for approving SNAP benefits for college students who are enrolled at least half-time in Basic Education or Vocational Education and not employed a minimum of 20 hours per week.
- Onsite contract monitoring process can be utilized by state to review providers’ compliance and accuracy within system of participant eligibility and invoicing
- Work to streamline this system as much as possible while still maintaining accuracy; while difficult, this can be facilitated by state implementing ideas/recommendations from providers

► **Utilize opportunity to build from state’s current participant tracking systems**

- Most states already have instituted participant tracking and reporting systems for their TANF welfare to work programs that can be repurposed/streamlined for SNAP E&T
- Involve your state’s IT staff early and often
- A shared system supports effective coordination of services, communication between partners, participation/monitoring reports, and the UI cross-match process for outcomes reporting

Resources:

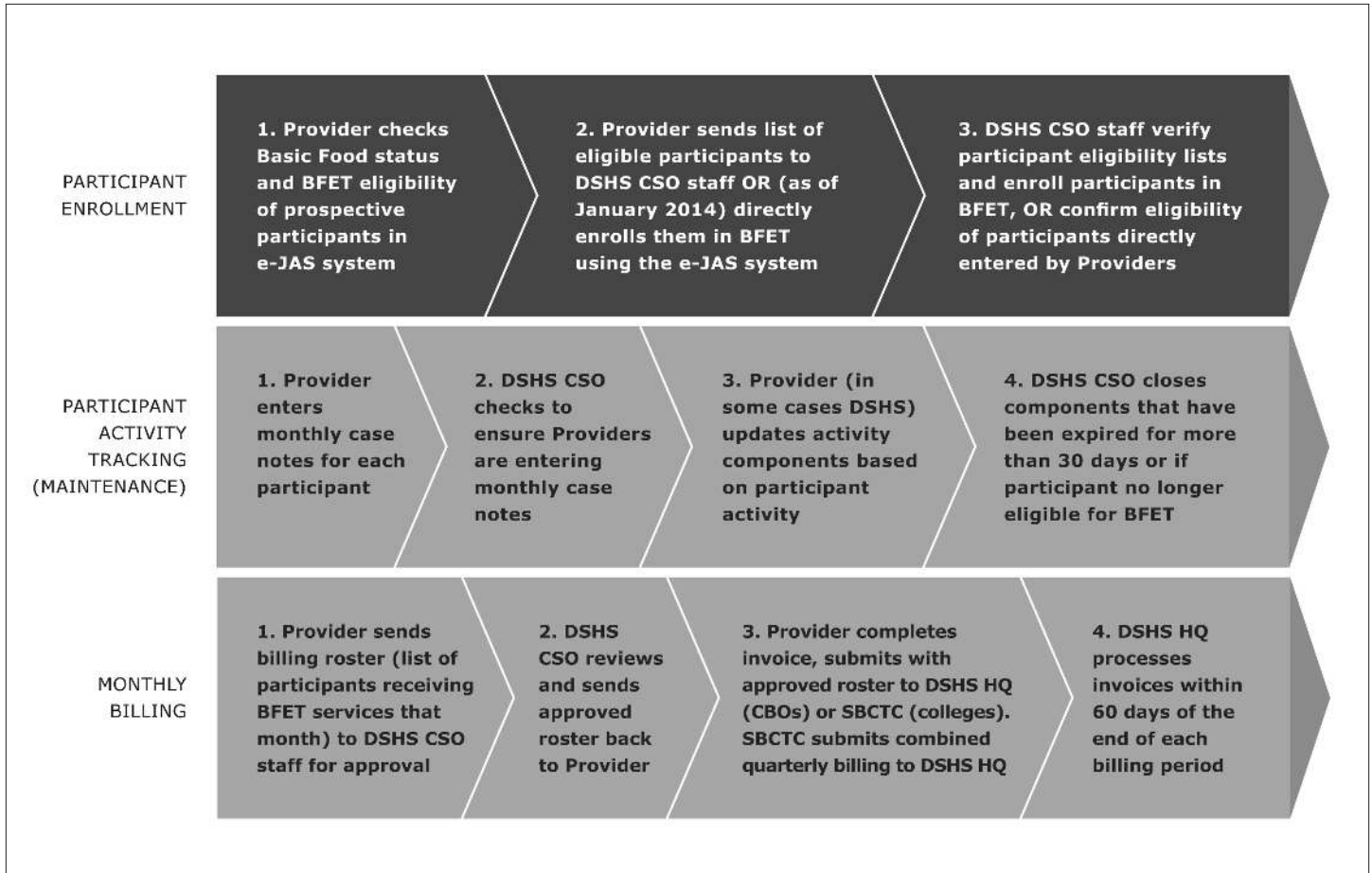
*Sample BFET Eligibility and Billing Rosters, Attached*

*Sample BFET Match Certification Form, Attached*

*Sample BFET Student Eligibility Form, Attached*

## H. System for Participant Eligibility & Invoicing (continued)

The following depicts “participant flow” for Washington’s BFET program, in terms of enrollment, maintenance (activity tracking) and invoicing.



## I. Key State Functions & Staffing

The following describes the different functions a state SNAP/SNAP E&T agency might play in administering an expanded SNAP E&T program, and where these functions might reside:

### ► **State program management / oversight functions**

- Developing state SNAP E&T plan annually (includes collecting needed information from providers, making any necessary amendments)
- Working and communicating with FNS on behalf of state and providers (includes mandatory reporting to FNS – FNS 583 report and quarterly outcomes)
- Contracting service providers (includes contract monitoring, program and fiscal)
- Developing and executing process to identify and to bring on board new providers
- Strategic planning (setting overall SNAP E&T program goals, ensuring integration into state workforce, social services and postsecondary education goals)
- Managing federal SNAP E&T funds, reviewing contractor invoices and submitting for payment
- Program outreach, technical assistance and training (for prospective new providers, internal frontline staff, other systems such as WIA one-stops)
- Data collection and analysis, including coordination with other state agencies that collect data
- Advocacy for the program within state government
- Reports provided to stakeholders that can include the state legislature

### ► **Local state agency functions**

- Assessment/referral of participants to contracted providers (in more centralized models)
- Working directly with contractors to manage eligibility and invoicing process (Section H)
- Possible onsite services assisting service providers, including training and convening
- Community outreach and promotion around SNAP E&T

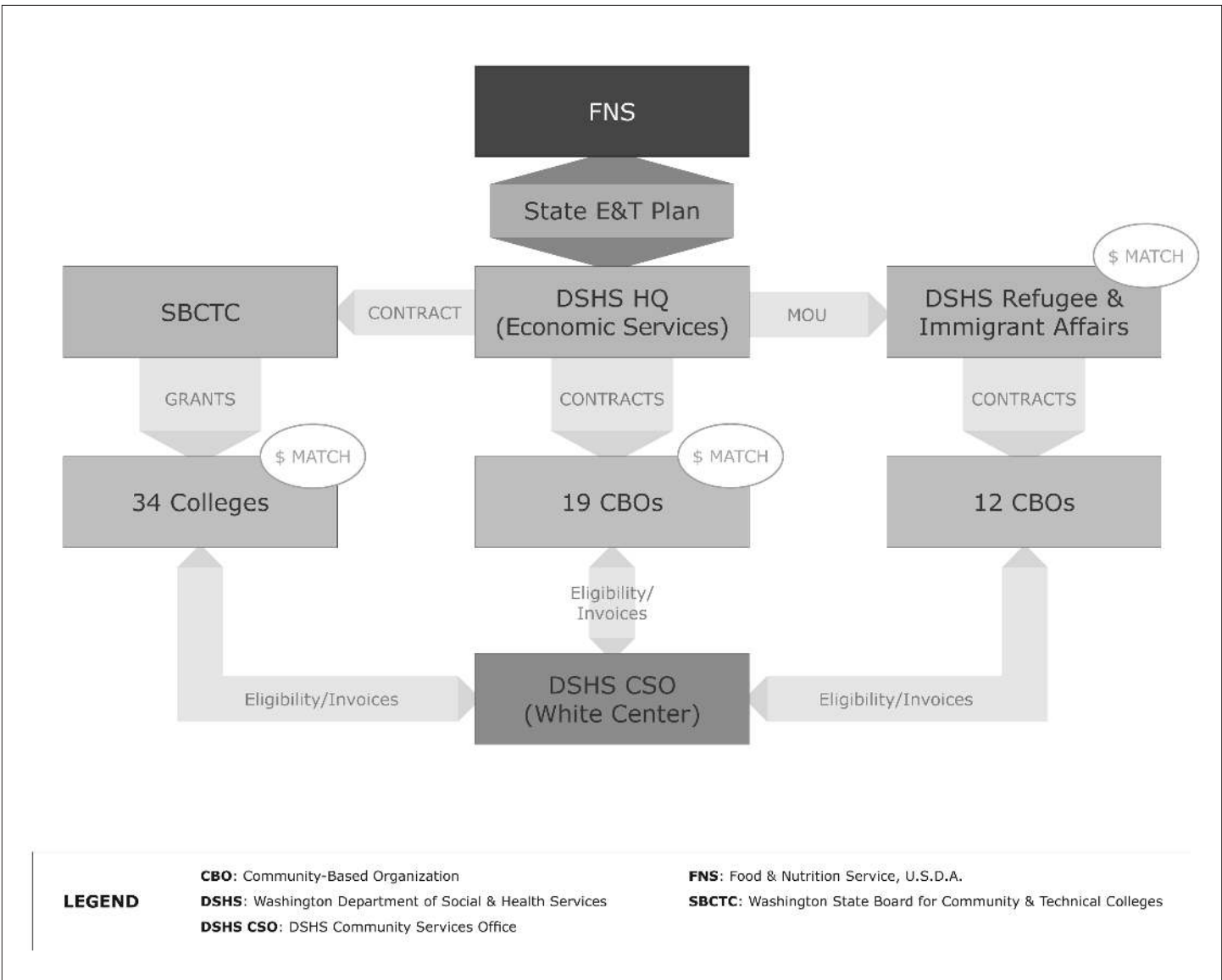
## ► **Some points on staffing SNAP E&T programs**

- Consider how to re-purpose current staff initially to cover needed functions in pilot stage
- With program growth, 100 percent SNAP E&T funds can cover costs of new staff (still may need to advocate for legislative/agency approval to increase FTEs – prepare your case)
- Staffing levels necessary can be reduced somewhat through:
  1. Subcontracting to intermediaries through the potential use of umbrella contracts (state community college systems, workforce intermediaries, possibly organizations like United Ways) – reduces contracts, contract monitoring, invoices
  2. Allowing service providers access to state participant tracking MIS
  3. Employing “call center” model – centralizing local state agency functions



## I. Key State Functions & Staffing (continued)

The following “org chart” demonstrates the administrative structure for Washington’s BFET program:



Note: Eligibility and invoice roster approval process involves providers and DSHS CSO; DSHS HQ receives and reviews invoices and approves for payment