

Expanding SNAP Employment & Training:
**An Analysis of Funding Potential and
Provider Capacity in Minnesota**

June 2016

Commissioned by
Hennepin and Ramsey Counties

Prepared by
Nicholas Maryns, InsightWorks



INSIGHTWORKS
ILLUMINATING ISSUES & IDEAS THAT MATTER

Table of Contents

I. Overview of Findings	2
II. Background.....	2
SNAP Employment and Training	
Motivations and Opportunity	
Current Efforts	
III. About This Report.....	3
Methodology and Information Gathering	
IV. Findings on SNAP E&T Funding and Reimbursement Potential.....	4
How the Estimates Were Made: Assessing Alignment with SNAP E&T	
Further Considerations	
V. Findings on Service Provider Interest, Services, and Capacity.....	11
Services Provided	
Provider Capacity and Needs	
Populations Served	
Gaps in Services	
VI. Challenges to Expanding E&T: Major Themes	13
VII. Moving Forward: Conclusion and Recommendations.....	14
E&T Administration	
Field Building	
Further Exploration	
Wider Roll-Out	

List of Exhibits, Charts, and Tables

Exhibit A: SNAP E&T Funding and Reimbursement Potential	6
Exhibit B: Service Provider Funding and Reimbursement Estimates in Detail	7
Exhibit C: Key Parameters for E&T Programs.....	9
Exhibit D: Additional Programs	17
Exhibit E: Hennepin and Ramsey County Solicitation of Interest	18
Table 1: Summary of SNAP E&T Funding Potential.....	4
Chart 1: Estimates of SNAP E&T Reimbursement Potential in Hennepin and Ramsey Counties	5
Chart 2: Reinvesting Reimbursements Eventually Doubles the Size of the E&T Program	8
Chart 3: A Framework for Understanding and Inventorying Opportunities for SNAP E&T Expansion	10

I. Overview of Findings

An analysis of major public and private funding sources, including a survey of service provider resources and capacities, suggests that a significant amount of existing funding could be leveraged to expand SNAP Employment and Training (E&T) programs—funding that could then be reimbursable up to 50 percent by the federal government. Importantly, the funds identified are not new, but represent existing investments in services and populations well-aligned with those of E&T.¹

With improvements to the E&T program's overall administration, intentional efforts to build on the existing capacities of interested service providers, and a thoughtful roll-out aided by additional analysis as needed, it is possible that Minnesota could greatly expand the program, serve many more individuals facing significant barriers to employment, and capture millions of dollars in federal reimbursement in doing so.

II. Background

SNAP Employment and Training

The Supplemental Nutrition Assistance Program (SNAP) is a federal program that provides cash benefits for food to households whose income falls below 165 percent of the Federal Poverty Guideline². Certain recipients of SNAP benefits are required to seek employment and/or training, while others may volunteer to receive such services. This component of the program is termed Employment and Training (E&T).

States receive a modest amount of federal funding to operate E&T, but the federal government also incentivizes additional state and local investments in E&T by reimbursing 50 percent of them, with no cap on the total that can be reimbursed and no stipulations about how the reimbursed funds should be used. Through this feature, E&T behaves less like a single “program” and more like a funding stream: to the extent that organizations provide employment and training services to eligible SNAP recipients, they can tap into additional federal resources via reimbursement.

This distributed model of service provision and funding has distinct advantages—namely, it builds on existing system and provider capacities and strengths—but also comes with some challenges. It requires significant planning, coordination, technical assistance, and specific system and provider capacities.

Motivations and Opportunity

Most states have not taken full advantage of SNAP E&T and its reimbursement feature, perhaps in part due to its administrative complexities, its relative obscurity among other federal programs, and the focus of existing systems and programs on other populations. E&T often primarily serves a population termed “ABAWDs”, or able-bodied adults without dependents—a group that often faces multiple barriers to employment and is often not eligible for other major programs and services.³

In Minnesota there has been an increased sense of urgency in recent years around improving the outcomes of the ABAWD population and the very low-income SNAP-eligible population more broadly. Persistent and significant employment disparities across lines of race and income have become increasingly apparent, particularly in the Minneapolis-Saint Paul metropolitan area. The challenges of ABAWDs, in particular, were brought to attention in 2014, when a federal waiver of work requirements for ABAWDs on SNAP expired, resulting in the loss of SNAP benefits among approximately 32,000 very-low income individuals.⁴

¹ The views expressed here are those of the author and do not necessarily represent or reflect the views of Hennepin or Ramsey Counties or other stakeholders included in the analysis.

² This income threshold depends on the size of the household; e.g. for an individual it equals \$1,619 per month, and for a family of three it equals \$2,763 month.

³ For a recent and thorough study of this population and the barriers its faces, see Birkeland et al., *SNAP E&T Gaps Analysis: Spring 2016 Capstone Project*, Humphrey School of Public Affairs, May 2016.

⁴ For a deeper exploration of this issue, see *How to Dramatically Expand SNAP E&T in Minnesota*, MSPWin, April 2015, available at http://mspwin.org/wp-content/uploads/2015/04/MN_SNAP_ET_Expansion_White_Paper_MSPWin_04_08_15.pdf

Amid these realities, many advocates, policy makers, and service providers have recognized the opportunity SNAP E&T represents to address the multiple barriers faced by very low-income households. By leveraging uncapped federal reimbursement, Minnesota has the opportunity to greatly expand employment and training services for this population in order to remove employment barriers, improve outcomes, and increase self-sufficiency. Furthermore, an expansion of E&T programming can serve as a catalyst for building capacity and coordination among service providers, counties, and state government to address disparities together.

Current Efforts

Minnesota is currently engaged in efforts to expand E&T at the state, county, and local levels, including the operation of pilot projects with service providers and planning around the redesign of state and county administrative roles and processes. In early 2016, Minnesota was among 10 states selected to participate in the federal USDA Snap to Skills project, a peer-to-peer effort to help states design improved E&T programs.⁵ In addition, Minnesota is receiving further direct technical assistance from the Seattle Jobs Initiative, a national leader in the design of E&T programs and a key partner in building Washington State's exemplary Basic Food Employment and Training (BFET) program.

III. About This Report

As part of the larger E&T expansion project, Hennepin and Ramsey Counties commissioned InsightWorks LLC to explore a few key facets of the effort in greater depth:

- **Gauging the approximate size of the expansion opportunity**, particularly in Hennepin and Ramsey Counties, through an inventory of potentially reimbursable public and private spending currently serving SNAP-eligible populations
- **Identifying opportunities for expansion and key challenges** through the funding inventory and further input from service providers
- **Providing recommendations** for moving forward and addressing key challenges

The work was overseen by the Hennepin/Ramsey County SNAP E&T Steering Committee and an "Inventory Work Group" consisting of county, state, provider, and funder representatives. The resulting analysis focuses primarily on expansion opportunities in Hennepin and Ramsey Counties (home to Minneapolis and Saint Paul), though the inclusion of statewide programs and funding streams in the inventory provides some sense of the overall opportunity across Minnesota as a whole.

Methodology and Information Gathering

The analysis that follows uses a two-pronged approach. The first approach was to inventory existing public and private funding streams, assess their "fitness" for E&T programming, and provide a rough estimate of the amount of federal reimbursement these funding streams could leverage.

The second approach was to inventory the interest, capacities, and needs of service providers, drawing from a Solicitation of Interest (see Exhibit E) released by Hennepin County in March 2016.

Between these two approaches, information was collected from:

- 32 public programs and funding streams at the state, county, and local levels
- 11 private foundations, plus a supplementary analysis of a statewide grants database from the Minnesota Council on Foundations
- 32 service providers via the Hennepin County Solicitation of Interest

Further detail on the methodologies and results of the two approaches follows.

⁵ For more information, see <http://www.fns.usda.gov/pressrelease/2016/005616>

IV. Findings on SNAP E&T Funding and Reimbursement Potential

An inventory of funding streams identified nearly \$20.1 million⁶ in annual employment and training expenditures (and related supports) in Hennepin and Ramsey Counties targeted at individuals who are enrolled in or likely eligible for SNAP benefits. The inventory includes funding streams that also serve populations outside Hennepin and Ramsey Counties, and when those expenditures are included, the estimate of annual funding well-aligned to SNAP E&T grows to \$28.9 million. This larger estimate is not quite a statewide estimate because the inventory was focused only on funding streams with some impact in the Minneapolis-St. Paul metropolitan area.⁷ A true statewide estimate based on a more representative sample of programs across Minnesota would be larger still.

To the extent these employment and training expenditures could serve SNAP recipients⁸, they could generate a 50 percent reimbursement from the federal government. **Based on the estimates above, this implies an annual reimbursement of \$10 million in Hennepin and Ramsey Counties and \$14.5 million more broadly.**⁹

Table 1 summarizes the findings across major funding sources:

Table 1: Summary of SNAP E&T Funding Potential

Major Funding Source	Overall Amount of Well-Aligned Funding	% of Those Served on SNAP or Likely Eligible	Estimate of Potential E&T Funding	Estimate of Potential E&T Funding, Hennepin and Ramsey Counties	Estimate of Potential Reimbursement	Estimate of Potential Reimbursement, Hennepin and Ramsey Counties
Local Government	\$12,861,201	42%	\$2,215,960	\$2,215,960	\$1,107,980	\$1,107,980
Philanthropy	\$10,976,000	69%	\$8,318,750	\$7,520,125	\$4,159,375	\$3,760,063
Service Providers	\$15,159,464	75%	\$4,616,089	\$4,072,616	\$2,308,045	\$2,036,308
State	\$82,017,500	22%	\$13,763,168	\$6,266,670	\$6,881,584	\$3,133,335
Grand Total	\$121,014,165	37%	\$28,913,967	\$20,075,371	\$14,456,983	\$10,037,685

In addition, a supplemental analysis of data on grant-making in 2014 from the Minnesota Council on Foundations suggests that an additional \$6.75 million in private grant-making statewide (\$4.73 million in the Minneapolis-St. Paul metro) is well-aligned to SNAP E&T.¹⁰ However, these amounts are kept out of the grand totals listed above and elsewhere because they are more speculative than the other estimates with regard to services provided and populations served.

See the Exhibits A and B for more information.

⁶ These funding totals, as well as other dollar amounts listed elsewhere, are subject to a number of important caveats. First, the extent to which these funds currently or prospectively serve SNAP recipients is often an educated guess, potentially including individuals who would not be eligible or interested in SNAP and E&T in particular. Second, a detailed analysis of expenditures was not undertaken to filter out any potentially non-reimbursable spending. Third, totals should be used with caution, as fully marshaling all funds for the purposes of E&T may be unrealistic (at least in the near term) due to other constraining factors, such as organizational and/or system capacity or the ability to find and engage participants. Lastly, the list of funding sources and providers included is not exhaustive; care was taken to identify and engage those programs and funding sources that appeared best-aligned to SNAP E&T, but some may have been unintentionally overlooked.

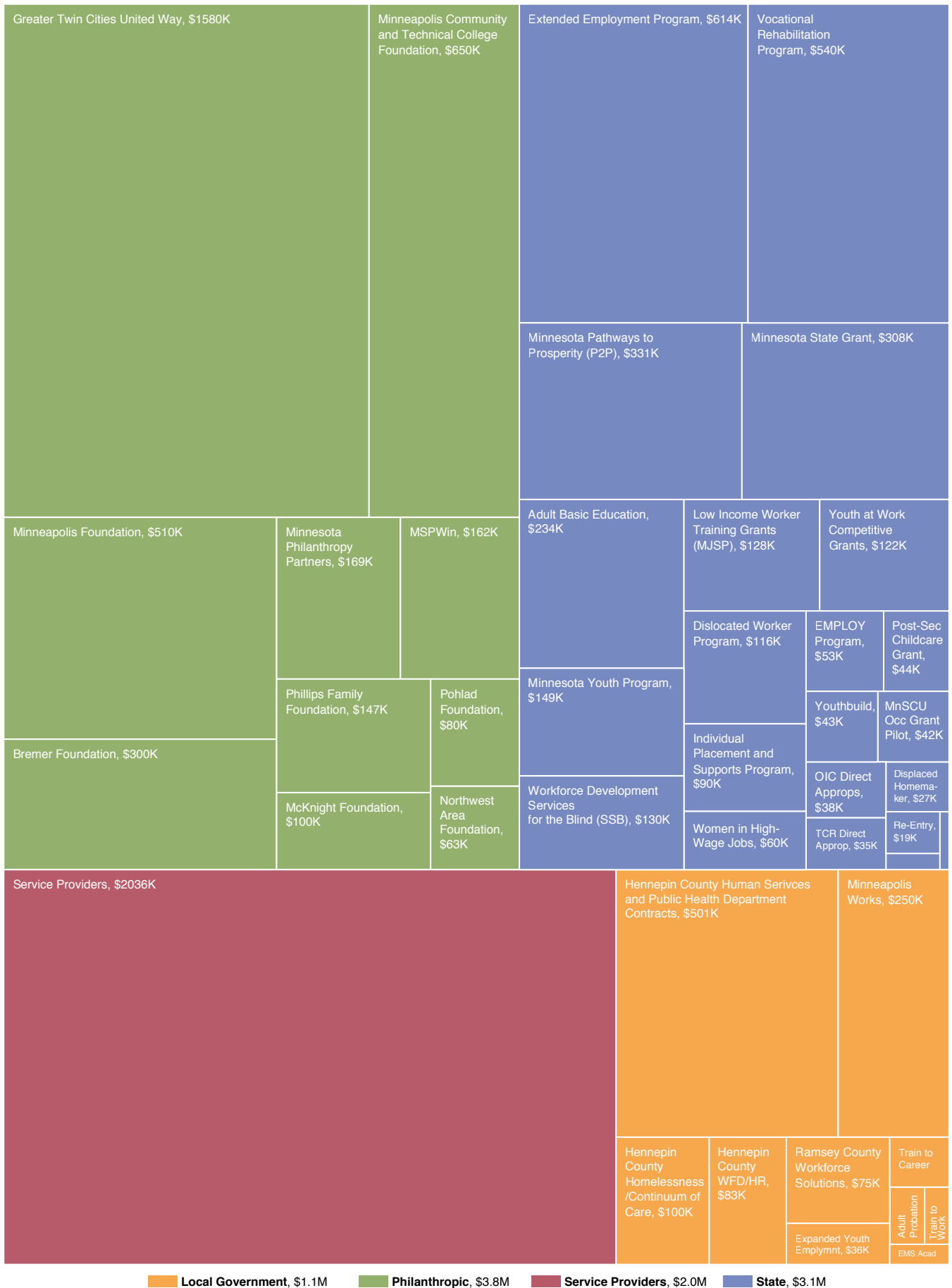
⁷ For instance, service providers operating entirely outside Hennepin and Ramsey Counties were not inventoried (with one exception), nor were other counties and local governments outside Hennepin and Ramsey. On the other hand, the analysis does include statewide programs (such as Adult Basic Education or WIOA Adult). For these programs, the broader estimates are effectively statewide estimates.

⁸ It is likely that some of the inventoried expenditures already serve SNAP participants but aren't being formally accounted for as such. In other cases, those being served are likely SNAP-eligible but not currently enrolled in SNAP.

⁹ As a comparison, in a white paper from April 2015, MSPWin conservatively estimated an annual reimbursement opportunity of \$5-10 million. See *How to Dramatically Expand SNAP E&T in Minnesota*, MSPWin, April 2015, available at http://mspwin.org/wp-content/uploads/2015/04/MN_SNAP_ET_Expansion_White_Paper_MSPWin_04_08_15.pdf

¹⁰ These estimates were derived from an overall pool of \$86.6 million in grants made by Minnesota Council on Foundations (MCF) members in 2014. Thanks to Daniel Gerdes, Americorps VISTA, of the Pohlad Family Foundation for assistance with the MCF data and its analysis.

Chart 1: Estimates of SNAP E&T Reimbursement Potential in Hennepin and Ramsey Counties, \$10.0M total



Local Government, \$1.1M Philanthropic, \$3.8M Service Providers, \$2.0M State, \$3.1M

Boxes are sized in proportion to the values they represent. For more information, see Exhibits A and B

Exhibit A: SNAP E&T Funding and Reimbursement Estimates

Program / Funding Source	Category	Administrator	Funding Source	E&T-Related Funding (A)	% Of Those Served Who Are Enrolled In or Likely Eligible for SNAP (B)	% Also Living in Hennepin & Ramsey (C)	Final Estimate of E&T Funding (Overall) (D) = (A)x(B)*	Final Estimate of E&T Funding (Hennepin & Ramsey Only) (E) = (A)x(C)	Final Estimate of Reimbursement (Overall) (F) = (D)/2	Final Estimate of Reimbursement (Hennepin & Ramsey Only) (G) = (E)/2
Minneapolis Works	Local Govt	Minneapolis	CDBG	\$1,000,000	50%	50%	\$500,000	\$500,000	\$250,000	\$250,000
Train-to-Career	Local Govt	Minneapolis	Local Government	\$500,000	10%	10%	\$50,000	\$50,000	\$25,000	\$25,000
Expanded Youth Employment	Local Govt	Saint Paul	CDBG	\$276,000	26%	26%	\$71,760	\$71,760	\$35,880	\$35,880
St. Paul EMS Academy	Local Govt	Saint Paul	Local Government	\$201,705	10%	10%	\$20,171	\$20,171	\$10,086	\$10,086
Adult Probation Program (DOCCR)	Local Govt	Hennepin County	County Tax Levy	\$45,000	75%	75%	\$33,750	\$33,750	\$16,875	\$16,875
County Homelessness / Continuum of Care	Local Govt	Hennepin County	County Tax Levy	\$9,000,000			\$200,000	\$200,000	\$100,000	\$100,000
County Human Resources / Workforce Development	Local Govt	Hennepin County	County Tax Levy	\$300,000			\$165,541	\$165,541	\$82,771	\$82,771
HSPHD Contracts	Local Govt	Hennepin County	County Tax Levy	\$1,338,496	75%	75%	\$1,001,238	\$1,001,238	\$500,619	\$500,619
Train to Work	Local Govt	Hennepin County	County Tax Levy	\$50,000	47%	47%	\$23,500	\$23,500	\$11,750	\$11,750
Ramsey County Workforce Solutions	Local Govt	Ramsey County	County Tax Levy	\$150,000			\$150,000	\$150,000	\$75,000	\$75,000
Bremer Foundation	Philanthropic		Private	\$1,200,000	75%	50%	\$900,000	\$600,000	\$450,000	\$300,000
Greater Twin Cities United Way	Philanthropic		Private	\$4,680,000	75%	68%	\$3,510,000	\$3,159,000	\$1,755,000	\$1,579,500
McKnight Foundation	Philanthropic		Private	\$250,000	80%	80%	\$200,000	\$200,000	\$100,000	\$100,000
MCTC Foundation	Philanthropic		Private	\$1,200,000	10%	10%	\$120,000	\$1,300,000	\$650,000	\$650,000
Minneapolis Foundation	Philanthropic		Private	\$450,000	85%	85%	\$382,500	\$1,020,000	\$510,000	\$510,000
Minnesota Philanthropy Partners**	Philanthropic		Private	\$741,000	75%	75%	\$555,750	\$337,500	\$168,750	\$168,750
MSPWin	Philanthropic		Private	\$600,000	75%	75%	\$450,000	\$380,000	\$190,000	\$162,000
Northwest Area Foundation	Philanthropic		Private	\$355,000	75%	63%	\$266,250	\$150,000	\$75,000	\$62,500
Phillips Family Foundation	Philanthropic		Private	\$1,500,000	75%	68%	\$1,125,000	\$294,625	\$160,625	\$147,313
Pohlad Foundation***	Philanthropic		Private	\$15,159,464	75%	68%	\$11,369,598	\$4,072,616	\$2,036,308	\$2,036,308
Service Providers	Providers		Various Sources	\$23,230,000	2%	1%	\$464,600	\$232,300	\$116,150	\$116,150
Dislocated Worker Program	State	DEED	WFD Fund	\$1,060,000	62%	5%	\$657,200	\$63,000	\$328,600	\$26,500
Displaced Homemaker Program	State	DEED	Special Revenue Fund	\$12,280,000	20%	10%	\$2,456,000	\$1,228,000	\$1,228,000	\$614,000
Expanded Employment Program	State	DEED	WFD & General Fund	\$1,800,000	20%	10%	\$360,000	\$180,000	\$90,000	\$90,000
Individual Placement and Supports Program	State	DEED	General Fund	\$4,413,000	27%	15%	\$1,191,510	\$661,950	\$595,755	\$330,975
Minnesota Pathways to Prosperity (P2P)	State	DEED	WFD & General Fund	\$3,500,000	26%	9%	\$910,000	\$298,656	\$455,000	\$149,328
Minnesota Youth Program	State	DEED	WFD Fund	\$500,000	20%	15%	\$100,000	\$75,000	\$50,000	\$37,500
OIC Direct Appropriations	State	DEED	WFD Fund	\$250,000	30%	28%	\$75,000	\$70,000	\$37,500	\$35,000
Twin Cities RISE Direct Appropriation	State	DEED	WFD Fund	\$10,800,000	20%	20%	\$2,160,000	\$1,080,000	\$1,080,000	\$540,000
Vocational Rehabilitation Program	State	DEED	General Fund	\$500,000	29%	24%	\$145,000	\$120,000	\$72,500	\$60,000
Women in High-Wage, High-Demand Non-Trad'l Jobs State	State	DEED	WFD Fund	\$2,848,000	20%	9%	\$740,480	\$243,020	\$370,240	\$121,510
Youth at Work Competitive Grants	State	DEED	WFD Fund	\$1,000,000	20%	9%	\$260,000	\$85,330	\$130,000	\$42,665
Youthbuild	State	DEED	WFD Fund	\$900,000	2%	1%	\$18,000	\$9,000	\$9,000	\$4,500
Job Training Grant Program	State	DEED - MJSP	WFD Fund	\$1,700,000	19%	15%	\$323,000	\$255,000	\$127,500	\$127,500
Low Income Worker Training Grants	State	DEED - MJSP	WFD & General Fund	\$2,600,000	20%	10%	\$520,000	\$260,000	\$260,000	\$130,000
Workforce Development Services for the Blind	State	DEED - SSB	General Fund	\$350,000	50%	30%	\$175,000	\$105,000	\$87,500	\$52,500
EMPLOY Program	State	DOC - MC	Earned Revenue	\$151,500	25%	25%	\$75,750	\$37,875	\$37,875	\$18,938
Re-Entry Program (contract with DEED)	State	DOC	General Fund	\$9,360,000	10%	5%	\$936,000	\$468,000	\$468,000	\$234,000
Adult Basic Education****	State	DOE	State General Fund		9%	3%	\$44,106	\$14,762	\$22,053	\$7,381
Minnesota Indian Scholarships	State	OHE	State General Fund		9%	3%	\$1,720,310	\$616,308	\$660,155	\$308,154
Minnesota State Grant	State	OHE	State General Fund		9%	3%	\$211,957	\$84,783	\$105,979	\$42,392
MnSCU Two-Year Occupational Grant Pilot Program	State	OHE	State General Fund	\$4,775,000	9%	3%	\$219,255	\$88,686	\$109,628	\$44,343
Postsecondary Child Care Grant Program	State	OHE	State General Fund		9%	3%				
Averages and Grand Totals				\$121,014,165	37%	33%	\$28,913,967	\$20,075,371	\$14,456,983	\$10,037,685

Notes:
- This list is not exhaustive; care was taken to identify and engage those programs and funding sources that appeared best-aligned to SNAP E&T, but some may have been unintentionally overlooked.
- The SNAP estimates from programs/funders (B and C) are mostly educated approximations; only a few collect this information. Some use a broader measure of public assistance receipt, which could include MFJP participants for whom E&T services would not be reimbursable. SNAP participants are nearly ten times as numerous as MFJP participants and co-enrollment hovers around 6 percent, but some programs may tend to provide services to those more likely to fit the MFJP profile.
- Funding amounts may include certain unreimbursable expenditures; providers were asked to do their best to exclude these and the analysis further filtered our clear instances where funds were used for unreimbursable items.
- Funding grants totals should be used with caution, as fully marshaling all funds simultaneously may be unrealistic in the near term due to other constraining factors, such as organizational and/or system capacity or the ability to find and engage participants.
- Analysis of the Minnesota Council on Foundations Grants database for the year 2014 suggests that foundations other than those listed above made grants totaling \$6.75 million well-aligned to E&T services and populations across Minnesota; of this total, \$4.73 is invested in the Twin Cities Metro; these totals are not included above because the analysis may double-count other amounts listed and may be more speculative than other estimates.
- DEED: Department of Employment and Economic Development; MJSP: Minnesota Job Skills Partnership; SSB: State Services for the Blind; DOC: Department of Corrections; MC: MINNOCORR Industries; DOE: Department of Education; OHE: Office of Higher Education; CDBG: Community Development Block Grant; MnSCU: Minnesota State Colleges and Universities; DOCCR: Hennepin Department of Community Corrections and Rehabilitation; MCTC: Minneapolis Community and Technical College; HSPHD: Hennepin Department of Human Services and Public Health
* Final estimates are not always calculated in this way; some were estimated directly or using other methods and assumptions.
** Includes the F.R. Bigelow Foundation and the Saint Paul Foundation
*** Includes professional development training expenditures for Americorps VISTA volunteers serving the foundation and its grantees; Americorps members are eligible for SNAP, and such expenditures are most likely reimbursable.
**** The \$9.3 million figure represents only 20 percent of total state ABE spending; the other 80 percent is excluded because it is matched to the federal ABE program. However, every year an additional 10 percent of state ABE funding can be disengaged from this match, enabling its potential to leverage additional federal E&T reimbursement.

Exhibit B: Service Provider Funding and Reimbursement Estimates in Detail

Of Those Served:

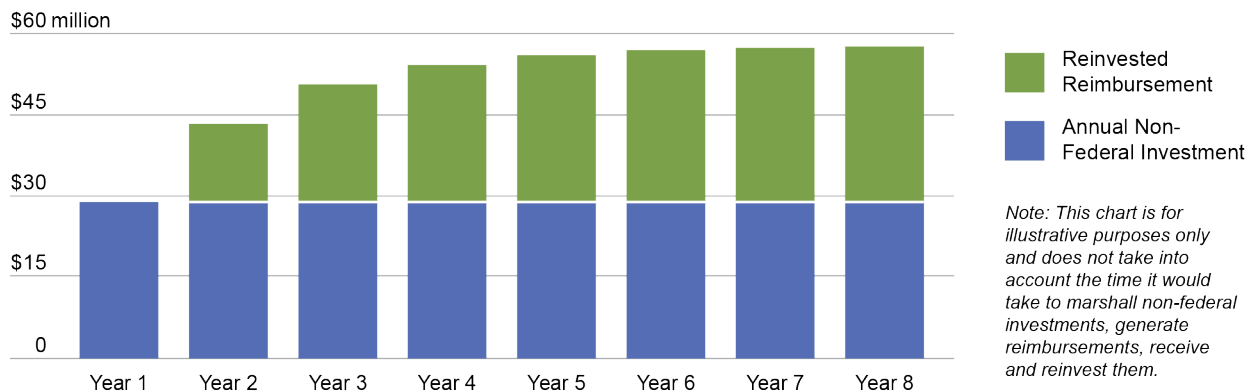
Provider	(A)	(B)	(C)	(D)	(E)	(F) = (E)x(A)	(G)	(H) = Smaller of (E) Funding (Statewide)	(I) = (H)x(C)	(J) = (H)/2	(K) = (I)/2
	% Enrolled In or Likely Eligible for SNAP	# Enrolled In or Likely Eligible for SNAP	% Living in Hennepin & Ramsey	Total E&T-Related Funding Listed by Provider	Portion Not Accounted For Elsewhere in the Inventory	Amount Potentially Spent on SNAP in the Participants Based on SNAP %	Amount Provider Estimated They Could Spend on E&T Services	Final Estimate of E&T Funding (Statewide)	Final Estimate of E&T Funding (Hennepin & Ramsey Only)	Final Estimate of Reimbursement (Statewide)	Final Estimate of Reimbursement (Hennepin & Ramsey Only)
American Indian Family Center	95%	NA	99%	\$400,000	\$50,000	\$47,500	NA	\$47,500	\$47,025	\$23,750	\$23,513
American Indian OIC	71%	863	91%	\$633,000	\$40,000	\$28,400	\$400,000	\$28,400	\$25,844	\$14,200	\$12,922
African Workforce & Entrepreneurial Development	85%	107	90%	\$251,200	\$1,200	\$1,020	\$200,000	\$1,020	\$918	\$510	\$459
Community Access for New Immigrants & African Refugees	70%	350	100%	\$30,500	\$30,500	\$21,350	\$25,000	\$21,350	\$21,350	\$10,675	\$10,675
CAPI USA	5%	1,050	98%	\$785,500	\$45,500	\$2,275	\$150,000	\$2,275	\$2,230	\$1,138	\$1,115
Catholic Charities of St. Paul and Minneapolis	60%	2,700	84%	\$115,000	\$115,000	\$69,000	\$115,000	\$69,000	\$57,960	\$34,500	\$28,980
Comunidades Latinas Unidas En Servicio (CLUES)	88%	280	95%	\$591,000	\$0	\$0	\$412,000	\$0	\$0	\$0	\$0
EMERGE Community Development	87%	1,788	97%	\$847,500	\$272,500	\$235,713	\$153,000	\$153,000	\$148,410	\$76,500	\$74,205
Goodwill Easter Seals	70%	4,000	88%	\$4,576,388	\$3,455,500	\$2,418,850	\$500,000	\$500,000	\$440,000	\$250,000	\$220,000
Guadalupe Alternative Programs	95%	150	100%	\$625,323	\$40,000	\$38,000	NA	\$38,000	\$38,000	\$19,000	\$19,000
Hennepin Healthcare Services, MVNA Family Health	25%	35	100%	\$1,497,163	\$1,050,940	\$262,735	\$100,000	\$100,000	\$100,000	\$50,000	\$50,000
HIRED	37%	3,011	87%	\$4,206,227	\$291,930	\$108,014	\$4,200,000	\$108,014	\$93,972	\$54,007	\$46,986
Hmong American Partnership	100%	885	100%	\$1,313,803	\$651,833	\$651,833	\$76,000	\$76,000	\$76,000	\$38,000	\$38,000
International Institute of Minnesota	89%	678	85%	\$1,211,700	\$287,700	\$256,053	\$1,169,700	\$256,053	\$217,645	\$128,027	\$108,823
Jewish Family and Children's Service of Minneapolis	63%	40	95%	\$1,207,340	\$535,000	\$337,050	\$100,000	\$100,000	\$95,000	\$50,000	\$47,500
Jewish Family Services of St. Paul	75%	75	98%	\$150,000	\$35,000	\$22,050	\$150,000	\$22,050	\$21,609	\$11,025	\$10,805
Lifetrack	78%	721	90%	\$2,625,000	\$465,000	\$362,700	\$50,000	\$50,000	\$45,000	\$25,000	\$22,500
Merrick Community Services	85%	6,080	90%	\$283,000	\$145,000	\$123,250	\$155,000	\$123,250	\$110,925	\$61,625	\$55,463
Metro Social Services	100%	30	90%	\$50,000	\$50,000	\$50,000	NA	\$50,000	\$45,000	\$25,000	\$22,500
Minnesota Computers for Schools	77%	139	100%	\$175,000	\$75,000	\$57,750	\$316,750	\$57,750	\$57,750	\$28,875	\$28,875
NorthPoint	31%	690	100%	\$789,700	\$501,700	\$155,527	\$204,000	\$155,527	\$155,527	\$77,764	\$77,764
Our Savior's Community Services	90%	525	100%	\$266,411	\$286,411	\$239,770	\$266,411	\$239,770	\$239,770	\$119,885	\$119,885
PPL	47%	560	98%	\$903,000	\$125,000	\$58,750	\$900,000	\$58,750	\$57,575	\$29,375	\$28,788
RESOURCE	100%	90	77%	\$3,205,168	\$1,063,350	\$1,063,350	\$650,000	\$650,000	\$500,500	\$325,000	\$250,250
South Central Minnesota Workforce Council	80%	1,790	0%	\$1,181,648	\$90,000	\$72,000	\$265,000	\$72,000	\$0	\$36,000	\$0
Scholarship America	100%	101	100%	\$75,000	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0
Sisters Need a Place	100%	50	100%	\$14,400	\$14,400	\$14,400	NA	\$14,400	\$14,400	\$7,200	\$7,200
Summit Academy OIC	80%	560	84%	\$3,209,000	\$2,669,000	\$2,135,200	\$545,530	\$545,530	\$458,245	\$272,765	\$229,123
Twin Cities RISE	80%	404	90%	\$2,610,000	\$2,055,000	\$1,644,000	\$500,000	\$500,000	\$450,000	\$250,000	\$225,000
Ujamaa Place	100%	55	99%	\$1,100,000	\$300,000	\$300,000	\$300,000	\$300,000	\$297,000	\$150,000	\$148,500
YMCA	60%	4,020	93%	\$342,000	\$342,000	\$205,200	\$342,000	\$205,200	\$190,836	\$102,600	\$95,418
YouthLink	75%	300	90%	\$190,000	\$95,000	\$71,250	\$200,000	\$71,250	\$64,125	\$35,625	\$32,063
Averages and Grand Totals	75%	32,127	91%	\$35,460,971	\$15,159,464	\$11,052,990	\$12,921,891	\$4,616,089	\$4,072,616	\$2,308,045	\$2,036,308

Notes:

- This list of providers is not exhaustive, but does consist of those providers who responded to a Hennepin County Solicitation of Interest on expanding SNAP E&T services. All providers indicated interest in participating in expansion efforts.
- The SNAP estimates from providers (A and B) are mostly educated approximations; only a few providers collect this information. Some use a broader measure of public assistance receipt, which could include MFIP participants for whom E&T services would not be reimbursable. SNAP participants are nearly ten times as numerous as MFIP participants and co-enrollment hovers around 8 percent, but some providers may tend to provide services to those more likely to fit the MFIP profile.
- Column (G) is useful only if one is considering potential E&T funding purely from the provider perspective. Since (G) includes amounts accounted for elsewhere in the inventory (e.g. from sources like DEED or United Way), it should not be used in the context of the larger inventory, since this would double-count many dollars. In the context of the larger inventory, (H) or (I) should be used.
- Funding amounts may include certain unreimbursable expenditures; providers were asked to do their best to exclude these and the analysis further filtered out clear instances where funds were used for unreimbursable items.
- Funding grand totals should be used with caution, as fully marshaling all funds simultaneously may be unrealistic in the near term due to other constraining factors, such as organizational and/or system capacity or the ability to find and engage participants.
- NA indicates no answer given

Reimbursed funds could in turn be used to further serve Minnesotans with significant barriers to employment.¹¹ In fact, if reimbursed funds are spent on additional E&T programming, they too can generate further reimbursement. If state and local investments in E&T are maintained and all reimbursements are reinvested into E&T, the program could eventually be grown to double its initial state/local investment.

Chart 2: Reinvesting Reimbursements Eventually Doubles the Size of the E&T Program



How the Estimates Were Made: Assessing Alignment with SNAP E&T

Through interviews, a Hennepin County Solicitation of Interest, referrals, and other information gathering efforts, funding streams potentially well-aligned with SNAP E&T were identified. For each, potential SNAP E&T funding and reimbursement estimates were achieved by assessing a few key factors:

- **The “Right” Services:** To be reimbursable, expenditures must pay for specific employment and training services, including related supports and certain administrative activities
- **The “Right” Funds:** To be reimbursable, the funding source must be non-federal and not used as a match or leverage for other federal programs
- **The “Right” Participants:** To be reimbursable, activities must serve individuals receiving SNAP. For each funding stream, we estimated the proportion of individuals served who are enrolled in SNAP, or likely eligible for SNAP based on household income. In some cases, these proportions were knowable via program data at the individual level, but more often, educated approximations were used

A fourth factor, service provider capacity, was partially assessed through a Hennepin County Solicitation of Interest (see Exhibit E), but was not built into estimates explicitly:

- **The “Right” Capacity:** To operate a local E&T program, a service provider must have a specific set of capacities, including the ability to handle fairly strenuous administrative requirements

See Exhibit C for more information on the parameters and requirements of SNAP E&T.¹²

¹¹ Practically speaking, this level of reimbursement could not be achieved all at once, but would require sustained effort and resources to develop claims that would generate reimbursements.

¹² For a more comprehensive guide to E&T programs and policies, see the *Employment and Training Toolkit: A Toolkit to Help States Create, Implement, and Manage Dynamic E&T programs*, USDA Food and Nutrition Service, 2013, available at http://www.fns.usda.gov/sites/default/files/ET_Toolkit_2013.pdf

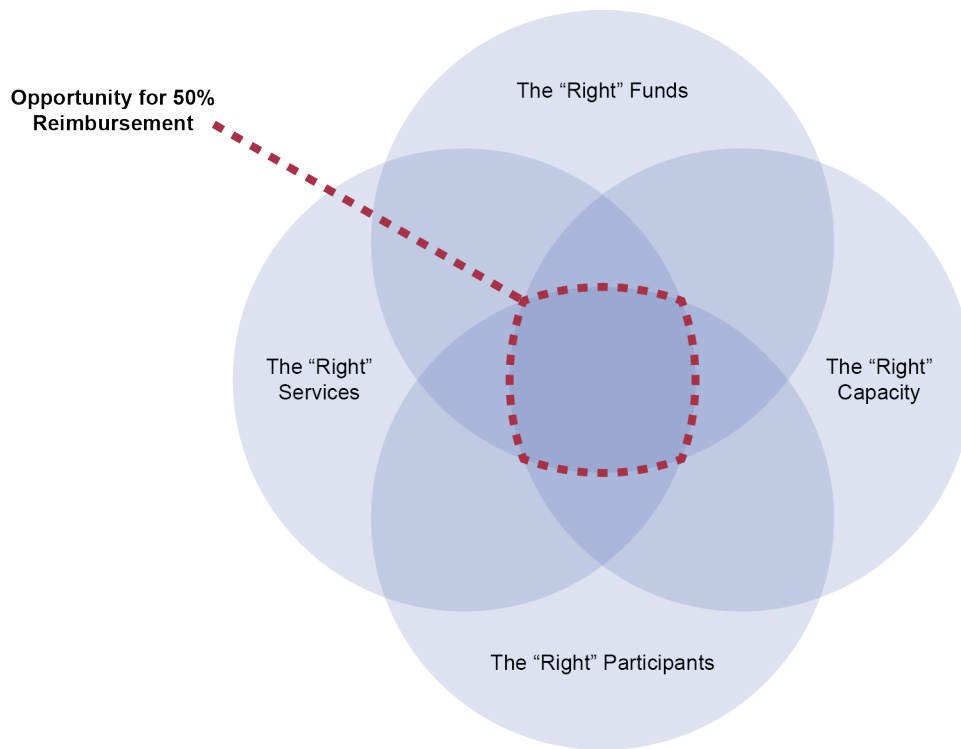
Exhibit C: Key Parameters for E&T Programs

The “Right” Funds	The “Right” Services	The “Right” Participants	The “Right” Capacity
<p>Funding must be:</p> <ul style="list-style-type: none"> • Non-federal • Not committed as match for other federally funded programs • Available throughout the federal fiscal year (10/1 to 9/30) <p>Funding can include:</p> <ul style="list-style-type: none"> • State, county, or city funds • Donations from private firms or nonprofits • Foundation funds • Social venture funds • In-kind donations (government entities only) • Community Development Block Grants <p>Funding can be used:</p> <ul style="list-style-type: none"> • For expenses considered reasonable, necessary, and directly related to E&T services • For the planning, implementation and operations of the E&T program, including promotional efforts <p>Notable Exceptions:</p> <ul style="list-style-type: none"> • Funds that pay for services that are available to all residents (i.e. state entitlements) • Funds cannot be used to serve federally-funded TANF participants 	<p>Partners are not required to provide all of the following, but each participant must maintain a minimum of 80 “countable” hours per month.</p> <p>Orientation, Assessment, and Employment Plan</p> <ul style="list-style-type: none"> • Required but not “countable” <p>Job Seeking Skills/Job Club</p> <ul style="list-style-type: none"> • Structured group sessions ranging from 4 to 20 total hours weekly • Only countable if time spent is less than 50% of the required 80 hours/month <p>Job Search</p> <ul style="list-style-type: none"> • Tracked hourly • Only countable if time spent is less than 50% of the required 80 hours/month <p>Career and Technical Training</p> <ul style="list-style-type: none"> • Typically provided by colleges or training institutions that provide a certification or diploma, but may not necessarily result in credit based learning; • May pay for tuition • Vocational training is limited to two years or less • Services must go beyond what typical students receive <p>Basic Education</p> <ul style="list-style-type: none"> • Includes contextualized programs such as ESL/LEP, high school completion/equivalency, ABE, MIN Adult Diploma Program, Bridge Programming and credential attainment <p>Workfare</p> <ul style="list-style-type: none"> • Non-paid work at contracted, supervised work sites • Participation hours determined by dividing monthly SNAP allotment by federal minimum wage <p>Social Services</p> <ul style="list-style-type: none"> • Referrals to programs to help overcome barriers to work • Cannot exceed 49% of the required 80 hours per month <p>Retention Services</p> <ul style="list-style-type: none"> • Available to participant for 90 days from the date of employment • Includes support services required for the job (e.g. clothing, equipment or tools, transportation. • Includes post-employment counseling, coaching, case management activities <p>Support Services</p> <ul style="list-style-type: none"> • To help overcome barriers to work and training components • Includes reimbursements to participants for actual costs regarding transportation assistance, clothing, temporary housing and utility assistance, personal hygiene and grooming, school supplies, and tools/equipment 	<p>To be eligible for SNAP, a household must earn less than 165% of the federal poverty guideline.</p> <p>SNAP recipients must participate in E&T <u>unless</u> they:</p> <ul style="list-style-type: none"> • Receive MFIP • Are under 16 or over 55 • Have a mental or physical illness, injury, or incapacity which is expected to continue and impairs the ability to work • have a dependent in their household who is under age six or is disabled • Receive UI or are subject to UI work requirements • Participate each week in a drug addiction or alcohol abuse treatment and rehabilitation program • Are employed or self-employed for 30+ hours/week • Are a student enrolled at least half time in any school, training program, or institution of higher education (including Dislocated Worker, WIOA, or TAA programs) <p>These mandatory E&T participants are often referred to as ABAWDs (Able-Bodied Adults Without Dependents).</p> <p>The state, within the confines of available funding, also offers employment and training services to SNAP recipients who are not ABAWDs, but who voluntarily choose to participate.</p> <p>Participation in E&T “stops” the clock that limits ABAWDs to three months of SNAP benefits within a three-year period.</p> <p>Notable Exception:</p> <ul style="list-style-type: none"> • Participants must knowingly participate in E&T and be placed in an approved program component. In other words, providers cannot simply match education/training participant rosters against SNAP rolls and claim reimbursement for matched participants. 	<p>Service Capacity</p> <ul style="list-style-type: none"> • Ability to assess, enroll, and provide appropriate and effective services to target population • Ability to verify eligibility or participation in SNAP <p>Data/Reporting Capacity</p> <ul style="list-style-type: none"> • Ability to track eligibility, participation, etc using Workforce One (WF-1) <p>Financial Capacity</p> <ul style="list-style-type: none"> • Sufficient cash flow (60-180 days between outlays and reimbursement) • Cost allocation and grant management procedures that meet federal grant standards • Costs are consistently charged to the general public or to other Federal, State, or local grants

For a more comprehensive guide to E&T programs and policies, see the *Employment and Training Toolkit: A Toolkit to Help States Create, Implement, and Manage Dynamic E&T programs*, USDA Food and Nutrition Service, 2013, available at http://www.fns.usda.gov/sites/default/files/ET_Toolkit_2013.pdf

Taken together, these factors allow for very rough estimates of SNAP E&T funding potential, which were further assessed for their concentration in Hennepin and Ramsey Counties.

Chart 3: A Framework for Understanding and Inventorying Opportunities for SNAP E&T Expansion



Further Considerations

The estimates provided by this analysis should be interpreted as an initial scan of prospective opportunities, warranting further investigation.¹⁴ Moving forward, it will be important to assess the most promising funding sources more deeply, with a few things in mind:

- The extent to which the funding (and the activities it supports) currently aligns with allowable E&T services, and/or how readily services could be tailored to align with E&T
- The extent to which the funding (and the programs it funds) currently serves SNAP recipients eligible for E&T services
- Other factors, such as sustainability, potential partnerships, demonstrated performance, and administrative or “system” considerations.

¹⁴ For more information on funding streams warranting further exploration, as well as those that were considered but not included due to a lack of “fit”, see Exhibit D: Additional Programs.

V. Findings on Service Provider Interest, Services, and Capacity

To complement the more “top down” funding stream analysis, we undertook a more “bottom up” analysis focused on service providers, their services and capacities, and the challenges they might face as E&T providers.

Thirty-two service providers responded to a Hennepin County Solicitation of Interest on expanding SNAP E&T in March 2016. All respondents indicated interest in participating in expansion efforts, and together they estimated they could engage \$12.9 million in non-federal funds towards E&T services.¹⁵

Services Provided

Providers were asked to describe the E&T-related services they provide. Generally respondents are well-aligned to E&T with regard to services provided:

- 37.5 percent reported providing all allowable E&T services
- 72 percent reported providing at least seven of the nine allowable types of service
- 87.5 percent reported providing a majority of E&T-allowable services
- The most common services provided by respondents were “Assessment and Employment Plans”, “Job Search”, “Social Services Referrals”, and “Support Services”. Each of these services is provided by at least 90 percent of respondents.
- The least common E&T service provided by respondents was “Basic Education”, provided by 47 percent of organizations

Provider Capacity and Needs

Operating an E&T program requires a specific set of significant capacities. Providers were asked to describe their current capacities in relation to the general requirements of running an E&T program. Some provided more detail than others; accordingly, the following numbers likely undercount the extent to which service providers have the following capacities:

- 53 percent reported experience with data tracking systems like Workforce One or Client Track
- 44 percent reported experience managing state and/or federal grants and their associated requirements
- 44 percent indicated a capacity to manage financial outlays up to six months before reimbursements are made
- 28 percent reported experience in outreach specifically to SNAP-eligible individuals and/or providing SNAP enrollment assistance
- Only one organization (excluding those that are current E&T pilots) reported having a county financial assistance worker on-site

Service providers were asked to describe barriers they would likely face in administering an E&T program. Some provided more detail than others; accordingly, the following numbers likely undercount the extent to which service providers may experience the following barriers:

- 47 percent reported a need for better data systems and data access for the purposes of tracking eligibility, enrollment, services, and outcomes
- 34 percent reported a need for better alignment with Counties and/or the state to streamline eligibility, enrollment, and referral processes for clients
- 31 percent highlighted a need for ongoing technical assistance and training around E&T requirements, rules, and procedures

¹⁵ Only a subset of this amount is reflected in the earlier estimates from the funding inventory in order to avoid double-counting. The funding reported by service providers comes from a variety of sources, some of which was already counted at its source. While the \$12.9 million figure is not as useful as the earlier estimates in gauging the overall E&T reimbursement opportunity, it is helpful in *gauging overall provider interest and capacity*.

- 28 percent reported potential challenges around financial outlays, accounting procedures, and financial tracking
- 40 percent reported the need for additional staffing and/or space to operate expanded programming

Populations Served

On average, service providers estimated that 75 percent of those served are either on SNAP or are likely eligible. This represents just over 32,000 individuals (which may double-count certain individuals), 91 percent of which are estimated to reside in Hennepin or Ramsey Counties.

Providers were asked to describe their target population. Some provided more detail than others; accordingly, the following statistics undercount the extent to which the following populations are served:

- 25% specifically indicated that they serve youth
- 25% specifically indicated that they serve immigrant or refugee populations
- 19% specifically indicated that they are culturally-specific organizations
- 13% specifically indicated serving MFIP and/or SNAP populations, including managing the requirements of these programs
- 13% specifically indicated that they serve homeless populations

Gaps in Services

Service providers also reported on gaps in services, which could potentially be addressed by E&T reimbursements.¹⁶ Gaps in services tend to exist around some of the most foundational elements of an individual's success—basic skills, basic supports, often woven together holistically—and tend to be due to a lack of funding directed specifically at these needs (or conversely, an overabundance of prescriptive requirements on existing funding streams that preclude the flexibility to address these needs). To illustrate:

- Many providers report a lack of funds specifically earmarked for extensive work readiness training—such as peer mentoring, empowerment training, self-awareness building, life stabilization skills—holistic interventions that focus less on academic and technical skills and more on these less tangible yet perhaps more foundational success factors.
- Most ABAWDs are not yet ready for career pathways services; they need more “onramps” that focus on basic skills, contextualized learning, work experience, and navigation services, and these kinds of services need dedicated funding.
- Supportive services (transportation, child care, housing, training-related costs, etc.) needs often go unmet, especially for ABAWDs who have a lack of access to mainstream services and systems. Housing stability seems to be a big, growing challenge; it's hard to find funding sources that connect this issue to employment.

¹⁶ For a fuller treatment of gaps in services and current barriers to the E&T program from the point of view of participants, see Birkeland et al., *SNAP E&T Gaps Analysis: Spring 2016 Capstone Project*, Humphrey School of Public Affairs, May 2016.

VI. Challenges to Expanding E&T: Major Themes

While the potential to generate uncapped and unrestricted federal reimbursement is compelling, doing so comes with many challenges. Administering an E&T program—whether from the point of view of the state, counties, or service providers—can be daunting and requires a specific set of capacities.

In speaking to experts in Minnesota and around the county, and in listening to the concerns of providers with and without experience implementing E&T programs, a number of themes emerged:

1. Finding, engaging, and retaining SNAP E&T clients is difficult, particularly in numbers that make a provider's engagement in E&T reimbursement financially workable. For providers, there seems to be a minimum threshold of E&T participants, each generating reimbursement, required to overcome the initial fixed costs of starting and operating a program.
2. Though part of the engagement and retention challenge may be a product of many barriers participants face, much of the challenge could be addressed with streamlined referral, eligibility, and enrollment processes. Connecting participants to SNAP quickly and easily to help ensure follow-through is a major challenge; a better process to enroll people directly and quickly with co-located financial workers would help.
3. Cross-county jurisdictions—differing applications and enrollment processes—are a challenge for providers and those they serve.
4. SNAP participant referrals from counties can be challenging for providers and the county alike, since the two entities often have different goals and approaches, and thus different relationships with those they serve. Low referral rates seem to indicate that a better approach may be to start with employment and training participants, screening them for SNAP at intake.
5. It is difficult for providers to make financial plans around reimbursement payments for at least three reasons: (1) administrative delays, (2) a lack of clarity about which activities are reimbursable, and (3) uncertainty about participant retention in services
6. Providers consistently highlight the need for better data systems to streamline eligibility determination and enrollment, track participation and progress, and to aid in financial accounting.
7. There is a lack of clarity—quite understandable given the complexity of the program—about the administrative, financial, and service-oriented capacities needed to be a successful E&T provider.

VII. Moving Forward: Conclusion and Recommendations

Every challenge presents an opportunity, and so there are many opportunities to grow the E&T program in Minnesota. Doing so can bring more resources to the state, and more importantly, can mean increased services for those with the most significant barriers to employment—filling gaps where other funding sources fall short. The good news is that E&T expansion efforts are ongoing and many of the following ideas are already getting underway.

Near-term recommendations are italicized.

E&T Administration

1. *Establish clear roles, structures, and leadership among DHS, DEED, Counties, and other stakeholder partners to enhance their working relationships and their ability to invite effective partnerships with providers. These roles include but are not limited to: provider engagement, assessment and selection; contracting with providers; monitoring reimbursable activities and other pertinent data; administering reimbursements; determining eligibility and/or managing the eligibility/referral processes; managing data systems; providing technical assistance; providing strategic leadership.*
2. *Allow for the widest possible array of reimbursable activity types to expand opportunities for providers and encourage engagement, attuning these activities to best practices and observed participant needs and service gaps.*
3. Grant greater service provider access to data systems like MAXIS and enhance data sharing to streamline eligibility determination, enrollment, outcome tracking, and financial management processes.
4. Examine and improve the eligibility/enrollment process from the point of view of clients by collocating county financial assistance workers, developing/using expedited processes, and reducing the number interactions required to begin delivering benefits and services. Standardize processes across jurisdictions to the greatest extent possible. Promote usage of emergency SNAP and explore policy options for expanding its application.
5. Make time-to-reimbursement to providers more predictable and as quick as possible, and/or provide “start up” funds to ease uncertainty.
6. Use federal reimbursement to build out the program as needs arise; do not limit the use of reimbursed funds unnecessarily or prematurely.
7. Consider, recommend, and/or implement changes to existing public programs and funding streams to align them with allowable E&T activities—particularly those programs and funding streams that serve E&T-eligible populations but may generally provide non-E&T services. An example would be the Sentencing to Service Program, which could be given an increased employment and training focus to better serve its participants and generate federal reimbursement.

Field Building

8. *Consider ways to nurture a provider learning community around SNAP E&T, ideally built into an existing or emerging effort, in order to:*
 - a. *Assess interest and capacity among providers, and clearly establish the capacities needed to be an E&T provider*
 - b. *Map connections to SNAP-eligible populations and opportunities for outreach*
 - c. *Gather ideas and input from providers on their challenges and needs, in order to inform State/County administrative plans*
 - d. *Share State/County progress and plans*
 - e. *Promote best practices*
 - f. *Provide technical assistance*

9. *Leverage the role of current pilot providers as experts and thought leaders in the field that can promote the program and help other providers make it work for them.*
10. *Develop strategies and materials for providers and county assistance workers to “sell” the program to potential clients; food benefits alone are often not enticing enough to spur engagement, but additional services may increase participation.*
11. *Develop a more formal and more specific partner capacity assessment, building on similar tools in other states like Maryland and Washington.*

Further Exploration

12. *Perform a deeper analysis of how and where to best engage the SNAP E&T population: which geographies, which providers, which systems?*
13. *For those programs/funding streams that seem most promising, engage in a deeper effort to understand the specific services and activities being paid for, working in consultation with USDA FNS and other technical assistance providers, to bring greater clarity to what may be allowable for reimbursement under E&T.*
14. *Build data sharing processes and eligibility models based on existing participant data (provider-collected data and DEED wage data) to better estimate eligibility potential among populations currently being served, or alternatively, increase screening at the provider level using tools like Bridge to Benefits.*
15. *Use the current financial inventory as a living document, reviewing it with new and existing partners to generate ideas and identify opportunities that may have been missed in the first pass.*
16. *Complete a formal study of current pilot projects to assess their strengths and outcomes; better understand challenges pertaining to issues like the eligibility and enrollment process, cash flow, and participant engagement and retention; and implications for program administration.*

Wider Roll-Out

17. *Consider starting small in terms of the number of providers—starting specifically with those that have sufficient service and financial capacity and a strong ability to engage and retain significant numbers of SNAP E&T participants. While the longer-term goal should be a more expansive network of providers, in the near-term a smaller number of well-positioned and highly-motivated providers is more manageable and effective at building the program, addressing challenges, and generating ongoing reimbursement.*

Well-Qualified Service Providers Have:	In Addition, the Best-Qualified Providers Have:
A proven track record of delivering outcomes	The ability to use effective practices to provide most or all E&T-allowable services, or have partnerships with other organizations that do
Sufficient cash flow to provide funds up-front	Ability to minimize and/or manage financial risks associated with reimbursement
Sufficient level of non-federal match funds	Demonstrated sustainability of funds
Sufficient capacity to collect data required throughout the eligibility and enrollment processes and for the purposes of participation tracking and invoicing	Prior experience with specific data systems
Sufficient capacity to enroll and retain significant numbers of participants	Strong relationships and trust with the communities it serves, and a strong track record of outreach and participant recruitment
Sufficient capacity to handle various administrative processes around participant flow (enrollment and referral, participation tracking, accounting and invoicing) in a timely manner	Effective working relationships with county offices administering SNAP
Sufficient financial systems in place to demonstrate that expenses are legitimately charged to E&T (e.g. cost allocation systems, time studies)	Prior experience with federal grants

18. Identify opportunities to “meet participants where they are” by leveraging partnerships and/or colocation with organizations with the best connection/rapport with these populations. Work closely with existing SNAP outreach efforts through DHS, counties, and hunger relief organizations.
 - a. Community colleges may offer a particularly fruitful early opportunity since they have close engagement with their students and a high level of reimbursable costs (including grants); colocation of other service providers and county assistance workers could prove very successful.
 - b. The Adult Basic Education system may provide another good opportunity for early build-out due to its interest and the level of engagement it has with its participants, the scope of its non-federal investments, and its strong professional development / service provider network.
19. Provide new service providers a dedicated technical assistance contact that can help them plan, troubleshoot, and answer questions as needed.
20. Provide clear, up-front and ongoing guidance to help providers understand what is reimbursable and what is not.
21. Build strong staff relationships between service providers and county assistance workers and job counselors to ensure trust, clear roles and processes, and successful referrals and follow-up.

Exhibit D: Additional Programs

Programs / Funding Sources to Explore Further	Notes	Funding Category	Funding Administrator	Key Contacts
Alternative Learning Center Plus	Planning to do some coordination of county supports and add vocational components	Local	Hennepin County	Jamie Halpern
Day Training and Habilitation		Local	Hennepin County	Andrew Ervin
Hennepin County SES contracts		Local	Hennepin County	Andrew Ervin
Hennepin DOCCR Contracts		Local	Hennepin County	Greg Wagner
HSPHD Bridge Funding for Contextualized GED Program (\$200,000)	Employment, on the job training, and wraparound services. MnDOT is subsidizing \$5/hour of wages through a federal pilot that incorporates Hennepin County Public Works (I think). 5% of wages must be registered apprenticeship; retention services also provided.	Local	Hennepin County	John Thorson
Community Colleges	Each campus has its own foundation and other resources that may be targeted to SNAP-eligible populations. OHE Analysis suggests that MCTC, St. Paul College, and Century College have the highest proportion/number of SNAP-enrolled students; all have expressed interest in E&T expansion efforts.	Local/Philanthropic	Community Colleges	Tracy Wilson (St. Paul College); Michele Jersak (Century College)
Community Development Block Grants	The only federal source of funds that is reimbursable. In 2011, 11.4% of national CDBG funds went to public services, 3.8% to other (the rest goes to infrastructure, housing, traditional econ dev, admin).	Federal	Localities	
Met Council Human Resources Training Pathways	Services are allowable under E&T, but most of the funding for this effort is currently federal. Staff are looking to secure state resources, which might then be reimbursable.	Federal (currently)	Metropolitan Council	Marcy Syman
School Districts	May raise local or philanthropic dollars that are put to reimbursable uses.	Local/Philanthropic	School Districts	
Cities and other Localities	May raise local or philanthropic dollars that are put to reimbursable uses.	Local	Localities	
Metropolitan Alliance of Connected Communities (MACC Alliance)	The MACC Alliance Seamless Connection Project seeks to connect unemployed and under-employed food shelf users who are able to work to job counselors and other economic supports through a network of MACC Alliance agencies that operate food shelves, employment and training services, and utilize a common database to facilitate referrals and follow-up.	Service Provider	Various Sources	Darlynn Benjamin
Sentencing to Service (STS) Program	Some local instances of this program may be sufficiently employment/training focused to be allowable under E&T	State	DOC	Ron Solheid

Programs / Funding Sources Investigated but Not Included in Inventory	Notes	Funding Category	Funding Administrator	Key Contacts
TRiO Programs	Funding is federal.	Federal		
Hennepin Child Care Assistance Program	Only a small portion is county-funded, and these funds do not go to employment/training-related activities and/or are already used as match to the federal program.	Local Govt	Hennepin County	Jason Hedin, Carol Miller
Hennepin Health	Federally funded	Federal	Hennepin County	Ross Owen
STEP-UP Summer Internship Program	Stipends are not allowable under E&T, though administration costs and in-kinds may be (though relatively small)	Local/Philanthropic	AchieveMPLS	
St. Paul Right Track Summer Internship Program	Stipends are not allowable under E&T, though administration costs and in-kinds may be (though relatively small)	Local/Philanthropic	City of St. Paul	
Adult Workforce Development Grant	Program no longer exists; merged into Pathways to Prosperity.	State	DEED	Nola Speiser
Independent Living Program	Services are likely not reimbursable due to their lack of direct connection to employment and training.	State	DEED	Kim Peck
Minnesota FastTRAC Program	No longer exists as a standalone program; merged into Pathways to Prosperity.	State	DEED	Nola Speiser
Rural Career Counselor Coordinator Program (DEED)	Does not serve participants directly.	State	DEED	Annie Welch
Institutional Community Work Crew Program (ICWC) and the ICWC Affordable Homes Program	Participants are not SNAP eligible.	State	DOC	Ron Solheid
Work Release Program	Participants are not SNAP eligible.	State	DOC	Ron Solheid
MnSCU (System)	No specific funds geared specifically to a SNAP-eligible population (funds support general operations and services available to all students).	State	MnSCU	Mary Rothchild
DHS Refugee Employment Services	Funding is federal.	State	DHS	
ALLISS Grants (OHE)	Lack of data; appears to be more BA-oriented and thus less likely to be allowable	State	OHE	Nichole Sorenson
Hennepin-Carver Workforce Service Area Programming	Funding is either federal or accounted for in DEED Funding Streams	State/Federal	DEED	Ron White

Exhibit E: Hennepin County Solicitation of Interest

HENNEPIN COUNTY

On behalf of Ramsey County and the Human Services and Public Health Department

SOLICITATION OF INTEREST

Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T) Expansion

Release Date: March 1, 2016

Submission Due Date: 3 p.m. on March 22, 2016

Solicitation of Interest Questionnaire

This questionnaire is for employment and training service providers interested in engaging in prospective efforts to expand the SNAP Employment and Training (E&T) program, in part through a federal 50% reimbursement feature that offsets local investments in the program and could bring new resources to Minnesota.

The purpose of this questionnaire is to roughly gauge the capacity and interest of service providers to potentially become partners in an expansion effort. The information being collected will not be used to make specific programmatic or funding decisions.

Notably, the administrative requirements of operating an E&T program are significant. Service providers must be able to recruit and/or engage a considerable number of SNAP participants; track participant eligibility, enrollment, and activities; meet federal grant fiscal management guidelines; and handle potential delays in reimbursement.

To answer the questions in the following questionnaire, it will be helpful have a basic understanding of the SNAP E&T Program and the general organizational capacities required of E&T service providers. For further background information about this Solicitation of Interest, SNAP E&T, and this project, please see the full Solicitation available at <http://www.hennepin.us/business/work-with-henn-co/contract-opportunities>.

If you have questions about this form, SNAP E&T, or this project, please contact Timothy Hastings at Timothy.Hastings@Hennepin.us

About You and Your Organization

Name:

Title:

Organization:

Phone Number:

Email Address:

Exhibit E: Hennepin County Solicitation of Interest

Questions About Services Provided

1. Does your organization provide at least some of the following services, or would it need to create new activities for SNAP E&T clients? *Check all services your organization provides.*

- | | |
|---|---|
| <input type="checkbox"/> <i>Assessment and Employment Plans</i> | <input type="checkbox"/> <i>Work Experience Opportunities</i> |
| <input type="checkbox"/> <i>Job Seeking Skills/Job Club</i> | <input type="checkbox"/> <i>Social Services Referrals</i> |
| <input type="checkbox"/> <i>Job Search</i> | <input type="checkbox"/> <i>Retention Services</i> |
| <input type="checkbox"/> <i>Career and Technical Training</i> | <input type="checkbox"/> <i>Support Services</i> |
| <input type="checkbox"/> <i>Basic Education</i> | |

2. Please provide a brief overview of the employment and training services you offer to low-income job seekers. *Please limit your response to 4-6 sentences.*

Questions About Participants Served

3. What approximate percent of individuals served by your organization receive SNAP or are potentially eligible for SNAP (generally under 165% of the Federal Poverty Guideline)?

- a. % receive SNAP
- b. % are potentially eligible for SNAP, but not currently receiving benefits

4. About how many new individuals does this represent in an average year?

- a. receive SNAP
- b. are potentially eligible for SNAP, but not currently receiving benefits

5. Are your responses to questions 3a and 4a above estimates or actual numbers? If they are estimates, how did you arrive at them? If actual numbers, how does your organization track this information?

6. What approximate percent of individuals served by your organization reside in Hennepin and Ramsey Counties?

Exhibit E: Hennepin County Solicitation of Interest

Questions about Funding Sources and Amounts

7. Does your organization have non-federal funding that is useable for employment and training services and is not currently being used as a match for other federal dollars? If so, what are the major sources, average annual amounts and uses of these funds? *Please be as specific as possible.*

Category	Source(s)	Average Annual Amount(s)	Use(s) and Other Notes
State and Local Government	<i>e.g. Minnesota Jobs Skills Partnership</i>	<i>e.g. \$140,000</i>	<i>e.g. Nursing assistant pathways curriculum development, instruction, and training materials</i>
Major Non-Governmental Grant-Makers			
Direct Donations from Individuals and Other Entities			
Earned Revenue			
Other			

Note: Additional space for responses about funding sources is available at the end of this document.

8. Given the population you serve and the resources listed above, can you provide an estimate of the non-federal, unmatched dollars your organization could likely put toward the services listed in question 1, directed specifically at SNAP-eligible participants? (These are dollars that would potentially be eligible for 50% federal reimbursement.) *Please explain how you arrived at your estimate.*

Exhibit E: Hennepin County Solicitation of Interest

Questions About Organizational Capacity and Interest

The administrative requirements of an E&T program can be strenuous, particularly for smaller service providers. They must be able to verify SNAP participation, manage data systems, track costs, and handle delays in reimbursement of up to 60-180 days. *For more information, please see the full Solicitation available at <http://www.hennepin.us/business/work-with-henn-co/contract-opportunities>.*

9. Given what you know about SNAP E&T program requirements and the capacities required of service providers:

a. Would your organization be interested in participating in program expansion?

Yes No

b. What types of services or supports would your organization be interested in providing?

c. In what ways is your organizational capacity well-aligned to requirements described above and in the full solicitation of interest?

d. What kinds of capacities would your organization need to build, and what kinds of state/county administrative support would help?

e. What are the barriers to your organization's participation?

Wrapping Up

10. Expanding SNAP E&T in Minnesota could potentially provide a new source of revenue (through the federal 50% reimbursement) that could be used to expand services where they are needed most. What kinds of gaps in services exist in the communities you serve? What kinds of needs are going unmet?

Thank you for your time and input!

Exhibit E: Hennepin County Solicitation of Interest

Funding Sources and Amounts, Continued

Please use this space to continue your response to Question 6:

Does your organization have non-federal funding that is useable for employment and training services? If so, what are the major sources, average annual amounts and uses of these funds? Please be as specific as possible.

Category	Source(s)	Average Annual Amount(s)	Use(s) and Other Notes
State and Local Government	<i>e.g. Minnesota Jobs Skills Partnership</i>	<i>e.g. \$140,000</i>	<i>e.g. Nursing assistant pathways curriculum development, instruction, training materials and supplies</i>
Major Non-Governmental Grant-Makers			
Direct Donations from Individuals and Other Entities			
Earned Revenue			
Other			



INSIGHTWORKS
ILLUMINATING ISSUES & IDEAS THAT MATTER

We are a consulting, analytics,
and creative services organization
with a social mission.

We work to illuminate social issues and their solutions
using evidence, analysis, words, and design. We help our partners
engage new audiences, enhance their impact, and inspire action.

CONSULTING + ANALYTICS + CREATIVE SERVICES
FOR THE GREATER GOOD

HELLO@INSIGHTWORKSLLC.COM
WWW.INSIGHTWORKSLLC.COM