



SNAP E&T Third-Party Partnerships: A Framework to Collaboration and Communication for Improved Participant Outcomes

March 2022

Framework Foundations

In 2021, as a part of the American Public Human Services Association's (APHSA) *Building A National Approach to SNAP E&T Third-Party Partnerships* grant project, in partnership with the National Community Action Partnership (NCAP) and the Association of Community College Trustees (ACCT), APHSA conducted significant outreach and research to better understand the landscape of the Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T) third-party partnerships. Through surveys, informal conversations, and formal listening sessions, the project team conducted extensive outreach to state SNAP agencies, current third-party providers, community-based organizations, and other key stakeholders. A prevailing common theme was the essential nature of strong relationships between state and local agencies and providers, resulting in stronger programs and services leading to quality jobs and successful outcomes for SNAP participants.



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In an effort to further understand the mechanics of strong partnerships between agencies and providers, fostered by communication, trust, and collaboration, APHSA hosted *Pathways to Partnership: A SNAP E&T Symposium* in August 2021. During the two-day symposium, state SNAP E&T program staff from 13 states joined representatives from third-party partners in their respective states to share perspectives on the essential ingredients for improved employment and economic mobility outcomes for SNAP E&T participants. Symposium participants listened to panel discussions of SNAP E&T program staff and providers' experiences to cultivate a common understanding of other structures, goals, priorities, and needs within the program. In breakout groups, symposium participants engaged in deep-dive conversations on such topics as relationship building, race equity, communication, and system alignment.

Driven by feedback and responses gleaned from state agency staff administering SNAP E&T, and from third-party direct-service providers, APHSA developed *A Framework to Collaboration and Communication for Improved Participant Outcomes*.

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Goals

The *Framework* is driven by four goals aimed at producing sophisticated programs connecting participants to high-quality skills, training, and work experience that advance economic mobility:



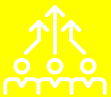
1. **Equity:** Produce equitable SNAP E&T programs that promote economic mobility through employment and training.



2. **Quality:** Increase access to quality employment and training in terms of diversity of opportunities, access to programs, and geographic availability.



3. **Ease of Administration:** Streamline administrative processes for ease of program administration, shifting focus from compliance to service provision and case management.



4. **Seamless Service Delivery:** Establish a seamless system of service delivery for individuals and families, by aligning goals, visions, and processes among state and local agencies, provider partners, and the overall workforce system.

These four goals can be achieved through collaboration, coordination and, ultimately, stronger partnerships in SNAP E&T. State and local agencies and their partners can use these key strategies to achieve the strong partnerships necessary to advance these goals:

- Identify the key players
- Engage the key players
- Leverage third-party partners
- Promote career pathways with human-centered design

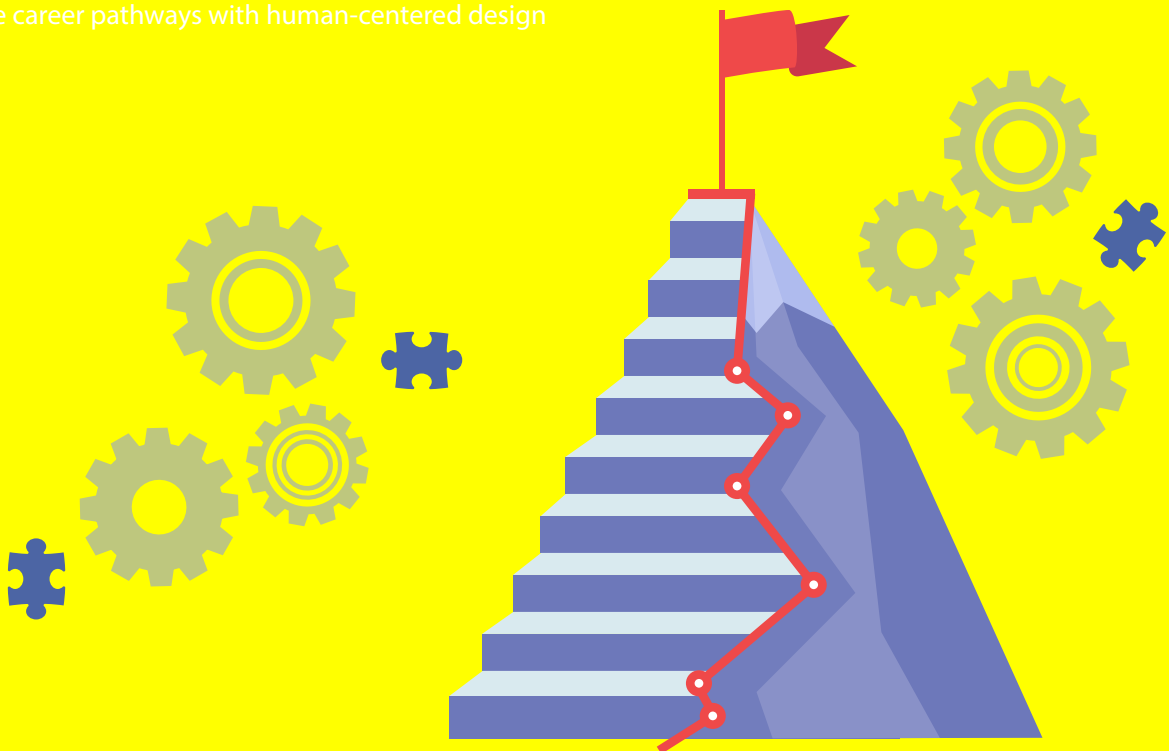


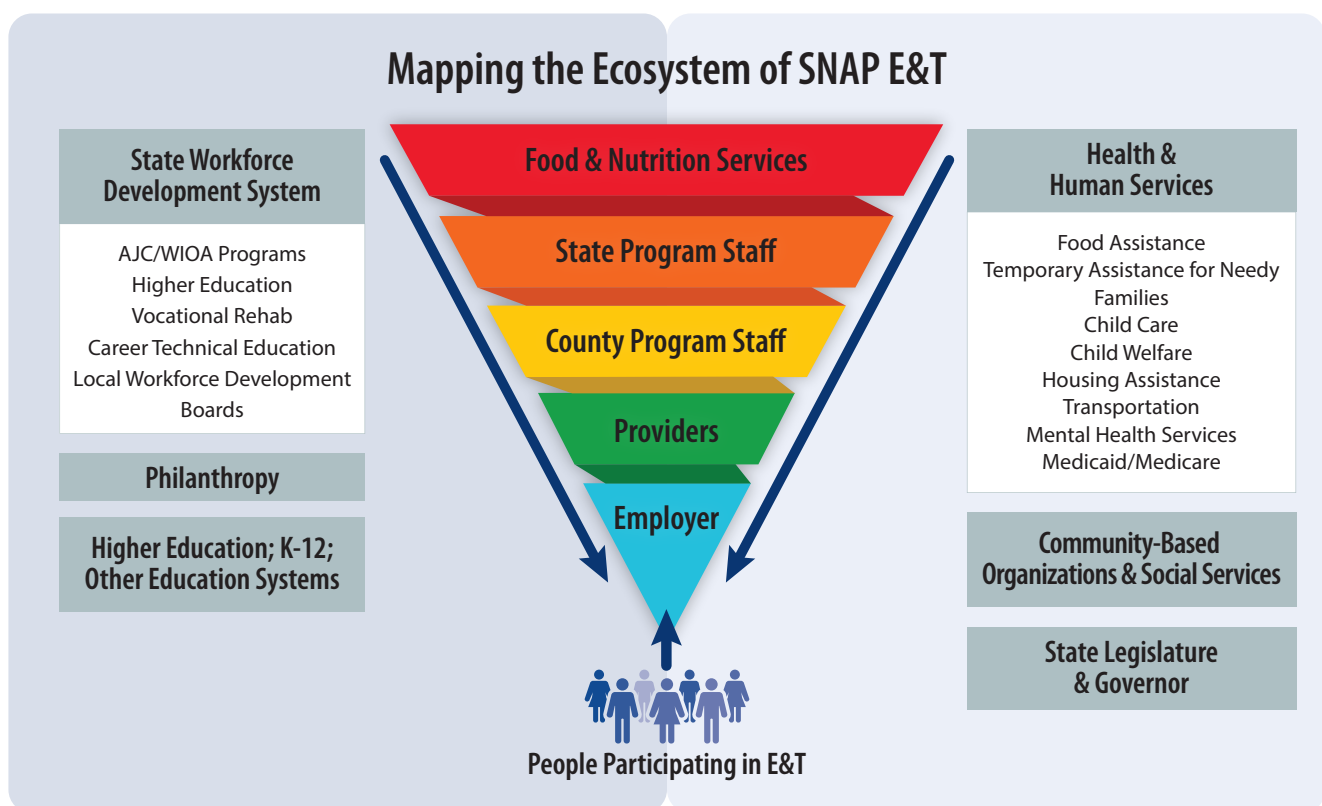
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Key Strategies for Effective Coordination and Communication

Identifying the Key Players: The Eco-System of SNAP E&T

To understand the eco-system of SNAP E&T, it is important to realize that SNAP E&T exists as part of a broader state workforce development system comprised of government agencies, including state workforce and human services agencies; local workforce boards; community-based organizations; occupational training providers; postsecondary institutions such as community colleges; employers; and other stakeholders. At the same time, the SNAP E&T program is comprised of a network of individuals, government agencies, and organizations working together to provide the necessary services and supports leading to sustainable career pathways and long-term economic mobility for SNAP recipients.



These two systems often intersect in complex and important ways, with stakeholders also acting as third-party providers (TPPs) by delivering SNAP E&T services. Ultimately, the goal is to use effective communication and collaboration to leverage resources by creating a seamless system of workforce development services for individuals and families with low income that lead to sustainable, quality career pathways.

SNAP E&T agencies, in collaboration with TPPs and other key stakeholders, can intentionally map out the stakeholders that comprise the E&T eco-system. By understanding the composition of providers, available services, and administrative structure, agencies can make strategic decisions to structure programs in ways that leverage individual entities' strengths and take advantage of opportunities for alignment. TPPs and other stakeholder can better understand their own roles and forge strategic partnerships across providers that best support the individuals they serve. ([See Appendix A, Stakeholder Mapping Checklist.](#))



EXAMPLE IN ACTION

The Housing Authority of the Birmingham District (HABD) partnered with 30 organizations, including the Alabama Department of Human Resources, to create the Campus of Hope, a center where individuals and families can access resources aimed at advancing economic mobility. The partnership includes cross enrollment with SNAP E&T, TANF, and Campus of Hope, allowing parents and community members to access high-quality employment and training services in the same location as other important services such as before- and after-school activities, quality child care, and health services. The partnership includes a formal information-sharing agreement, with workflow and data sharing, which streamlines service delivery, leads to fewer delays for customers, and allows outcome tracking across services. Although Campus of Hope is much greater than a workforce development initiative, understanding HABD as a key stakeholder in the E&T ecosystem allowed an innovative partnership that supports effective service delivery to SNAP E&T participants in the Birmingham area.

Strategic Engagement with Key Players

Good communication is the key to any successful partnership. Effective communication creates a bridge between the key players in SNAP E&T who can directly impact participant outcomes. SNAP E&T programs should have comprehensive strategies for communication across participants, state and local program staff, TPPs, employers, the broader workforce development and human services systems, and other key stakeholders.

Strategic engagement for SNAP E&T should also be viewed through the lens of equity, inclusion, and the limitless possibilities of human potential. Human services agencies should ensure that these values are embedded into their SNAP E&T policies and procedures and leverage strategic engagement in ways that cultivate and encourage equity across the SNAP E&T ecosystem. There should be a strong focus on advancing race equity, not with the intent to exclude other groups that have been harmed, but because we believe by first illuminating the structural root causes of race inequity within the context of human services, we can drive broader systemic change for other structural inequities, including gender, gender identity, sexuality, disabilities, and socioeconomic status. This approach can serve as a ripple effect and a way to build collective muscle for addressing all disparities.



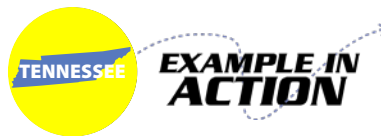
EXAMPLE IN ACTION

Demographics in the United States continue to shift toward a population that is more diverse than ever before. This growing diversity is an asset that contributes immensely to economic recovery and growth. In 2017, the U.S.'s annual gross domestic product would have been \$2.7 trillion higher with racial equity. The impact of racial equity is enormous and should be considered when developing plans for economic growth. The [National Equity Atlas](#) is a tool that SNAP E&T leaders might use to develop strategies to advance racial equity and contribute to economic recovery and growth.

SNAP E&T agencies and providers have an opportunity to leverage data to identify and address disproportionalities in access to services. This, along with service delivery longitudinal data, can help identify how SNAP E&T supports can close gaps in racial wealth, equity, diversity, and inclusion in procurement processes. Leveraging data can help place a strong emphasis on stakeholder engagement that ensures community need is adequately understood and community voices integrated into program policies and design.

Partnering for Impact: State and Local Workforce Development Systems

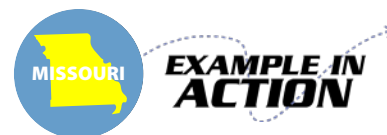
Partnering with state and local workforce development systems can have a profound impact on SNAP E&T participant outcomes. This network often encompasses state workforce agencies, local workforce development boards, American Job Centers, and the corresponding providers and services associated with the Workforce Innovation and Opportunity Act programs. These workforce systems have their finger on the pulse of the local labor markets and overall state economic development strategy. State SNAP E&T programs are also required to consult with the State workforce development board in program design, implementation, and coordination. Successful workforce development partnerships can result in improved access to and understanding of labor market information, aligned workforce system goals and strategies that support investments in employment and training leading to quality jobs, and utilization of providers across funding streams and programs to streamline access for community members seeking career pathways. (*See Appendix B, Partner Engagement: Consulting with State and Local Workforce Development Systems.*)



In Tennessee, [SNAP E&T services](#) are a combined effort between the Department of Human Services (TDHS), the Department of Labor and Workforce Development (TDLWD), and community partnerships. TDHS and TDLWD partner through an Interagency Grant Agreement (IGA) to provide a robust array of services to SNAP E&T participants. To maintain the program, the IGA is updated at least annually and details specific deliverables and responsibilities for each department. The TDHS and TDLWD also partner to establish SNAP E&T goals that are specific, measurable, achievable, relevant, and time bound. The agencies meet quarterly to discuss progress of the goals, any program concerns, formal and informal partnerships and potential partnerships, and action items to be accomplished before the next quarter. Prior to 2019, E&T services were primarily delivered by the TDLWD staff at American Job Centers, which served as centralized hubs for job seekers to gain job search skills and access resources. Using SNAP E&T funding, the TDLWD was able to expand service offerings to SNAP participants and contracted with other providers to promote further workforce development opportunities. Beginning in 2019, the TDLWD expanded the E&T program through partnerships with third-party providers to diversify and grow the spectrum of services provided to participants, including increased case management and work readiness training. Leveraging their expertise in workforce development, the TDLWD contracts with three regional SNAP E&T intermediaries, Equus, United Way of Middle Tennessee, and the University of Tennessee Extension Office, to further create a system of services across providers, including community action agencies, community-based organizations, and educational institutions.

Partnering for Impact: State and Local Human Services Agencies

Many families and individuals accessing SNAP and SNAP E&T also access a range of health and human services supports to meet their needs, including housing, child care, health services, and other services to support child and family well-being and economic mobility. Understanding the interplay between SNAP and other human services supports can produce an improved, wrap-around approach to service delivery that helps people get what they need, when they need it, to be successful. (*See Appendix C, Partner Engagement: Partnering for Impact with State and Local Human Services Agencies.*)



The Missouri Department of Social Services, Family Support Division, has partnered with the Missouri Community Action Network (Missouri CAN) to serve participants in SkillUP. Missouri CAN represents the state's Community Action Agencies (CAAs). Through the Missouri SkillUP program, CAAs provide coaching, equipment and supplies, and supportive services that remove or reduce barriers to employment. CAAs are experts in a variety of services aimed to help reduce barriers to employment, most notably Head Start. Quality child care is critical to support parents as they embark on a career path toward economic mobility.



EXAMPLE IN ACTION

[SNAP Cares](#) is a pilot project in Georgia focused on transitioning youth from foster care into stable employment. The goal of the project is to provide short-term training to eligible individuals so they can obtain an industry-recognized credential and/or certificate. Goodwill of Middle Georgia and the Central Savannah River Area Regional Commission are the providers for SNAP Cares participants.



EXAMPLE IN ACTION

Washington State's SNAP E&T program, Basic Food Employment & Training (BFET) aligns with [TANF to create a career path](#) toward economic mobility. Participants can begin with TANF, using those services to get a job. Once their TANF ends but SNAP (Basic Food) continues, the participant may then move to BFET to receive training for a better job. There is also an opportunity to directly impact TANF by providing opportunities for training and economic mobility through BFET for noncustodial parents who are ineligible for TANF. This has the benefit of increasing the earning potential of a noncustodial parent, enabling them to contribute to the custodial parent who receives TANF.

Partnering for Impact: Engaging with Employers

The primary goal of SNAP E&T is to help SNAP participants gain the skills and credentials needed to develop a career pathway leading to economic self-sufficiency. A key component of career pathway development is identifying and meeting the needs of the local labor market and aligning those needs with individual strengths and goals to support the participant on a sustainable career pathway. Agencies and providers should regularly engage with employers to learn about labor market needs as employers are best able to identify their industries' needs and assess growth potential.

Employers also bear responsibility in supporting the local economy and developing career pathways for SNAP E&T participants. This connection point provides an important opportunity for partnerships that cultivate career pathways that benefit both employers and prospective employees. Ideally, providers and agencies should identify partnerships with employers and career fields leading to [quality jobs](#) that are safe, sustainable, and provide family-sustaining wages for employees. (*See Appendix D, Partner Engagement: Engaging with Employers.*)



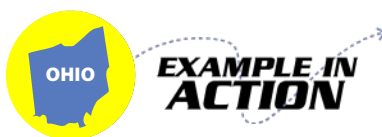
EXAMPLE IN ACTION

Rhode Island partnered with Center for Innovation and Systems Improvement (CSI) to conduct two virtually based job networking events in FY21. Each SNAP E&T participant was given a resume and matched to three employers of interest. Participants were given two sessions online for practice and introduction to online platforms. Provider agencies assisted participants in real time, as needed. Employers were given the resumes for the individuals they were interviewing beforehand, so they were prepared for each participant. Participants were educated on the companies they were interviewing with and developed an elevator pitch to help them get started in the interview.

The virtual job fairs resulted in 12 employment outcomes for SNAP E&T customers and connections to over 35 different employers with immediate and varying employment needs.

Other Key Stakeholders

SNAP E&T does not exist in a vacuum and other, less directly connected stakeholders can affect and influence outcomes for programs and participants. These may include legislators, governors, community college associations, state provider networks, and philanthropic organizations. These stakeholders have the potential to positively or negatively impact SNAP E&T and, ultimately, SNAP E&T participants. Including these entities in stakeholder mapping can help identify opportunities or challenges they present to SNAP E&T programs. For example, philanthropic investments in a state could present opportunities to match funds for current or prospective providers. State law and policy can impact overall workforce development strategies. State-level provider networks or community college organizations can serve as a vantage point to establish a state-wide network of providers supported by a state-wide infrastructure.



The Community College Acceleration Program in Ohio is a joint collaboration between the Ohio Department of Jobs and Family Services (ODJFS) and the Ohio Department of Higher Education, established by [legislation](#), aimed at enhancing financial, academic, and personal support services for college students who need support from local social services agencies. ODJFS maintains regular contact with each of the five pilot schools: Clark State College, Columbus State Community College, Lorain County Community College, Northwest State Community College, and Southern Community College.

Leveraging Third-Party Partners

TPPs are the catalyst to a strong SNAP E&T ecosystem. Community-based organizations, community colleges and other third-party partners are often experts in community needs. Working closely with the communities they serve gives them a strong sense of people's needs and how to meet them. They often operate in close conjunction with community leaders and include staffing and leadership representative of the communities they serve, establishing trust within that community. This gives providers a unique vantage point to provide culturally appropriate information and education and effective case management supported by robust services.

State agencies can support this work by trusting those structures to meet participants' needs on the pathway to a sustainable, quality job. Providers have the necessary experience and expertise to form strategic partnerships, collaborations, or refer participants to needed services. However, in order to provide these services, providers also need to understand the ins and outs of complex administrative processes and funding streams to maximize their programming. ([See Appendix E: Partner Engagement Tips for TPPs.](#))

Training and program development opportunities for TPPs are essential to the success of SNAP E&T programs. State and local SNAP E&T program staff should establish regular opportunities for TPPs to engage in peer-to-peer learning and training and technical assistance (T/TA). SNAP E&T program staff should also engage in desk monitoring and site visits to TPP facilities. Delivering T/TA on site provides an opportunity to directly observe how the values and goals of the SNAP E&T program are being upheld in service delivery. ([See Appendix G: Partner Engagement Tips for State and Local Agencies.](#))

Regular agency and provider engagement, such as meetings, check-ins, and or other frequent contact points are necessary for program cohesion. They provide a great opportunity to discuss policy and program changes and gain valuable feedback from TPPs. Meetings at regular intervals with a set agenda help keep key players stay focused on the program mission and vision. ([See Appendix F: Sample SNAP E&T Meeting Agenda.](#))



EXAMPLE IN ACTION

Establishing a regular meeting cadence with TPPs saves time, increases efficiency, and will help ensure the SNAP E&T team is on the same page. Kentucky SNAP E&T created a SNAP E&T Steering Committee comprised of TPPs. The SNAP E&T Steering Committee meets quarterly to discuss program goals, address challenges, and share progress. The Kentucky SNAP E&T team also meets with TPPs as needed to discuss vision alignment, program challenges, and successes.



EXAMPLE IN ACTION

As a SNAP E&T provider in Maryland, The Community College of Baltimore County (CCBC) has developed an infrastructure around data sharing that allows access to a wider pool of information. This infrastructure gives CCBC the ability to run reports, enter time and attendance and write and have access to notes documented in the narration section for each individual case. This information empowers Maryland SNAP E&T and CCBC to support seamless service delivery and measure outcomes for participants.



EXAMPLE IN ACTION

Colorado established a task force through legislation ([H.B. 13-1301](#)) to provide guidance and develop a public–private partnership to enhance technical assistance to contractors around procurement issues. The [Colorado Procurement Technical Assistance Center](#) was established to educate, counsel, and provide technical assistance to state businesses to compete for government contracts.



EXAMPLE IN ACTION

Center for Employment Opportunities (CEO) serves as a TPP in several states, including California, Colorado, Georgia, Kentucky, Louisiana, Michigan, North Carolina, Ohio, Oklahoma, New York, Pennsylvania, and Tennessee. CEO is the largest national nonprofit provider of employment services for people who were formerly incarcerated. The CEO model works to increase employment opportunities and economic mobility by providing immediate paid employment and skills building.



EXAMPLE IN ACTION

Minnesota has a strong Community Action Agency (CAA) presence in their SNAP E&T program with four CAAs serving as TPPs: the Tri-County Action Program, Inc.; Lakes and Prairies Community Action; Arrowhead Economic Opportunity Agency; Minnesota Valley Action Council, Inc.; and Lakes and Pines Community Action. Each of these CAAs is part of a state association, the Minnesota Community Action Partnership, which gives them the added advantage of partnering to serve families. Whole-family approaches are embedded in the services provided by CAAs, an approach that allows them to help families pursue quality career pathways and thrive, while recognizing and optimizing human potential.

Promoting Career Pathways with Human-Centered Design

SNAP E&T participants should be at the center of communication plans. A participant brings everything to the table when engaging in SNAP E&T: strengths, weaknesses, and barriers. State and local agencies and TPPs should listen to participant goals, barriers, and desired career pathways and establish individualized plans to help participants attain those goals. Strong SNAP E&T programs recognize that by addressing individual needs they are setting participants up for success, leading to opportunities to break cycles of intergenerational poverty.

States can use [human-centered design](#) in SNAP E&T to provide individualized support and services based on the participants' input and direction. Tailored supports address unique needs such as transportation, housing instability, child care, or other emergent needs to ensure participants can fully engage with employment and training and unlock their full potential.



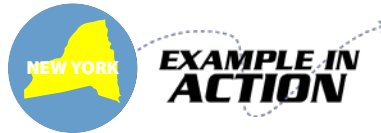
Kentucky has created an inclusive and engaged SNAP E&T program through a human-centered design approach. Kentucky has accomplished this approach through an integrated health and human services system that allows cross-cabinet collaboration and strives to understand participant barriers and identify needed supports. This approach allowed Kentucky to design a program that works for the people they serve and puts SNAP E&T participants in a better position to move toward economic mobility.

Clear strategies should be developed to help providers fully understand the needs of participants and align those needs with available services and supports. Providers can integrate coaching models into case management, such as [Family Centered Employment](#), that support individualized goal planning and holistic approaches to services. Providers can also leverage stakeholder mapping to increase awareness among staff of available service referrals and connection points for warm hand-offs. While many needed services can be reimbursed through SNAP E&T, some may not be reimbursable. In this case, it is important for providers to find alternative community assistance to the best of their ability.

While providers often maintain intensive direct contact with participants, state and local human services staff will also have initial and follow-up contacts with participants that can prove essential to keeping participants on track. By having clear, overarching understanding of the individual's process from enrollment in SNAP and SNAP E&T, participating in services, and re-certification, agencies can work with providers to create a clear communication process with defined expectations and responsibilities for information sharing. Establishing a common dialogue and clear points of contact reduces confusion for participants and inadvertent drops in services. Technical terms can be confusing for people who are not familiar with SNAP E&T. SNAP participants can be consulted on language choices that clearly reflect an understanding of SNAP E&T participation processes and procedures. When technical language is unavoidable, participants give advice about clear explanations and definitions.

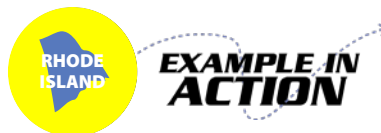
State and local agencies should clearly communicate key deadlines and program responsibilities in a timely manner and reinforce this information by integrating it into case management, often deployed by the TPPs. Staff can support participants by completing necessary administrative processes such as re-certifications. In addition to standard notices, information-sharing agreements and integrated case management systems can provide information for participants in clear, digestible formats.

Creating multiple avenues for information sharing—oral explanations during in-person meetings, phone calls, mailed documents, text messaging, electronic messaging, or messaging through customer-facing benefits portals or dashboards—can increase the likelihood of participants receiving and understanding information. Failure to communicate key deadlines and program opportunities can have serious consequences on a participant’s ability to utilize SNAP, benefit from E&T program opportunities, and move forward on a path toward economic mobility.



Recognizing that churn (i.e., losing benefits and then returning within 90 days) negatively impacts SNAP recipients and creates administrative burdens, New York set out to address barriers to recertification. To improve SNAP recertification rates, the Behavioral Design Team (BDT) created a reminder notice spurring clients to take the first required step: submitting a recertification form. The notice leveraged loss aversion by reframing recertification as a potential loss of benefits and used graphics and numbering to make action steps clear and more manageable. A randomized controlled trial showed the reminder reduced failure to submit recertification forms by 5.5%. The reminder notice was scaled to all clients who do not submit their forms by the reminder mailing date.

As SNAP E&T continues to grow and evolve, it is important to include participants in feedback loops for continuous program improvement. Stakeholder engagement serves many purposes, including allowing the opportunity to identify ways to differentiate and integrate participant experiences into service design, identifying and addressing disproportionate impact in services and programs, and contributing to a more successful participant experience. Often, the most challenging situations offer the best opportunity to identify ways to improve service delivery and opportunities for participants. ([See Appendix H: Developing a Human-Centered Design for SNAP E&T.](#))



Rhode Island, as part of the SNAP to Skills project, developed a customer journey map centered on the participant’s experience in SNAP E&T, from the initial touchpoint through staff actions. The [customer journey map](#) naturally offers an opportunity to gain valuable feedback from the participant as they navigate the SNAP E&T process.

Conclusion

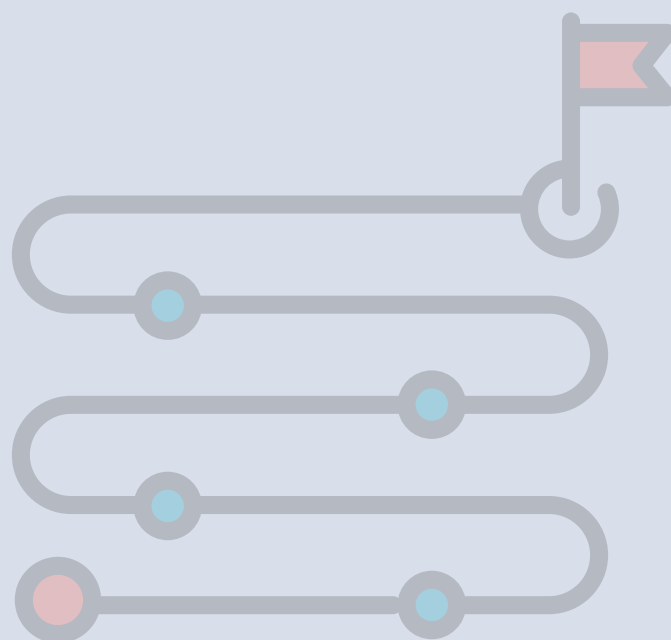
SNAP E&T participants need career pathways that fit their strengths and address their barriers. SNAP E&T is uniquely positioned to improve economic mobility for SNAP participants through robust employment and training programs. In the past year, states have adapted their SNAP E&T programs in response to the pandemic and final rule implementation. States and TPPs have responded with new opportunities to engage in creative and innovative communication methods for SNAP E&T participants. This framework highlights some of the lessons learned and incorporates them into planning that extends past the current public health crisis. By keeping participants at the center of strategic communication planning, SNAP E&T leaders can help facilitate successful outcomes that put participants on a path to economic mobility.

Appendix A: Stakeholder Mapping Checklist

- ☒ Identify systems that SNAP E&T participants are likely to interact with for E&T, supportive services, or other needs—higher education, child care or early childhood education systems, state workforce agencies at the local level (e.g., American Job Centers or local workforce boards), individuals transitioning to/from TANF, and housing authorities/assistance programs.
- ☒ Identify the key players within each of these systems, including
 - ☒ Organizations and their roles, including key individual (identified by title, not name)
 - ☒ Existing relationships, including informal or formal partnerships with other stakeholders
 - ☒ Their current relationship and communication with the SNAP E&T participantStrengths, opportunities, and barriers with the SNAP E&T ecosystem
- ☒ Develop a strategic plan to enhance existing relationships or create new ones that benefit SNAP E&T participants:
Key Questions:
 - ☒ What level of interest and influence does each key player have on SNAP E&T programs?
 - ☒ How can individual stakeholders be supported in enhancing their role in the SNAP E&T program?
 - ☒ How could changes to existing partnerships or new partnerships improve the experience for SNAP participants?
 - ☒ What information or resources would each key player need to make changes or forge new partnerships?*Key Strategies:*
 - ☒ Facilitate or participate in existing broad communication-sharing avenues
 - ☒ Send emails, newsletters, information-sharing sessions, committees, and so on
 - ☒ Increase awareness of the overall provider network, inspire innovation, inform about programmatic changes, and reinforce programmatic goals and values.
 - ☒ Target outreach to stakeholders to achieve specific objectives
 - ☒ Identify and communicate specific objectives—e.g., general outreach or check-ins, sharing information about programs or services, exploring informal referral partnerships, contractual relationships for services, or information sharing agreements; or providing training or technical assistance
 - ☒ Open the floor to share ideas and impressions that could cultivate innovation
 - ☒ Identify clear next steps to further the objective—e.g., negotiate any formal agreements; share follow-up resources/information; set regular follow-ups.

Appendix B: Partner Engagement: Consulting with State and Local Workforce Development Systems

- ✓ State and local E&T agencies should align strategic goals of SNAP E&T with state and local workforce systems
- ✓ Determine the existing and potential role state and local workforce system entities in SNAP E&T as informal or formal partners.
 - ✓ Providers should grasp an understanding of where braiding and blending funding can occur across agencies, programs, and funding streams to maximize impact for community members they serve. Agencies should understand providers may be accountable to multiple systems, agencies, and funding streams.
- ✓ Coordinate with workforce development systems to analyze labor market information and identify in-demand, quality jobs and skills needed to fill those jobs
- ✓ Coordinate with state and local workforce systems to identify and communicate to customers those concrete career pathways and the steps that correspond to discrete programs or federal funding streams.
- ✓ Identify ways to promote job quality standards in tandem with state and local workforce development systems and employers.



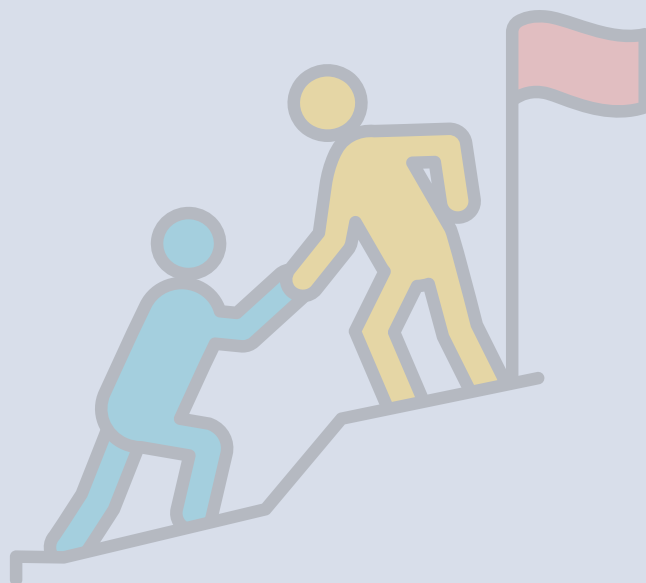
Appendix C: Partner Engagement: Partnering for Impact with State and Local Human Services Agencies

- ✓ State and local agency leaders should gain an understanding about their shared customers with other human services programs and providers.
 - ✓ Participate in higher-level coordination and system alignment initiatives.
 - ✓ Understand the impact of people's interactions with different programs at different times, e.g.,:
 - ✓ Families receiving TANF cannot participate in SNAP E&T, however, there may be high levels of churn within TANF. A degree of coordination can support parents' sustained access to E&T services as they transition to and from TANF cash assistance. Transitioning from TANF to SNAP E&T can also support participants in accessing services as stepping stones in a career pathway.
 - ✓ Youth transitioning from foster care are likely to retain access to SNAP and SNAP E&T. Coordinating information sharing during the transition period for foster youth transitioning from care can support increased engagement in SNAP E&T services for those seeking career supports or employment.
 - ✓ Coordinating with Head Start can help parents participating in SNAP E&T connect with high-quality child care options available to them.
- ✓ Encourage providers to understand and connect individuals with all available services.
 - ✓ Identify providers able to support benefits navigation and provide services associated with other relevant human services.
 - ✓ Ensure that relevant connection points are made across providers to support access to services. Make relevant referrals supported by SNAP E&T supportive services or otherwise through human services programs.
 - ✓ Identify needs and barriers beyond employment and training services, such as housing needs, health concerns, child care, and other areas for supportive services.



Appendix D: Partner Engagement: Engaging with Employers

- ✓ Regularly communicate with employers to establish relationships and gain insight into local workforce needs and necessary skills and training investments.
- ✓ Identify quality jobs that are safe, sustainable, and provide family-sustaining wages.
- ✓ Embed formal and informal partnerships into E&T programming with:
 - ✓ Employer participation in mentorship, job fairs, mock interviews, and other skills development
 - ✓ Employer-sponsored courses, internships, apprenticeships, on-the-job training, or other training opportunities
 - ✓ Exploration of social enterprises as providers and partners
- ✓ Providers can facilitate financial investment from employers by making employers invested stakeholders in SNAP E&T.



Appendix E: Partner Engagement Tips for TPPs



Appendix F: SNAP E&T Sample Meeting Agenda

A SNAP E&T provider meeting agenda might include the following:

Today's Meeting Agenda

- Attendee Check-in
 - Program and Policy Updates
 - IDS (Identify, Discuss, and Solve Program Issues)
 - Training and Technical Assistance Needs
 - Meeting Rating (scale of 1–10)
-

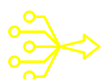
This sample agenda provides an opportunity for state agencies to share any program and policy updates, as well as an opportunity for TPPs to share program successes and challenges. The sample meeting agenda also provides an opportunity to discuss T/TA needs and identify resources to meet those needs. T/TA can take some staff capacity, which can be a challenge for some states. State agencies may consider leveraging T/TA through the U.S. Food and Nutrition Service or other consultants to supplement provider needs.

Appendix G: Partner Engagement Tips for State and Local Agencies

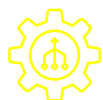


Prioritize procurement and contracting with TPPs, including leadership or staffing representatives from the service population, serving under-resourced areas, or providing multiple, quality options for E&T across geographical locations.

- Identify providers serving specific populations, such as youth transitioning from foster care, parents, older populations, or re-entry populations, can support specific workforce development strategies for targeted populations.
- Create a technical assistance program to assist TPPs with procurement, particularly with an equity lens.



Streamline and standardize forms and procedures for program participation, costs reimbursement, outcomes, and other administrative processes.



Create mechanisms for information sharing, such as a shared case management database.

- Train provider staff consistently on the use of technology tools and resources.

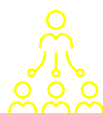


Consistently communicate and commit to applying explicit processes and procedures.

- Use provider trainings, handbooks, websites, or other mechanisms to clearly document processes from start to finish.
- Start from the point a potential provider expresses interest, to establishing formal partnerships, to service delivery and program administration.
- Where possible, allow provider input on processes, policies, and program design changes.



Conduct program evaluation through desk monitoring and site visits to observe program methods and efficacy.



Establish T/TA to meeting identified provider needs in program administration and requirements.

- Consider contracting with consultants or offering T/TA grants for provider to manage staff capacity.

Appendix H: Developing a Human-Centered Design for SNAP E&T

- ✓ Providers should listen to participant goals, barriers, and desired career pathways, and establish individualized plans to help participants attain those goals.
- ✓ Provide clear, consistent messaging that aligns with program vision throughout the process, from agency staff and providers alike.
 - ✓ Avoid program jargon when possible.
 - ✓ Clearly communicate key deadlines and program opportunities.
 - ✓ Work to co-develop messaging with agency staff and providers. Ensure agency and program staff are trained and given clear direction on process.
- ✓ State and local agencies should listen to and incorporate partner and participant feedback where appropriate.
- ✓ Ensure that SNAP participants and SNAP providers have a seat at the table when discussing policy and programming. Provide clear opportunities for participants to provide feedback to providers and agencies alike.
- ✓ Prioritize providers with organizational values committed to advancing race equity and with staff representative of the service population.
- ✓ Examine and address policies to determine if they disproportionately impact communities of color.

