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Survey of SNAP E&T Case Management

Final Report

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Survey of SNAP E&T Case Management

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March 2023

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Executive summary

The Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T) program is designed to help participants "in gaining skills, training, or experience that will increase their ability to obtain regular employment" (U.S. Congress 1985). States are required to offer SNAP E&T participants at least one of the following services: (1) work-based learning, (2) educational programs, (3) training, (4) job retention, (5) job search training, (6) self-employment training, (7) work experience, and (8) workfare. With the passage of the Agricultural Improvement Act of 2018 (known as the 2018 Farm Bill), States are also now required to provide case management to all SNAP E&T participants. Although some States have provided case management as part of their SNAP E&T programs for many years, others are now implementing it for the first time or enhancing their services in response to this requirement.

The purpose of this study is to help the Food and Nutrition Service (FNS) better understand how States are implementing the SNAP E&T case management requirement, including how they assess individuals' needs for services and supports and provide participant reimbursements and other support services. It will also reveal promising practices and lessons learned that FNS can use to support States as they work to provide case management services aligned with their participants' needs, available resources, and program priorities.

A. Background

Case management involves assessing participants' skills, interests, strengths, and challenges and using this knowledge to inform an individualized plan for addressing barriers, developing more skills, and finding a job (Laird and Holcomb 2011; Meckstroth et al. 1999). In addition, case managers can use assessments to identify the support services participants need to complete E&T activities and succeed in a job. As part of the E&T program, State SNAP agencies are required to reimburse participants for reasonable expenses that directly relate to their participation, such as child care and transportation. Case managers can help coordinate these reimbursements and referrals to other services and supports, such as clothing for interviews, mental health services, and housing resources (Laird and Holcomb 2011). Although not required by FNS, case management in SNAP E&T can be an ongoing activity in which case managers continue to meet with and support participants' progress in E&T activities, as desired by the participants (U.S. Department of Agriculture 2021). During ongoing interactions, case managers can use different techniques or approaches to engage with participants, including teaming, trauma-informed case management, employment coaching, and motivational interviewing (Box ES.1).

Although FNS had promoted case management and assessments as a best practice in SNAP E&T programs even before passage of the 2018 Farm Bill, and some States and programs were already doing them, States' case management and assessment practices have not been well documented. However, starting in fiscal year (FY) 2020, States are required to include information about their case management practices in their State plans. In FY 2022, States were required to include a description of their case management services and model, how participants will be referred to case management, and who will provide case management services, among other details.

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Box ES.1. Definitions of case management techniques and approaches

- **Employment coaching.** Partnering with participants to define and move toward their employment goals, including setting the goals, developing plans to achieve them, and supporting and motivating participants to work toward their goals (Joyce and McConnell 2019).
- **Motivational interviewing.** Using conversational tactics like open-ended questions, reflective listening, empathy, affirmations, and reinforcements to help clients resolve ambivalent feelings and generate motivation to change (Anderson et al. 2018; Rollnick and Miller 1995).
- **Teaming or case coordination.** Bringing together professionals working with the participant or family in different domains or systems (Meckstroth et al. 1999).
- **Trauma-informed case management.** Recognizing the effects of trauma on participants, addressing trauma, and offering strategies to overcome its effects and move toward goals (Maguire 2017). ◢

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B. Study objectives and research design

To give FNS a comprehensive picture of SNAP E&T case management, this study had four objectives: (1) describe States' approaches to SNAP E&T case management, (2) describe States' responses to the new program requirement for case management, (3) provide a comprehensive picture of States' approaches to SNAP E&T assessment, and (4) document States' approaches to offering participant reimbursements.

To address these study objectives, the study team conducted (1) a survey of 53 State SNAP directors and (2) four in-depth case studies.

- **State survey.** The survey data collection took place in summer and fall 2021. The study team sent all 53 State SNAP agencies (which include the 50 States, Washington, DC, the U.S. Virgin Islands, and Guam) a web survey with questions about their State's policies, guidance, and practice related to case management, assessment, and participant reimbursement and other support services. Fifty-two of the 53 State SNAP agencies responded, for a 98 percent response rate. As part of the survey, 43 agencies submitted an example assessment tool that case managers or other staff commonly use to assess E&T participants' needs or readiness for work.
- **In-depth case studies.** The case study data collection began in fall 2021 and ended in spring 2022. FNS purposively selected four locations based on their case management practices: Arkansas, Kentucky, New York City, and Washington, DC (Exhibit ES.1). In each of the four locations, the study team interviewed State SNAP and E&T staff, local SNAP office staff as applicable, and E&T provider staff. The team also observed meetings between case managers and participants and observed group activities, when available. In addition, the study team received and analyzed available aggregate administrative data and reviewed program documents to help describe case management, assessment, and participant reimbursements in these locations.

Exhibit ES.1. Case study locations
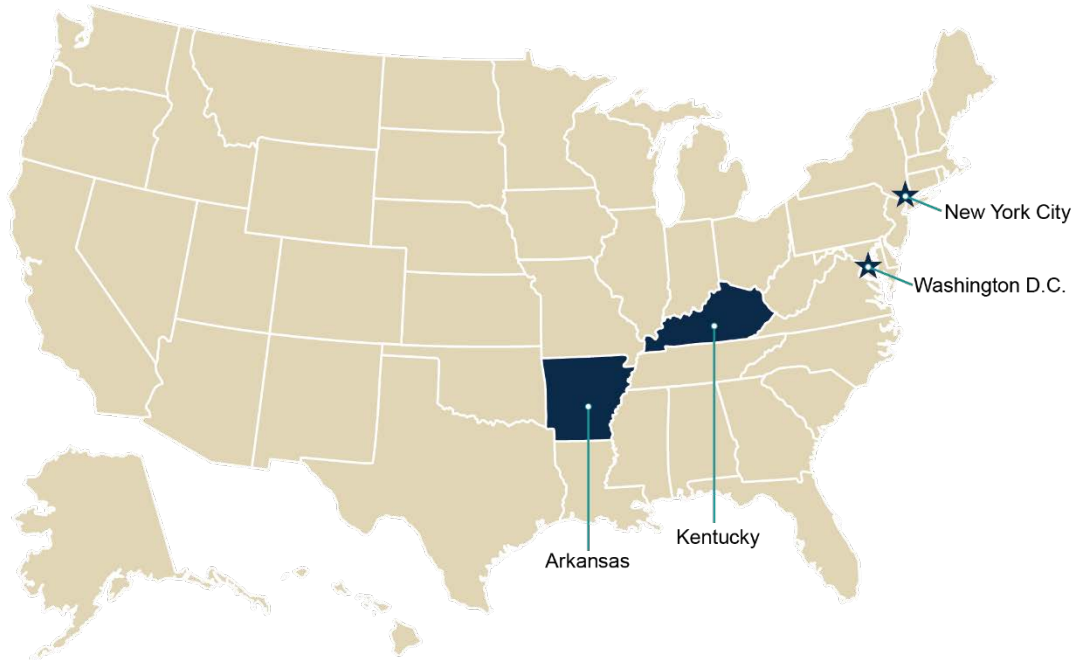
C. Key findings and lessons learned

1. Case management

The survey findings reveal that community-based organizations (CBOs), used in 73 percent of the States, are the most common providers of SNAP E&T case management. Other common providers are Workforce Innovation & Opportunity Act (WIOA) agencies or other U.S. Department of Labor-funded workforce programs (in 54 percent of States), community colleges (in 50 percent of States), and local SNAP offices (in 39 percent of States).[1] States that have policy or guidance on case management structure and mode of communication most commonly instruct E&T case managers to meet with participants one-on-one (74 percent), each month (40 percent), and either over the phone (76 percent), in person in the case manager's office (74 percent), or via videoconference (67 percent).In addition, three in five States (60 percent) give providers the flexibility to decide which modes of communication their case managers should use.

During meetings, case managers conduct various activities, but almost all are required by the State SNAP agency to monitor participants' adherence to SNAP E&T program requirements (94 percent), track and monitor their program progress (92 percent), and provide participant reimbursements (92 percent; Exhibit ES.2). Most States also require case managers to develop individualized plans (88 percent), provide intake or initial assessments (85 percent), refer participants to other support services (83 percent), motivate or support participants to engage in the program (83 percent), and coordinate with other service providers (81 percent). Of the 27 States that specify which case management techniques to use, almost three-quarters instruct case managers to use employment coaching (74 percent), which involves

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[1] States could select more than one provider type.

partnering with participants to define and work toward their employment goals. Just over half (56 percent) require or suggest the use of motivational interviewing.

Exhibit ES.2. Common case management activities included in States' policy or guidance
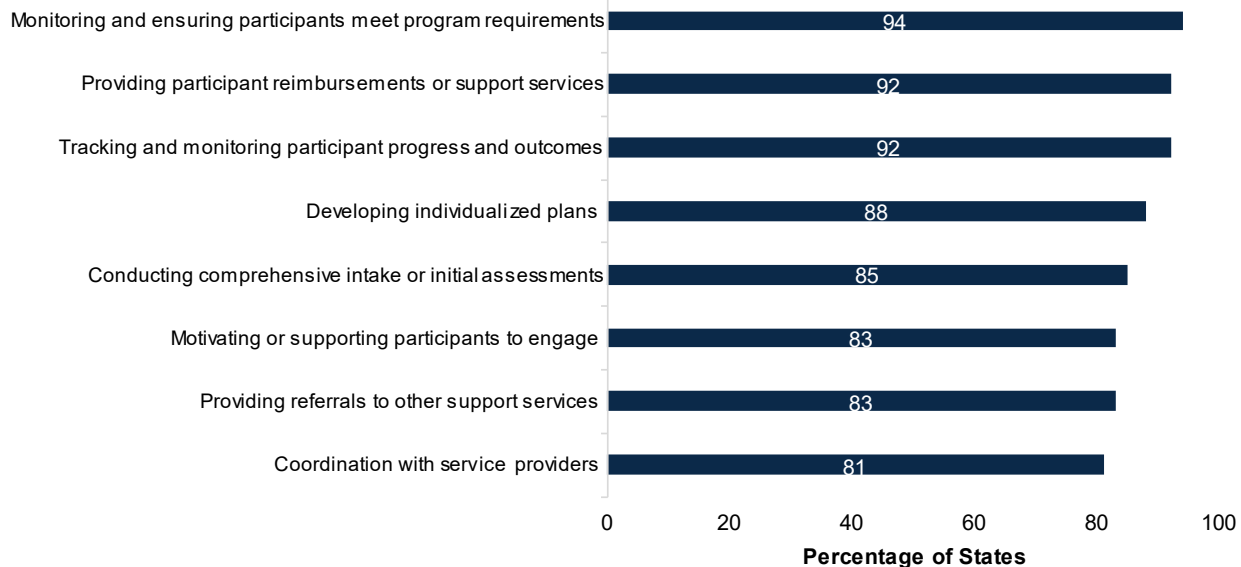
Activity	Percentage of States
Monitoring and ensuring participants meet program requirements	94
Providing participant reimbursements or support services	92
Tracking and monitoring participant progress and outcomes	92
Developing individualized plans	88
Conducting comprehensive intake or initial assessments	85
Motivating or supporting participants to engage	83
Providing referrals to other support services	83
Coordination with service providers	81

Source: 2021 Survey of SNAP E&T Case Management.

Note: Percentages do not add to 100 because respondents could say they use more than one case management activity or service. Sample size = 48 States.

In response to the requirement for case management in the 2018 Farm Bill, two-thirds of States (67 percent) invested in staff training, and more than half (58 percent) added new E&T providers. Notably, more than half of States (57 percent) report making no changes to case management in their E&T program since the 2018 Farm Bill went into effect. Of those that did make changes (n=22), about one-quarter adopted new case management approaches and techniques (26 percent) and expanded their existing case management services to make them available to more participants (24 percent).

The four case studies offer several lessons learned about offering case management to SNAP E&T participants.

- **Build strong, trusting relationships with participants.** Staff across States and organizations highlight the importance of case managers building strong, trusting relationships with participants. Techniques for achieving this include being empathetic; guiding instead of directing participants; and using motivational interviewing and active listening techniques. Meeting with participants one-on-one and meeting often also promote good relationships, and smaller caseloads can help make this possible. Staff also suggest that knowing the service population and having lived experience can build trust and effective relationships.

- **Use case management teams for additional and coordinated support.** Supporting participants with teams of staff is a common practice in Kentucky and Washington, DC, and among several community-based organization providers across the States. This can help E&T participants receive the holistic support they need to be successful. In Kentucky, staff piloted coordinating services across organizations on behalf of the participant to check on whether participants were getting the services

they needed; staff say participants were more engaged as a result. In Washington, DC, the SNAP agency case managers continue to check in with participants after they are referred to a provider to provide extra support. Two of the Washington, DC providers use a multidisciplinary team approach, in which staff across the organization come together to discuss participants' progress and needs and determine the best way to support them.

- **Offer an individualized approach with flexibility.** Staff at several providers and State agencies say a best practice for serving E&T participants is to treat them as individuals and therefore not use one prescribed approach for everyone. In some States and organizations, this translates into letting providers or case managers determine how often they will meet with participants. In New York City, for example, the SNAP agency allows its providers to serve participants in whatever way best meets their individual needs. Yet the agency also refers participants to providers based on their needs to make sure they work with a provider that has experience serving a similar population, such as youth and people with disabilities, and they will receive appropriate services.

  Giving participants flexibility, especially during the COVID-19 pandemic, also meant allowing participants to meet with their case managers virtually. Even in the absence of the pandemic, staff report that meeting virtually, such as through videoconferencing software, increases access for participants in more remote areas without transportation options, or for those with long commute times. Virtual services may also be more comfortable for participants with anxiety or other mental health issues. Staff from several organizations also say they are still providing in-person meetings when possible, though, because some participants prefer them, and some have problems with technology.

- **Have clear processes and procedures.** Although States and providers value having the flexibility to serve participants in the most effective way for the individual, staff in Arkansas, Washington, DC, and New York City also highlight the importance of having concrete guidance and clear processes and procedures for how to implement case management, saying this can help ensure providers and case managers are using best practices and providing ongoing case management to resolve participants' barriers as they arise. Other staff believe having clear processes and procedures was helpful to case managers so they would know how to best serve participants, and good for the participants because they would know what to expect from the program.

2. Assessment

As with case management, in almost three-quarters of States, CBOs are administering initial assessments to E&T participants after they are referred to E&T, and the case managers at those organizations (69 percent) are the staff doing so. Almost all States (98 percent) require case managers to administer initial assessments to participants after referral to E&T. In most States (79 percent), they administer these assessments during the first meeting with an E&T case manager or during an E&T orientation at a provider (52 percent). About 60 percent of States require a certain assessment tool to be used for the initial assessment, and in 65 percent of those States, the selected tool is an assessment developed by the State or provider to assess a participant's background or their needs and barriers (Table ES.1). Based on the sample of tools the study team reviewed, they generally address intake, employment, and goal-setting topics. However, in practice, States report that E&T providers are using a variety of tools for initial assessment that are not necessarily specified in policy or guidance, including the Comprehensive Adult Student Assessment System (CASAS), O*NET Ability and Interest Profilers, Test of Adult Basic Education (TABE), and WorkKeys.

Table ES.1. Initial assessment tools specified for use in States' policies or guidance

	Percentage of States
Participant background assessment tool developed by or for the State, territory, or provider	64.5
Needs and barriers assessment tool developed by or for the State, territory, or provider	64.5
Other tools (for example, Northstar Digital Literacy and Career Edge)	16.1
O*NET Ability Profiler	9.7
O*NET Interest Profiler	9.7
Test of Adult Basic Education (TABE)	9.7
Comprehensive Adult Student Assessment System (CASAS)	6.5
WorkKeys	6.5
Career Orientation Inventory (COI)	3.2
CareerScope	3.2
JobFit	3.2
Self-Directed Search (SDS)	3.2
When I Grow Up	3.2
Policy or guidance gives local SNAP offices or E&T providers flexibility on initial assessment tools to use	41.9
Sample size	**31**

Source: 2021 Survey of SNAP E&T Case Management.

Note: Percentages do not add to 100 because respondents could say they use more than one initial assessment tool. The sample size for this item is smaller than 52 because the question was only asked of respondents who reported having policy or guidance on initial assessment tools.

In addition to initial assessments, case managers may also administer other assessments to E&T participants beyond an initial assessment. Only half of the States (50 percent) instruct case managers to provide additional assessments to participants, and just under one-quarter (23 percent) of those States specify the types of additional assessments or tools to use. Most of these assessments (80 percent) are needs and barriers assessment and aptitude or abilities assessments (60 percent) such as the O*Net Ability Profiler or the TABE. More than half (57 percent) of States allow case managers to decide when to administer additional assessments, or suggest they give them during the first meeting with a participant (46 percent of States).

Among States (62 percent) that have policy or guidance for how case managers should use assessment results, most direct case managers to use the results in developing individualized plans (97 percent), in a discussion with the participant about their service interests and needs (94 percent), and to identify the programs or components a participant is eligible or qualified for (91 percent). About three-quarters (78 percent) also suggest case managers use assessment results to decide for which reimbursements or support services a participant needs or qualifies.

Several lessons about administering assessments to SNAP E&T participants emerged from the case studies.

- **Keep assessments short and targeted.** Staff across organizations in each of the case study locations emphasize the importance of keeping assessments short and only asking questions that are necessary

to administer the program and support participants. Case managers share that participants' attention wanes, or they can get tired during long assessments. They can also be re-traumatized or triggered by invasive questions. Yet staff also say it is important to gather enough information to give participants an individualized experience, so assessments need to be designed thoughtfully. Other suggestions included linking the assessment to an action plan to make sure the questions are targeted to the participant's goals and needs and allowing participants to take longer assessments in segments.

- **Use strengths-based assessments.** The New York City and Washington, DC, SNAP agencies and providers in Washington, DC, New York City, and Kentucky say they either now administer or are seeking to administer a strength-based assessment in their E&T programs. Strengths-based assessments highlight participants' strengths instead of focusing on their perceived deficits. One provider believes focusing on a participant's strengths can help them gain confidence and help the case manager connect them to opportunities where they are most likely to succeed.

- **Help participants feel comfortable while administering assessments.** Case managers use techniques to help participants feel more comfortable taking assessments that sometimes include personal or sensitive questions. Techniques include using a conversational approach, closely listening to participants, explaining why the case manager is administering the assessment and how the information will be used, and sharing personal stories or their own assessment results to build rapport.

3. Participant reimbursements and other supports

State SNAP agencies are required to provide participant reimbursements to SNAP E&T participants. Although FNS regulations require that eligibility staff discuss participant reimbursement needs as part of the SNAP eligibility process, most States report that case managers (77 percent) and other SNAP E&T provider staff (67 percent) are instructed to inform participants of available reimbursements. Just 42 percent of States say SNAP eligibility staff are directed to inform participants of available reimbursements. About half (52 percent) of the States give providers discretion on when to tell participants about available reimbursements. Most States that give staff a time to share the information instruct them to do it when a staff person or assessment uncovers a need or barrier to employment; when a participant expresses or provides evidence of a need or barrier; during SNAP E&T orientation; or at intake. The pattern is similar for other support services. When informing participants about available reimbursements in writing, the largest number of States use an E&T brochure or flyer (53 percent) or a website (51 percent).

In almost two-thirds of States (65 percent), CBOs are giving participants reimbursements, but local SNAP offices also provide them in close to half (44 percent) of the States. States have a variety of participant reimbursements available to SNAP E&T participants, most commonly transportation assistance (98 percent); uniforms, work or interview clothing, tools, or other work equipment (96 percent); and books or other supplies for classes (94 percent; Table ES.2). Common support services also include paying for expenses associated with obtaining identification or other documentation (94 percent of States); course tuition or fees (93 percent); and testing fees (92 percent). The common methods for providing reimbursements are by using vouchers (63 percent of States), such as child care vouchers or gas cards; reimbursement for expenses paid by a participant (48 percent); and in-kind assistance (33 percent), such as a provider purchasing a uniform for a participant.

Table ES.2. Availability of SNAP E&T participant reimbursements

Reimbursement	Percentage of States		
	Available to all participants who qualify	**Available to some participants who qualify**	**Not available to participants**
Transportation assistance	82.7	15.4	1.9
Uniforms, work or interview clothing, tools, or other work equipment	73.1	23.1	3.8
Fees associated with tests, licensing, or credentialing	71.2	21.2	7.7
Books or other supplies for classes	70.6	23.5	5.9
Other participant reimbursements (for example, computers, hot spots, and technology support or access)	68.8	6.3	25.0
Other work-related expenses	67.3	23.1	9.6
Course tuition or fees	64.7	27.5	7.8
Other child care assistance (for example, referrals to child care agency)	60.4	20.8	18.8
Expenses associated with obtaining an ID or other documentation	58.8	23.5	17.6
Child care vouchers or funds	51.9	25.0	23.1
Auto repair	48.0	22.0	30.0
Personal hygiene or grooming supplies	44.9	24.5	30.6
Health, dental, or eye care	31.4	23.5	45.1
Rent or housing assistance	27.1	29.2	43.8
Other dependent care (for example, elder care)	16.7	14.6	68.8
Legal services	14.6	10.4	75.0
Sample size	**52**		

Source: 2021 Survey of SNAP E&T Case Management.

Note: Sample size for each reimbursement type varies due to item nonresponse.

More than half of States that offer the following participant reimbursements report that participants must be in compliance with SNAP E&T program requirements to qualify for them:

- Books or other supplies for classes (64 percent)
- Fees associated with tests, licensing, or credentialing (63 percent)
- Uniforms, work clothing, or work equipment (61 percent)
- Transportation assistance (61 percent)
- Other work-related expenses (60 percent)
- Expenses associated with identification and documentation (60 percent)

More than two-thirds of States (71 percent) have caps on the monetary value of any one reimbursement a participant can receive, and about one-third have monthly (37 percent) and annual caps (35 percent). Only

four States have lifetime caps on some reimbursements, including for rent and housing assistance and auto repairs.

Three important lessons emerged from the four case studies about participant reimbursements and other support services.

1. **Use a streamlined reimbursement process so participants receive support on time.**
Reimbursements make it possible for participants to engage in E&T and find work. Case managers stress how important reimbursements are, particularly for transportation. However, some staff in Arkansas, Washington, DC, and Kentucky say reimbursements are not processed on time, or the disbursement method does not work for all participants (for example, if the method is to send checks, and participants change their address often). Best practices to ensure participants get the reimbursements they need include (1) processing reimbursements quickly, (2) using more than one disbursement method, (3) using a streamlined process for reimbursements (for example, providing preloaded public transportation passes), and (4) processing requests through a centralized management information system.

2. **Reimburse participants in amounts that match their needs.** Staff in some States and organizations say it is important to reimburse participants for the full cost of their participation. In Kentucky, staff reported that when the State increased the amount of its transportation and child care reimbursements, participants stayed in the program longer. Washington, DC, does not cap the monetary value of reimbursements participants can receive. This practice both gives the participants what they need and removes the administrative burden of case managers' tracking whether participants have reached a cap.

3. **Build strong partnerships with community organizations for support services.** Staff from a few States and organizations partnered with community organizations to give E&T participants support services beyond SNAP E&T-funded participant reimbursements. Strong relationships with other providers can help case managers make referrals for participants that connect them directly to another staff person, increasing the likelihood participants will obtain a needed resource. Specifically, Kentucky seeks partnerships with organizations that have many support services available so E&T participants will receive the resources they need while in the program.

I. Introduction

The Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T) program is designed to help participants "in gaining skills, training, or experience that will increase their ability to obtain regular employment" (U.S. Congress 1985). States are required to offer SNAP E&T participants at least one of the following services: (1) work-based learning, (2) educational programs, (3) training, (4) job retention, (5) job search training, (6) self-employment training, (7) work experience, and (8) workfare. With the passage of the Agricultural Improvement Act of 2018 (known as the 2018 Farm Bill), States are also now required to provide case management to all SNAP E&T participants. Although some States have provided case management as part of their SNAP E&T programs for many years, others are now implementing it for the first time or enhancing their services in response to this requirement.

The purpose of this report is to provide the Food and Nutrition Service (FNS) a comprehensive picture of how States responded to the case management requirement for SNAP E&T programs and how they provide services, including how they assess participants and offer participant reimbursements. It is also intended to identify lessons learned and promising practices that FNS can use to support SNAP agencies as they seek to implement more robust E&T programs.

In this chapter, we provide background information on SNAP E&T case management and the purpose of the study. We then describe the study objectives and research questions, the data and methods we use to address them, and the limitations of the study. Finally, we outline the organization of the rest of the report.

A. Background

Case management involves assessing participants' skills, interests, strengths, and challenges, and using this knowledge to inform an individualized plan for addressing barriers, developing more skills, and finding a job (Laird and Holcomb 2011; Meckstroth et al. 1999). In addition, case managers can use assessments to identify the support services participants need to complete E&T activities and succeed in a job. As part of the E&T program, State SNAP agencies are required to reimburse participants for reasonable expenses that directly relate to their participation, such as child care and transportation. Case managers can help coordinate these reimbursements and referrals to other services and supports, such as clothing for interviews, mental health services, and housing resources (Laird and Holcomb 2011). Although not required by FNS, case management in SNAP E&T can be an ongoing activity in which case managers continue to meet with and support participants' progress in E&T activities, as desired by the participants (U.S. Department of Agriculture 2021). During ongoing interactions, case managers can use different techniques or approaches to engage with participants, including teaming, trauma-informed case management, employment coaching, and motivational interviewing (Box I.1).

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Box I.1. Definitions of case management techniques and approaches

- **Employment coaching.** Partnering with participants to define and move toward their employment goals, including setting the goals, developing plans to achieve them, and supporting and motivating participants to work toward their goals (Joyce and McConnell 2019).

- **Motivational interviewing.** Using conversational tactics like open-ended questions, reflective listening, empathy, affirmations, and reinforcements to help clients resolve ambivalent feelings and generate motivation to change (Anderson et al. 2018; Rollnick and Miller 1995).

- **Teaming or case coordination.** Bringing together professionals working with the participant or family in different domains or systems (Meckstroth et al. 1999).

- **Trauma-informed case management.** Recognizing the effects of trauma on participants, addressing trauma, and offering strategies to overcome its effects and move toward goals (Maguire 2017). ◢

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Although FNS had promoted case management and assessments as a best practice in SNAP E&T programs even before passage of the 2018 Farm Bill, and some States and programs were already doing them, States' case management and assessments practices have not been well documented. However, starting in fiscal year (FY) 2020, States are required to include information about their case management practices in their State plans. In FY 2022, States were required to include a description of their case management services and model, how participants will be referred to case management, and who will provide case management services, among other details.

As a part of FNS' final rule that implements changes made to SNAP E&T by the 2018 Farm Bill, States are required to provide case management services to all E&T participants, though it gives discretion to individual States on which activities and services they choose to offer. However, those activities and services should be aligned with those specified in the Farm Bill, including assessing participants' skills, interests, and challenges through comprehensive intake assessments, and using this information to develop individualized service plans, monitor participants' progress, and help participants obtain skills and employment (U.S. Department of Agriculture 2021). The 2018 Farm Bill also specifies that case managers can use assessments to help identify which participant reimbursements are needed for a participant to successfully complete E&T activities and obtain employment; case managers can help coordinate these reimbursements as well as referrals to other services and supports.

The purpose of this study was to help FNS better understand how States are implementing the SNAP E&T case management requirement, including how they assess individuals' needs for services and supports and provide participant reimbursements and other support services. It also revealed promising practices and lessons learned that FNS can use to support States as they work to provide case management services aligned with their participants' needs, available resources, and program priorities.

B. Study objectives and research questions

This study had four objectives: (1) describe States' approaches to SNAP E&T case management, (2) describe States' responses to the new program requirement for case management, (3) provide a comprehensive picture of States' approaches to SNAP E&T assessment, and (4) document States' approaches to offering participant reimbursements.

- **Objective 1.** The study explored what States mean when they say they provide case management, including the types of services case managers offer, and how often and for what reasons they interact with participants. The study also explored the types of staff and organizations that provide case management, how many E&T participants receive the services, and how many participants each case manager has on their caseload.

- **Objective 2.** The study inquired into how and why States' approaches to case management changed since case management became a requirement. The data collection also was designed to help us examine the resources, like staff training or facilities, that States invested or planned to invest in response to the requirement.

- **Objective 3.** The study addressed who conducts assessment of E&T participants, when, and using what tools. The data collection also explored which assessments may be required of participants before starting E&T services, and how case managers use the results to help determine a participant's E&T individual plan. It also was designed to identify best practices for assessing participants.

- **Objective 4.** The data collection explored which participant reimbursements and supports are available for SNAP E&T participants, how participants are informed of them, and how many participants receive them. The study also considered how States limit reimbursements and the rationales for those limits.

C. Data, methodology, and limitations

To meet these objectives, the study had two data collection activities: (1) a survey of 53 State SNAP agencies and (2) four in-depth case studies. Below, we summarize these data collection activities, our analysis methods, and the study's limitations. Appendix C includes a more detailed description of the study's data collection and analysis methods.

1. Survey data collection and analysis

The survey data collection took place in summer and fall 2021. The study team sent all 53 State SNAP agencies (which include the 50 States, Washington, DC, the U.S. Virgin Islands, and Guam) a web survey with questions about their State's policies, guidance, and practice related to case management, assessment, and participant reimbursement and support services. The survey also requested the States submit an example assessment tool they commonly use to assess E&T participants' needs or work readiness after they are referred to E&T. Fifty-two of the 53 State SNAP agencies responded, for a 98 percent response rate, and 43 agencies submitted assessment tools.

The survey data analysis summarizes the aggregate survey findings across the States, described in Chapter II, and individual-level findings about each State, described in State profiles presented in Appendix A. The aggregated findings in Chapter II also include analysis of three subgroups: (1) States with mandatory versus voluntary programs,[2] (2) States with larger (1,300 or more E&T participants) versus smaller E&T caseloads (fewer than 1,300 E&T participants); and (3) States providing case management in the local SNAP office (either as the only provider or in combination with other providers)

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[2] In States that operate mandatory SNAP E&T programs, SNAP participants who are work registrants, who do not meet a State exemption, and who are referred to SNAP E&T must participate in the program, or they may be disqualified from SNAP. In States that operate voluntary programs, SNAP participants can volunteer to participate in SNAP E&T and not face disqualification if they do not comply with program requirements (FNS 2021).

versus States that offer case management exclusively by other providers. We also provide a supplementary descriptive analysis of the 43 assessments the States submitted.

2.   Case study data collection and analysis

The case study data collection began in fall 2021 and ended in spring 2022. FNS purposively selected locations it determined to be good candidates to highlight in this study based on their case management practices. The four case study locations that FNS chose and that agreed to participate were Arkansas, Kentucky, New York City, and Washington, DC (Exhibit I.1).

Exhibit I.1. Case study locations
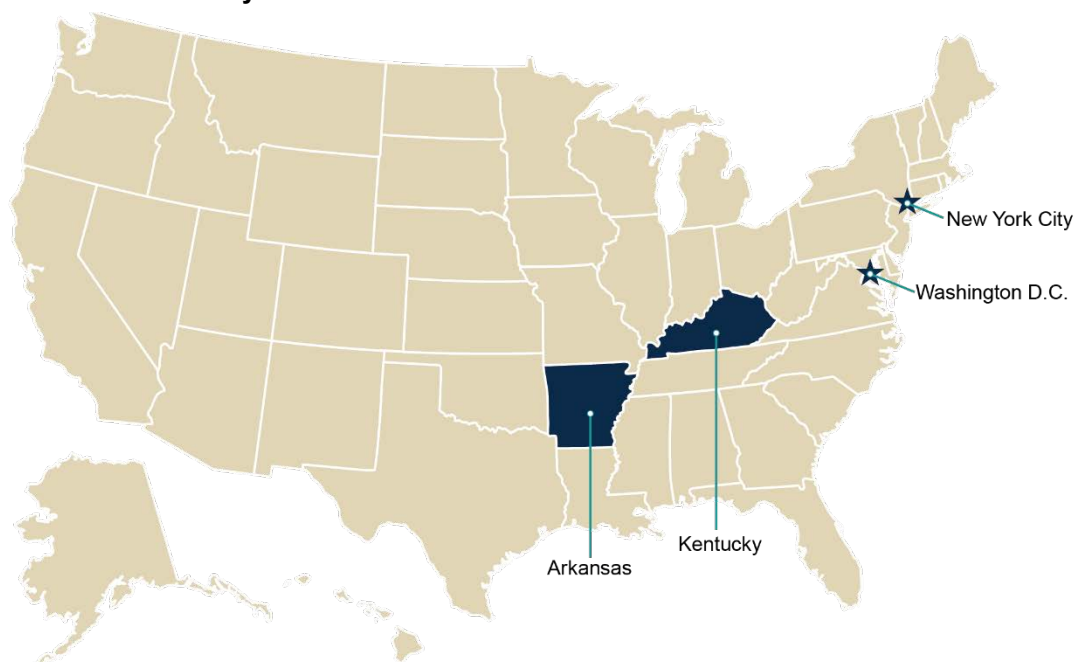
The case study analysis summarizes information obtained through four virtual case study site visits conducted at each of the chosen locations. Site visit data include interviews with State SNAP and SNAP E&T staff, local SNAP office staff, and E&T provider staff and virtual observations of case management meetings between case managers and participants and of group assessments, when available. In each location, the study team interviewed about six SNAP staff and three staff at each of three providers and conducted about six observations (see Appendix C for more details). The study team also received and analyzed available aggregate administrative data and reviewed program documents to help describe case management, assessment, and participant reimbursement provision in these locations.

3.   Study limitations

This study has a few limitations. First, the State SNAP agency survey was largely limited to questions about State-level policy and guidance on case management, assessment, and participant reimbursements. The study team chose this approach because the survey was fielded to State agency administrators who could not be expected to know all the case management, assessment, and participant reimbursement practices for each provider or each county, in county-administered States, especially in larger States. As a

result, the survey yielded less information about case management implementation for States that lack policy or guidance on the topics of interest or give discretion to counties and providers in how they implement case management.

Second, the case study data collection was limited to four purposively selected locations. In addition, at the four locations, the study team was only able to interview a select number of staff and a handful of providers. Therefore, the reported staff experiences may not be generalizable to the entire SNAP E&T program in each location, and the experiences of these four locations may not be generalizable to other E&T programs across the country. However, they can help illustrate in detail how select areas are implementing case management, assessment, and participant reimbursements on the ground and provide ideas for promising practices that other States and E&T programs could consider.

Finally, the study team collected both the survey and case study data during the COVID-19 pandemic and focused on implementation of case management during a time when many programs were serving fewer participants. States may also have behaved differently during this time than they would have if the pandemic had not occurred—for example, by delaying implementation of new case management practices or investments in staff training and resources. State SNAP agencies were required to implement case management in their E&T programs beginning October 1, 2019, and the pandemic started impacting States in March 2020. The study explores how the pandemic may have changed case management in the four case studies, as staff described it during discussions, but not in the survey analysis, as the survey had already been designed before the pandemic.

D. Organization of this report

The rest of this report is organized as follows. Chapter II describes the aggregate State survey findings. Chapters III through VI will separately describe the case study findings from Arkansas, Kentucky, New York City, and Washington, DC, respectively. Chapter VII will summarize the key findings from the survey and the case studies and describe lessons learned for SNAP E&T case management, assessment, and participant reimbursements and support services. Appendix A includes State-specific profiles providing a high-level snapshot of each State's approach to providing case management, assessments, and participant reimbursements and other support services to SNAP E&T participants. The appendices also include select State-by-State survey data tables (Appendix B), the data collection instruments (Appendix C), and detailed analysis methods and technical specifications (Appendix D).

II. State Survey Findings

Given the new case management requirement and the latitude States have in implementing it, this study was designed to learn about the approaches all 53 SNAP agencies have used to offer case management to E&T participants. This chapter reports findings from the survey of State SNAP agencies on how they are providing SNAP E&T case management, assessments, participant reimbursements, and other supports, and on how they responded to the case management requirement.

We analyze results for the full sample of 52 responding State agencies and highlight findings of interest for three subgroups. The first subgroup, States with mandatory versus voluntary E&T programs,[3] will be described throughout this chapter as "States with mandatory E&T programs" and "States with voluntary E&T programs." The second subgroup, E&T caseload size, uses FY 2021 FNS-583 data to look at States with fewer than 1,300 total E&T participants versus those with 1,300 or more total E&T participants.[4] These will be described throughout the chapter as "States in the smaller E&T caseload group" and "States in the larger E&T caseload group," respectively. The third subgroup looks at which States provide case management in the local SNAP office (either as the only provider or in combination with other providers), in contrast with States that offer case management exclusively by other providers. These will be described as "States whose case management is provided by local SNAP offices (alone or with other providers)" and "States whose case management is not provided by local SNAP offices," respectively. The sample sizes of these subgroups may be small depending on the number of States in that group that responded to given survey items. More information on subgroups, including sample sizes and how the subgroups were constructed can be found in Appendix C.

A. States' approaches to SNAP E&T case management

Case management can look different from one State or provider to the next. For this study, we define case management as services and supports provided directly to SNAP E&T participants by a case manager or other staff person after the participants are referred to E&T. This does not include activities such as workshop instruction, other education or training, or supervised job search or job placement assistance. Case management often includes things like assessing participants, creating individualized service plans, linking participants to reimbursements or other support services, monitoring progress and program requirements, and coordinating with service providers. Further, "case manager" is a general name used throughout this report, although staff with other titles—such as counselors, coaches, or navigators—might be providing case management services.

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[3] States have flexibility in deciding whether to operate mandatory or voluntary E&T programs or a combination of the two. For example, States have the option to offer E&T on a voluntary basis to certain or all SNAP participants in the State, or States can require all or certain work registrants to participate in E&T as a condition of eligibility, on a mandatory basis. Since there was only one State operating a mandatory E&T program at the time of data collection, we combined States that operate only mandatory or both mandatory and voluntary E&T programs into the mandatory group.

[4] For E&T caseload size, we use FY 2021 FNS-583 data to look at States with fewer than 1,300 total E&T participants versus 1,300 or more total E&T participants. We use 1,300 total participants as the threshold because it is near the median.

....

Case management: key takeaways

- Three-fourths of States use community-based organizations as case management providers (73 percent).

- Of States that have policy or guidance, they most commonly instruct E&T case managers to meet with participants one-on-one (74 percent), every month (40 percent), and a majority give case managers flexibility on which modes of communication to use (60 percent).

- Most States require case managers to monitor participants' adherence to SNAP E&T program requirements (94 percent), track and monitor participant program progress (92 percent), and provide participant reimbursements (92 percent). ◢

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1. Case management providers

States have flexibility in determining several aspects of their SNAP E&T programs, including which types of providers will offer case management services. Nearly three-fourths of States report that community-based organizations (CBOs) provide case management (73 percent). In half of the States, Workforce Innovation & Opportunity Act (WIOA) agencies or other U.S. Department of Labor-funded workforce programs (54 percent) or community colleges (50 percent) provide case management. Local SNAP offices provide case management in 39 percent of the States (Exhibit II.1). In general, States report that the entities providing case management services are the same ones as those providing SNAP E&T components.

Community-based organizations provide case management in almost three-fourths of the States.

Exhibit II.1. Types of SNAP E&T case management and E&T component providers in States
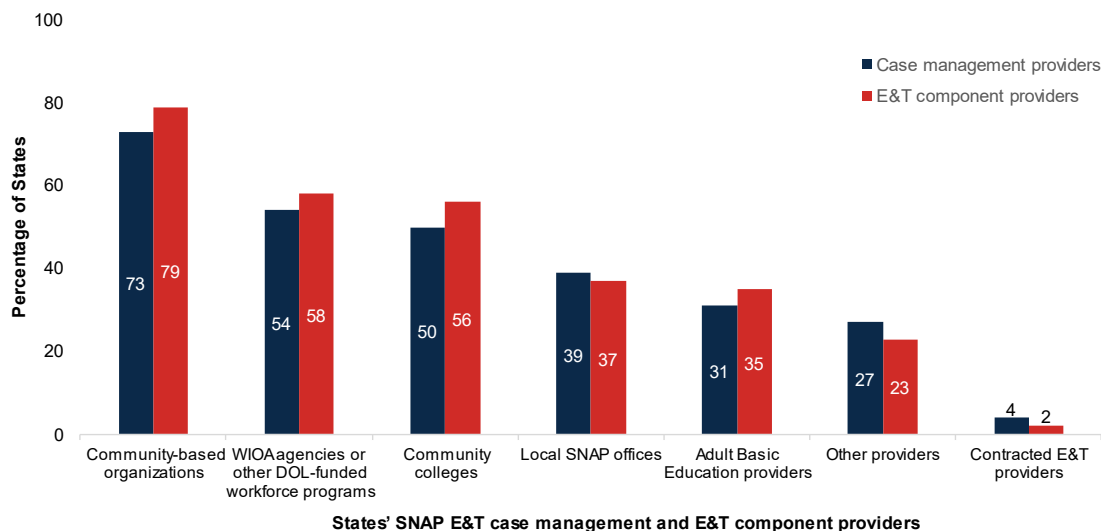
Source: 2021 Survey of SNAP E&T Case Management.

Note: Percentages do not add to 100 because respondents could say they use more than one type of case management or E&T provider. Sample size = 52 States. Other providers of case management include, for example, local university extension programs and State SNAP E&T offices. Other providers of E&T components include, for example, for-profit organizations. Four percent of respondents (or fewer) specified "contracted E&T providers," which may not be mutually exclusive of other categories. DOL = Department of Labor; WIOA = Workforce Innovation and Opportunity Act.

2. Case management content

Case management services and activities. Almost all States (92 percent) say they have policy or guidance on which case management services and activities are required.[5,6] Among States that provide policy or guidance, the most common service or activity is monitoring and ensuring participants meet SNAP E&T program requirements (94 percent) (Exhibit II.2). Nearly as common are providing participant reimbursements (92 percent) and tracking and monitoring participant progress and outcomes (92 percent). Other case management activities included in policy or guidance are coaching and goal setting (79 percent) and referring participants to other training and employment programs (77 percent) (Exhibit II.2).

Exhibit II.2. Case management services and activities included in States' policy or guidance

Source: 2021 Survey of SNAP E&T Case Management.

Note: Percentages do not add to 100 because respondents could say they use more than one case management activity or service. Sample size = 48 States. The sample size for this item is smaller than 52 because the question was only asked of respondents who reported having policy or guidance on case management services or activities.

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[5] Policy was defined for respondents as an agency's "written rules on how to properly execute the SNAP E&T program that are shared with local SNAP offices or E&T providers via policy directives or contracts." Guidance was defined as "supplemental, non-binding information that an agency provides to local SNAP offices or E&T providers in writing or verbally to help them implement the SNAP E&T program." These terms together can be thought of as understanding States' instructions around implementing the E&T program.

[6] States were asked whether they provided policy or guidance on which case management services and activities must be provided to SNAP E&T participants. The absence of specific policy or guidance does not necessarily mean a State is not providing case management.

Exhibit II.2. Case management services and activities included in States' policy or guidance (continued)
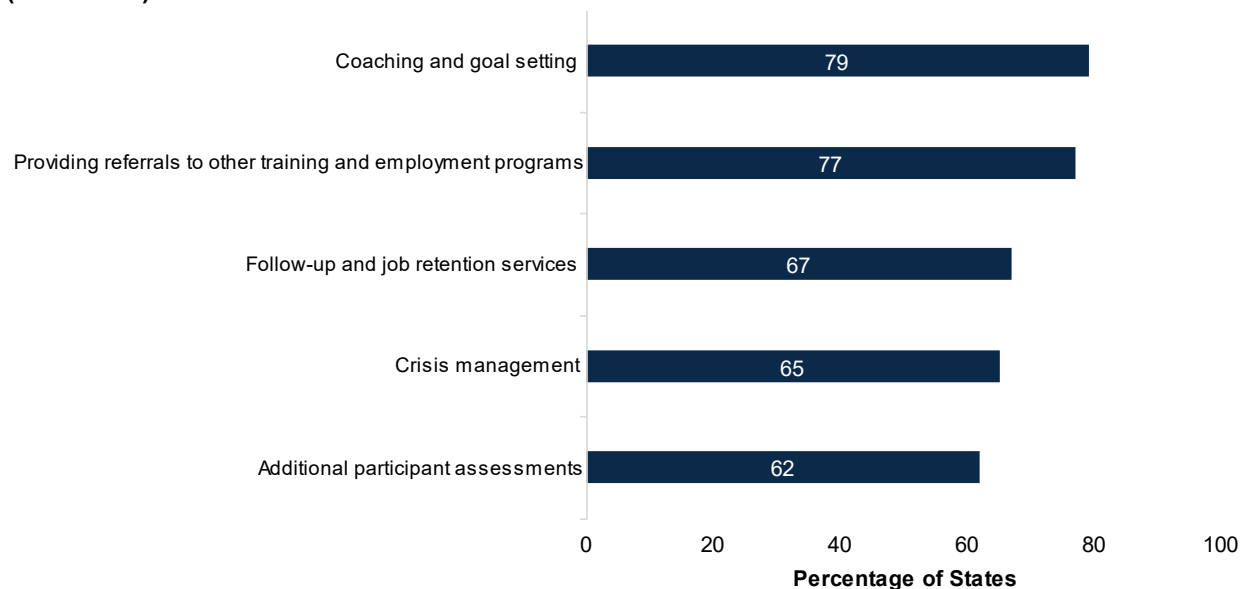
Source: 2021 Survey of SNAP E&T Case Management.

Note: Percentages do not add to 100 because respondents could say they offered more than one case management activity or service. Sample size = 48 States. The sample size for this item is smaller than 52 because the question was only asked of respondents who reported having policy or guidance on case management services or activities.

Subgroup highlight

In general, States whose case management is provided by local SNAP offices (alone or with other providers) more commonly include various case management activities in their policy or guidance. For example, almost all States (95 percent) in this category (n=20) report providing referrals to other support services as part of their policy or guidance, compared with States whose case management is not provided by local SNAP offices (75 percent include referrals; n=28). ◢

Case management approaches or techniques. Just over half of States (52 percent) provide policy or guidance to local SNAP offices or E&T providers on specific case management approaches or techniques to use with participants. Definitions of common case management approaches are in Box II.1. Almost three-quarters of States with policy or guidance (74 percent) say they include employment coaching. This is followed by motivational interviewing (56 percent), teaming or case coordination (52 percent), and trauma-informed case management (37 percent). More than half of States (56 percent) say their policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which approaches or techniques to use, in addition to any of the other techniques the policy or guidance might have specified.

> **Box II.1. Definitions of common case management approaches**
>
> - **Employment coaching.** Partnering with participants to define and move toward their employment goals, including setting goals, developing plans to achieve them, and supporting and motivating participants to work toward those goals (Joyce and McConnell 2019).
> - **Motivational interviewing.** Using conversational tactics like open-ended questions, reflective listening, empathy, affirmations, and reinforcements to help clients resolve ambivalent feelings and generate motivation to change (Anderson et al. 2018; Rollnick and Miller 1995).
> - **Teaming or case coordination.** Bringing together professionals working with the participant or family in different domains or systems (Meckstroth et al. 1999).
> - **Trauma-informed case management.** Recognizing the effects of trauma on participants, addressing trauma, and offering strategies to overcome its effects and move toward goals (Maguire 2017). ◢

> **Subgroup highlight**
>
> States in the larger E&T caseload group (n=13) report using employment coaching (85 percent compared to 64 percent), motivational interviewing (77 percent compared to 36 percent), teaming or case coordination (62 percent compared to 43 percent), and trauma-informed case management (54 percent compared to 21 percent) more often than States in the smaller E&T caseload group (n=14). ◢

3. Case management meeting structure

Almost three-quarters of States (73 percent) provide policy or guidance on the structure of case management meetings. Among States that have policy or guidance, one-on-one sessions (74 percent) are the most common meeting structure. Other meeting structures include group sessions (21 percent) and team meetings with one participant, a case manager, and other professionals (21 percent) (Table II.1).

Table II.1. Case management meeting structure specified in States' policies or guidance

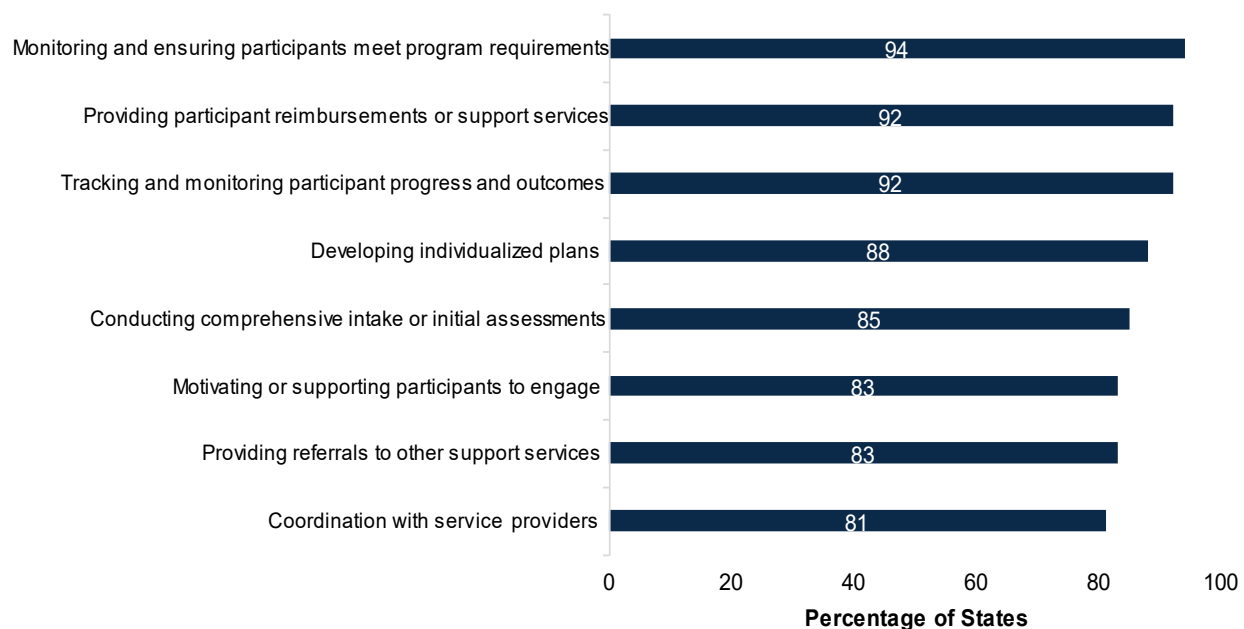|	Percentage of States
One-on-one sessions	73.7
Group sessions	21.1
Team meetings with single participant, case manager, and other professionals	21.1
Other structures	2.6
Policy or guidance gives local SNAP offices or E&T providers flexibility in the structure for case management meetings	26.3
Sample size	**38**

Source: 2021 Survey of SNAP E&T Case Management.

Note: Percentages do not add to 100 because respondents could say they used more than one type of meeting structure. The sample size for this item is smaller than 52 because the question was only asked of respondents who reported having policy or guidance on meeting structure.

Number of case managers participants work with. More than one-third of States (38 percent; n=52) have policy or guidance that includes whether SNAP E&T participants should work with just one case manager or with more than one simultaneously. Seven in 10 States that do have this guidance (n=20) say participants should work with one case manager at a time who is assigned to them (70 percent). One-fourth of States with policy or guidance (25 percent; n=20) say participants can work with different case managers who fill different functions at the same time (for example, a teaming case management approach). Twenty percent of States (n=20) have policy or guidance that gives local SNAP offices or E&T providers flexibility in deciding whether participants are assigned to one or more case managers.

Number of participants case managers work with. Most States (90 percent) do not provide policy or guidance on the maximum number of SNAP E&T participants assigned to each case manager. Among the few that do, on average, policy or guidance prescribes a maximum caseload size of 70 participants per case manager (with a range between 50 and 100 participants).

4.   Frequency and mode of case management meetings

Frequency. Almost all States (96 percent) provide policy or guidance on how often case managers should communicate with SNAP E&T participants, and the most common interval was monthly (40 percent) (Table II.2).

Many States expect case managers to meet with participants monthly.

Table II.2. Frequency of case management meetings specified in States' policies or guidance

	Percentage of States
Monthly	40.0
As needed, or at other intervals	22.0
Weekly	8.0
Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding how frequently case managers should communicate with SNAP E&T participants	26.0
Sample size	**50**

Subgroup highlight

States in the larger E&T caseload group (n=24) more commonly report specifying monthly meetings (50 percent) in their policy or guidance than States in the smaller E&T caseload group do (31 percent; n=26). However, States in the smaller E&T caseload group more commonly report specifying weekly meetings (12 percent) than States in the larger E&T caseload group (4 percent). ◢

Modes of communication. Four-fifths of States (81 percent) provide policy or guidance on modes of communication case managers use to conduct case management with SNAP E&T participants. The most commonly specified modes are telephone conversations (76 percent), in-person meetings in the case manager's office (74 percent), and videoconferencing (67 percent) (Table II.3). Notably, more than half of the States with policy or guidance (60 percent) give local SNAP offices or E&T providers flexibility on how to communicate with SNAP E&T participants, in addition to other modes they may specify.

Table II.3. Mode of communication for case management specified in States' policies or guidance

	Percentage of States
Telephone	76.2
In-person meetings in the case manager's office	73.8
Videoconferencing	66.7
Email	61.9
In-person meetings in a community location	54.8
Text messages	40.5
Online chat software	31.0
In-person meetings in the participant's home	9.5
Other modes	2.4
Policy or guidance gives local SNAP offices or E&T providers flexibility on the modes of communication case managers use to conduct case management	59.5
Sample size	**42**

Source: 2021 Survey of SNAP E&T Case Management.

Note: Percentages do not add to 100 because respondents could say they use more than one type of communication mode. The sample size for this item is smaller than 52 because the question was only asked of respondents who reported having policy or guidance on communication mode.

Subgroup highlight

Most States with voluntary E&T programs (n=35) report that their policy or guidance directs them to communicate with clients by telephone (83 percent), in-person meetings in the case manager's office (80 percent), and videoconferencing (71 percent). On the other hand, most States with mandatory E&T programs (n=7) say their policy or guidance gives flexibility to case managers on the modes of communication (86 percent) and stipulates meetings should be in person in the case manager's office (43 percent), or via telephone (43 percent). ◢

Few States (8 percent) conduct research and evaluation to assess the effects of the type or intensity of case management on participant outcomes. The seven States that conduct research and evaluation all measure the number of credentials and jobs obtained, as well as the number of participants exiting SNAP.

B.   States' responses to the new case management requirement

The 2018 Farm bill was signed into law in December 2018, and States were required to start providing case management to all SNAP E&T participants by October 2019. States' responses to the requirement varied, as some had already been offering case management in their programs for years, and others needed to or wanted to expand it.

Key Dates
December 2018: The 2018 Farm Bill is signed into law.
October 2019: The 2018 Farm Bill case management requirement goes into effect.

The majority of States (ranging between 67 percent and 98 percent, depending on the case management activity) say they were already offering various case management activities before December 2018, when the Farm Bill was signed into law. Before December 2018, most States' case managers were providing participant reimbursements and other support services (98 percent), monitoring and ensuring participants meet program requirements (96 percent), and tracking and monitoring participant progress and outcomes (94 percent). Just over 10 percent of States report they started offering crisis management (15 percent), follow-up and job retention services (14 percent), coaching and goal setting (10 percent), and developing individualized plans (10 percent) between December 2018 and October 2019. Few States report offering specific case management services and activities for the first time after October 2019—when the 2018 Farm Bill case management requirement went into effect—but 6 percent offered crisis management for the first time and 6 percent started providing referrals to other support services.

In response to the 2018 Farm Bill, some States report investing or planning to invest additional resources in case management for their SNAP E&T participants, while some report not having made or planned any additional investments. Two in three States invested

States responded to the 2018 Farm Bill by investing in staff training and adding new E&T providers.

or planned to invest in trainings for E&T provider staff (67 percent) and SNAP agency staff (63 percent). More than half invested or planned to invest in adding new E&T provider agencies (58 percent). Fewer States invested in or planned to invest in increasing SNAP agency staff hours devoted to case management (27 percent) or adding or expanding new facilities (18 percent) (Table II.4). It is possible States reported planning fewer investments in case management because most of them were already offering it before the case management requirement went into effect.

Table II.4. Investments in case management in response to the 2018 Farm Bill

Investments	Percentage of States	
	Made or planned investments	**No additional or new investment planned or made**
Provide new training for E&T provider staff	67.3	32.7
Provide new training for SNAP agency staff	62.8	37.3
Add new E&T provider agencies	57.8	42.3
Expand existing E&T provider contracts to add or expand case management	43.2	56.9
Add SNAP agency staff	37.2	62.7
Increase SNAP agency staff hours devoted to case management	27.4	72.5
Add new or expand existing facilities	17.6	82.4
Sample size	**52**	

Source: 2021 Survey of SNAP E&T Case Management.

Note: Sample size for each investment type varies due to item nonresponse.

Apart from investing additional resources, States also report whether they made any changes to case management in their E&T program for participants since the 2018 Farm Bill case management requirement went into effect in October 2019. More than half of States (57 percent) say they have made no changes to case management in their E&T program since the 2018 Farm Bill went into effect. States that did make changes most commonly adopted new case management approaches or techniques (26 percent) and expanded existing case management to make it available to more SNAP E&T participants (24 percent) (Table II.5). Notably, none of the States that made changes say they were offering case management for the first time in response to the bill. Just 10 percent of the States report making other kinds of changes, such as adopting guidance on how often a case manager should check in with participants.

Table II.5. Changes in case management since the 2018 Farm Bill

	Percentage of States
No change	56.9
Adopting new case management approaches or techniques	25.5
Expanding existing case management to make it available to more SNAP E&T participants	23.5
Offering new assessments	15.7
Expanding menu of available case management services	13.7
Offering new participant reimbursements or other support services	13.7
Other changes	9.8
Offering case management for the first time	0.0
Sample size	**51**

Source: 2021 Survey of SNAP E&T Case Management.

Note: The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants. Percentages do not add to 100 because respondents could report more than one change, unless they selected "no change." The sample size for this item is smaller than 52 due to nonresponse.

Subgroup highlights

In response to the 2018 Farm Bill, States whose case management is provided by local SNAP offices (n=20) more commonly report adopting new case management approaches (40 percent) than States whose case management is not provided by local SNAP offices (16 percent; n=31). States whose case management is provided by local SNAP offices also more commonly report expanding their case management to make it available to more participants (35 percent compared to 16 percent).

As for mandatory and voluntary status, a higher percentage of States with mandatory E&T programs (n=9) report expanding existing case management (33 percent) compared with States with voluntary E&T programs (21 percent; n=42). Notably, States with voluntary E&T programs more commonly report instituting no changes in response to the 2018 Farm Bill (62 percent) than States with mandatory E&T programs (33 percent). ◢

Twenty-three of the 52 States reported making changes to case management. Three in five of these States say they were motivated to make these changes by direction from FNS to implement the case management requirement in the 2018 Farm Bill[7] (61 percent), and the same number were motivated by their review of best practices and research (61 percent) (Table II.6).

Table II.6. Motivation for changes to case management

	Percentage of States
Direction from FNS to implement the case management requirement in the 2018 Farm Bill	60.9
Review of best practices or research	60.9
Passage of the 2018 Farm Bill	43.5
State government legislative or directive	17.4
Other motivations	17.4
Sample size	**23**

Source: 2021 Survey of SNAP E&T Case Management.

Note: Percentages do not add to 100 because respondents could report more than one motivation. The sample size for this item is smaller than 52 because the question was only asked of respondents who reported making changes to case management since the 2018 Farm Bill.

Subgroup highlight

A comparison of States with mandatory E&T programs (n=6) to those with voluntary E&T programs (n=17) reveals similar motivations. For example, the largest proportion of States with mandatory E&T programs report they made changes because of the passage of the 2018 Farm Bill (67 percent) and direction from FNS to implement the case management requirement (50 percent). For States with voluntary E&T programs, the top two motivations are a review of best practices or research (77 percent) and direction from FNS to implement the case management requirement (65 percent). ◢

[7] FNS provided guidance to States in the following memos: https://fns-prod.azureedge.us/sites/default/files/media/file/QAs%20on%20ET%20Provisions%20of%20the%20Farm%20Bill%20REVISED%20May%202020%2C%202019.pdf and https://fns-prod.azureedge.us/sites/default/files/resource-files/Section-4005-Agriculture-Act-2018.pdf#page=2

C. States' approaches to SNAP E&T assessments

Assessing participants is a key part of case management in most E&T programs. The Survey of SNAP E&T Case Management study team categorized assessments as either initial or additional. Initial assessments are the first assessments of SNAP E&T participants who have already been determined to be eligible for or required to participate in the E&T program (that is, they have been referred to SNAP E&T). Initial assessments might include assessments of participants' backgrounds, needs, barriers to working, and work readiness. Some agencies offer additional assessments. These might include tests of mental and physical ability, assessments of aptitude and abilities, measures of professional interests, work and personal values measures, and personality inventories.

Assessments: key takeaways

- Case managers at community-based organizations administer assessments to E&T participants after referral to E&T program in about 70 percent of the States.
- Almost all States (98 percent) require case managers to administer initial assessments to participants after referral to E&T, with most of them doing so during the first meeting with an E&T case manager (79 percent) or during an E&T orientation at a provider (52 percent).
- About 60 percent of States require a certain assessment tool to be used for the initial assessment. The tool is usually an assessment developed by the State or provider to assess a participant's background (65 percent) or their needs and barriers (65 percent).
- Of the States that have policy or guidance on how to use assessment results, almost all direct case managers to use assessment results in developing individualized plans with participants (97 percent), in a discussion with the participant about their service interests and needs (94 percent), and to identify the programs or components a participant is eligible or qualifies for (91 percent). ◢

1. Approach to providing initial assessments

Initial assessment tools in policy or guidance.
Nearly all States (98 percent) provide policy or guidance specifying SNAP E&T participants must receive an initial assessment after referral to E&T. Among these States, three in five (61 percent) report that their policy or guidance specifies that local SNAP offices or E&T providers must use specific tools for the initial assessment. Among States whose policy or guidance specifies the initial assessment tools to be given, more than half specify using a participant background assessment tool (65 percent) and/or a needs and barriers assessment tool developed by the State or E&T provider (65 percent) (Table II.7). Many States with policy or guidance on initial assessment tools give local SNAP offices or E&T providers flexibility in deciding which assessment tools to use for initial assessments (42 percent). Fewer States include the TABE (10 percent) or CASAS (7 percent) as initial assessment tools in their policy or guidance.

> **Almost all States specify that E&T participants must be given an initial assessment after referral to E&T; the tool is usually one developed by the State or provider.**

Table II.7. Initial assessment tools specified for use in States' policies or guidance

	Percentage of States
Participant background assessment tool developed by or for the State, territory, or provider	64.5
Needs and barriers assessment tool developed by or for the State, territory, or provider	64.5
Other tools (for example, Northstar Digital Literacy and Career Edge)	16.1
O*NET Ability Profiler	9.7
O*NET Interest Profiler	9.7
Test of Adult Basic Education (TABE)	9.7
Comprehensive Adult Student Assessment System (CASAS)	6.5
WorkKeys	6.5
Career Orientation Inventory (COI)	3.2
CareerScope	3.2
JobFit	3.2
Self-Directed Search (SDS)	3.2
When I Grow Up	3.2
Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tools to use for initial assessments of SNAP E&T participants	41.9
Sample size	**31**

Source: 2021 Survey of SNAP E&T Case Management.

Note: Percentages do not add to 100 because respondents could say they use more than one initial assessment tool. The sample size for this item is smaller than 52 because the question was only asked of respondents who reported having policy or guidance on initial assessment tools.

In alignment with what States report about their policy and guidance, most States report that in practice, more than half of their providers use needs and barriers assessment tools (87 percent) and participant background assessment tools (81 percent) for initial assessment. Some tools the States report that their providers use for the initial assessment are the CASAS, O*NET Ability Profiler, O*NET Interest Profiler, TABE, and WorkKeys. Few States report that their local SNAP offices or E&T providers use tools like the World of Work Inventory, Keirsey Temperament Sorter, Candidate Physical Ability Test, Self-Directed Search, and Skillscan, for example, as their initial assessment tools.

Example tools submitted by States. Forty-two States submitted the initial assessment tools commonly used in their E&T programs—with information on how they are administered—as part of their response to the survey.[8] These initial assessments are often administered by case managers (States did not specify whether these were case managers at the State or providers), E&T provider staff, and eligibility workers, but in a few States, the assessments can be self-administered. For example, Indiana provided an initial assessment tool in a matrix format that participants complete themselves during in-person or virtual orientation or in a follow-up appointment with their case manager. The initial assessments were commonly short documents, averaging 5 pages and ranging from 1 to 18 pages.

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[8] The survey asked respondents to submit a commonly used, nonproprietary initial assessment tool that assesses participants' needs, work readiness, or both. More information on the instructions given to respondents can be found in Appendix C.

The study team identified four categories of initial assessment content:

1. **Intake information.** Includes demographic information such as household composition, caregiving, age, race and ethnicity, and veteran or military status.

2. **Employment information.** Includes employment history, training history, education history, references, salary information, skills, interests, abilities, and work readiness.

3. **Goal setting**. Includes information on what E&T participants are seeking to do, their goals for SNAP E&T, and their desired employment positions.

4. **Barriers and needs**. Includes information such as access to technology, financial and housing stability, food security, access to transportation, legal barriers, and child care needs, among others.

Three in five States (57 percent) that submitted an initial assessment tool included intake, employment, goal setting, and barriers and needs topics in the tool (Table II.8). For example, Alabama's initial assessment is used to "gather information on an individual's background, interest, skills, barriers, and goals," and therefore collects information on demographics, education history, employment history, legal and criminal history, barriers and needs, employment skills, interests, abilities, work readiness, and goals. Initial assessments that include employment, barriers and needs, and goal setting topics were the second most common type of submitted assessment (21 percent), followed by assessments that cover only employment topics (7 percent) and those with intake, employment, and barriers and needs topics (7 percent). A few States submitted tools that included only topics on employment and barriers and needs (5 percent) or only barriers and needs (2 percent).

Initial assessment tools often address intake, employment, and goal-setting topics.

Table II.8. Content of initial assessment tools States provided

	Percentage of States
Intake, employment, barriers or needs, and goal setting	57.1
Employment, barriers or needs, and goal setting	21.4
Employment only	7.1
Intake, employment, and barriers or needs	7.1
Employment and barriers or needs	4.8
Barriers or needs only	2.4
Sample size	**42**

Source: Initial assessment tools States submitted as part of the 2021 Survey of SNAP E&T Case Management. Forty-two of the 52 States submitted an initial assessment tool.

Types of organizations and staff that conduct initial assessments. CBOs are responsible for conducting initial assessments of SNAP E&T participants in 71 percent of States. The profiles of those conducting initial assessments are similar to the profiles of those reported by States as providing case management (Exhibit II.3).

Exhibit II.3. SNAP E&T case management providers who conduct initial assessments in States
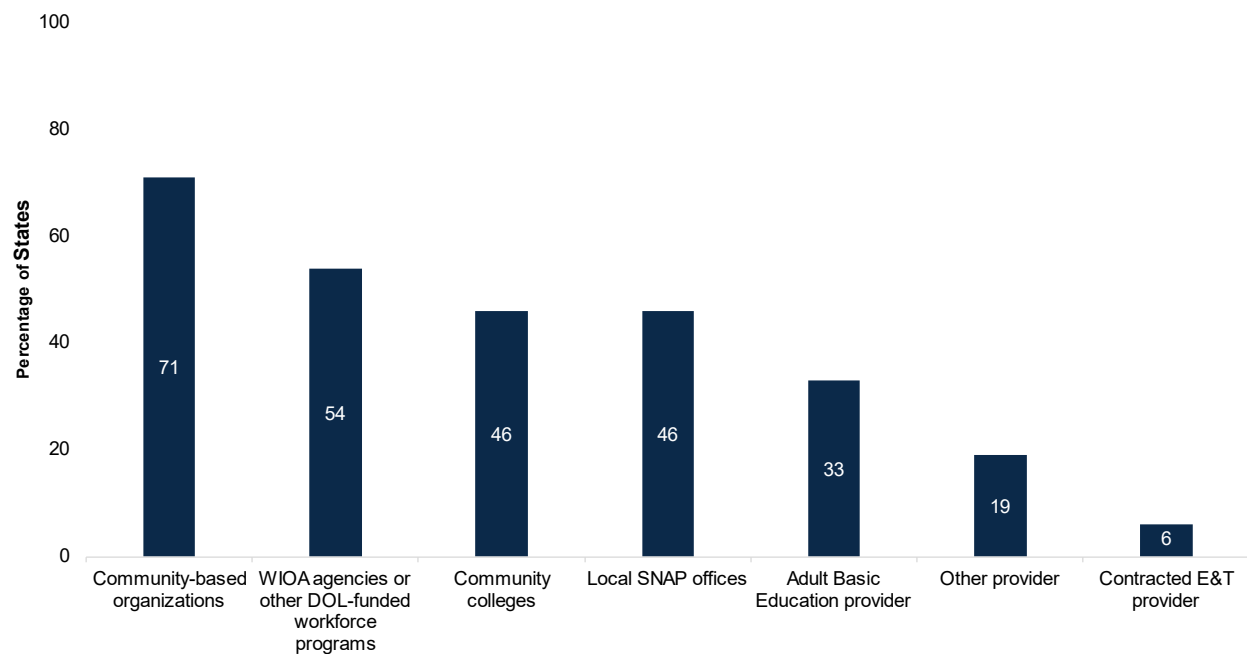
States' SNAP E&T case management providers who conduct initial assessments

Source: 2021 Survey of SNAP E&T Case Management.

Note: Percentages do not add to 100 because respondents could say they use more than one type of case management provider. Sample size = 52 States.

DOL = Department of Labor. WIOA = Workforce Innovation and Opportunity Act.

Most States report that provider staff are responsible for conducting initial assessments, including staff who provide case management to participants from multiple programs (69 percent) or who only serve SNAP E&T participants (67 percent) (Exhibit II.4).

Exhibit II.4. Staff at local SNAP offices or at E&T providers who conduct initial assessments in States
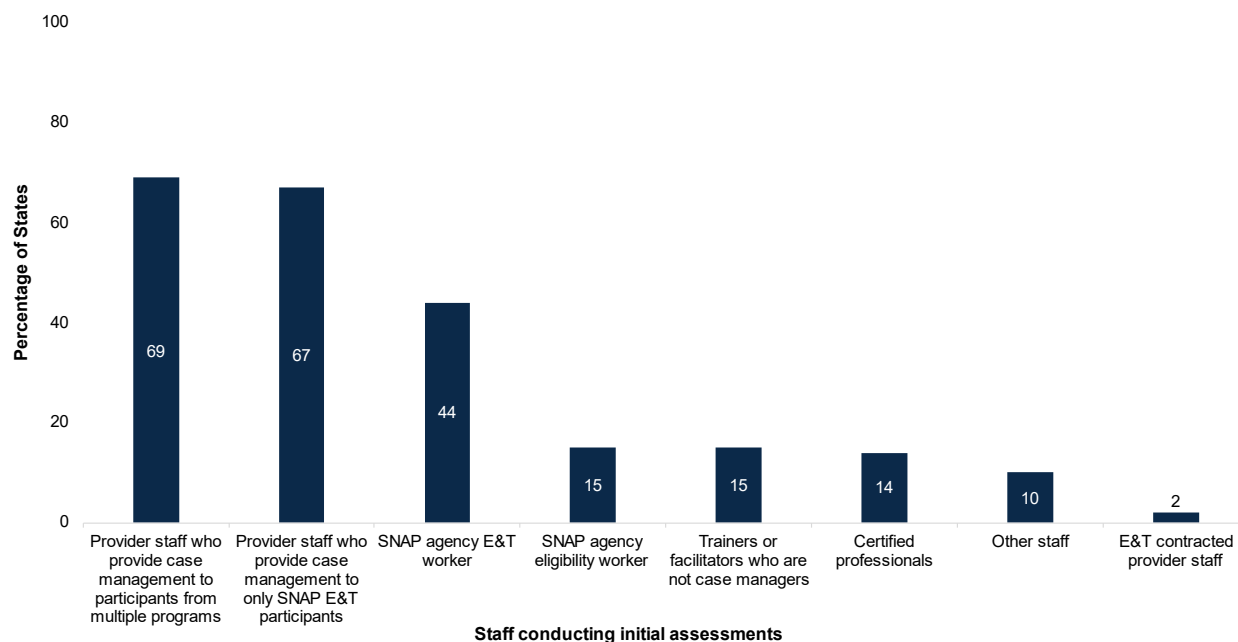
Source: 2021 Survey of SNAP E&T Case Management.
Note: Percentages do not add to 100 because respondents could say more than one type of staff member conducts assessments. Sample size = 52 States.

Many States (44 percent) report that SNAP agency E&T workers conduct initial assessments, whereas 15 percent report they are conducted by eligibility workers or trainers and facilitators. Fourteen percent of States say certified professionals (14 percent) are responsible for conducting the initial assessments.

Subgroup highlight

States in the larger E&T caseload group (n=25) more commonly report that SNAP agency eligibility workers conduct initial assessments (20 percent) than States in the smaller E&T caseload group (11 percent; n=27). Similarly, States in the larger E&T caseload group more commonly report that trainers or facilitators (28 percent) and certified professionals (28 percent) conduct initial assessments compared to States in the smaller E&T caseload group (4 percent and 0 percent, respectively).

When initial assessments are conducted. More than three-quarters of States (79 percent) expect initial assessments to be conducted during the E&T case manager's first meeting with the participant, which can be either at a local SNAP office or with an E&T provider. Just over half of States (52 percent) expect the initial assessments to take place during a SNAP E&T orientation held at the SNAP E&T provider's office. Fewer States report that initial assessments are expected to take place in a meeting with an E&T case manager that is not the first meeting (33 percent), during the eligibility interview after the client is determined to be eligible for or referable to SNAP E&T (23 percent), or during SNAP E&T orientation held at a local SNAP office (15 percent).

2.   Approach to providing additional assessments

Additional assessment tools in policy or guidance. Fifty percent of States provide policy or guidance specifying that SNAP E&T participants should be given assessments beyond the initial assessment. Among these States, nearly one-quarter (23 percent) have indicated in their policy or guidance the types of additional assessments that should be given—8 percent indicate specific assessment tools that should be used and 15 percent specify both the type of assessment and the tool. Among States whose policy or guidance specifies the types of additional assessments to be given, the most common type is a needs and barriers assessment (80 percent), followed by aptitude or abilities assessments such as the O*Net Ability Profiler or TABE (60 percent).

> **Only half of States' policy or guidance specifies that additional assessments should be provided to E&T participants.**

Most States (64 percent) do not provide policy or guidance that specifies how case managers should select assessment tools if several (or more) are available. Among those that do (n=10), 40 percent of States suggest case managers choose the assessment required by the program or base the decision on the component the participant is interested in. Thirty percent of States report that selection can be done according to the personal case manager's preference or discretion; based on participants' interest areas, barriers, and other factors; and by using guidance from the provider. Notably, 40 percent of States report their policy or guidance gives local SNAP offices or E&T providers flexibility in deciding how case managers should make this decision.

Types of organizations and staff that conduct additional assessments. Similar to the trend in initial assessments, CBOs most commonly conduct additional assessments of SNAP E&T participants (65 percent). Provider staff who provide case management to SNAP E&T participants (75 percent) or participants from multiple programs (69 percent) typically conduct the additional assessments at the provider locations.

Subgroup highlight

Notably, one-quarter of States in the larger E&T caseload group (n=23) report that SNAP agency eligibility workers conduct additional assessments (26 percent) whereas no States in the smaller E&T caseload group (n=26) report that SNAP agency eligibility workers conduct additional assessments (0 percent).◢

When additional assessments are conducted. More than half of States (57 percent) leave the timing of additional assessments to the discretion of the case manager (Table II.9). Some States expect additional

> **A majority of States give case managers discretion over when to provide additional assessments.**

assessments to be conducted during the first meeting with an E&T case manager at a SNAP E&T provider (46 percent) or during a subsequent meeting (41 percent). States also report that additional assessments should be conducted before a participant is referred to a service component (39 percent), during SNAP E&T orientation held at a SNAP E&T provider (33 percent), and after completing a service component (26 percent).

Table II.9. Expected timing of additional assessments of SNAP E&T participants

	Percentage of States
At the discretion of the case manager	56.5
During first meeting with an E&T case manager at a SNAP E&T provider	45.7
During a meeting with an E&T case manager that is after the first meeting	41.3
Before being referred to a service component	39.1
During SNAP E&T orientation held at SNAP E&T provider	32.6
After completing a service component	26.1
During eligibility interview after client is determined eligible or referable to SNAP E&T	19.6
On a regular basis, such as monthly or quarterly	19.6
During SNAP E&T orientation held at a local SNAP office	15.2
Other timing	13.0
Sample size	**46**

Source: 2021 Survey of SNAP E&T Case Management.

Note: Percentages do not add to 100 because respondents could say these assessments should be done at more than one of these times. The sample size for this item is smaller than 52 due to nonresponse.

3. Approach to using assessment results

More than half of States (62 percent) provide policy or guidance on how case managers or other staff should use the results of assessments to match SNAP E&T participants to activities, components, and participant reimbursements or other support services. Almost all States that have policy or guidance on how to use the results of assessments direct case managers to use assessment results to inform the development of an individualized plan (97 percent), in a discussion with the participant about service interests and needs (94 percent), to identify the programs or components a participant is eligible or qualified for (91 percent), and to determine which reimbursements or support services participants need or qualify for (78 percent). Some States (38 percent) say their policy or guidance gives local SNAP offices or E&T providers flexibility in how case managers can use assessment results.

About half of the States report participants must complete assessments before beginning certain SNAP E&T components, but less than 10 percent say participants must pass assessments before starting components (Table II.10). Some States' policy or guidance gives the local SNAP office or E&T provider the latitude to decide whether participants must complete or pass an assessment.

Table II.10. Use of assessments in determining whether participants can begin SNAP E&T components, according to States' policies or guidance

SNAP E&T component	Percentage of States			
	Participants must complete an assessment	Participants must pass an assessment	Neither policy nor guidance requires an assessment	Policy or guidance gives the provider discretion
Supervised job search	56.8	4.5	20.5	18.2
Work-based learning	55.9	5.9	8.8	29.4
Work experience	55.6	2.8	13.9	27.8
Job search training	55.3	0	26.3	18.4
Education program	54.2	8.3	14.6	22.9
Self-employment training	50.0	7.1	7.1	35.7
Job retention	45.5	6.8	36.4	11.4
Other components	42.9	0	42.9	14.3
Workfare	38.9	0	22.2	38.9
Sample size	**48**			

Source: 2021 Survey of SNAP E&T Case Management.

Note: Sample size for each SNAP E&T component varies due to item nonresponse. The sample size for this item is smaller than 52 due to nonresponse.

D.   States' approaches to offering participant reimbursements and other supports

Participant reimbursements are payments or reimbursements to E&T participants for expenses they incur that are reasonable and necessary for their participation in E&T and their success in securing employment. Examples are transportation, child and dependent care, and other work-related expenses.

This section discusses how States provide participant reimbursements and other supports, including which staff inform participants of their availability, which agencies provide them, which reimbursements they provide, whether reimbursements are available to all or only some participants, and whether there are any caps on the amount of the reimbursements participants can receive.

Participant reimbursements and other supports: key takeaways

- Most States report that case managers (89 percent) and other SNAP E&T provider staff (69 percent) are the ones who tell participants about available reimbursements, followed by SNAP eligibility staff (33 percent).

- Reimbursements are disbursed by CBOs in most States (65 percent), but WIOA agencies or other DOL-funded workforce programs also provide them in close to half of the States (46 percent).

- States have a variety of participant reimbursements available to SNAP E&T participants, most commonly transportation assistance (98 percent); uniforms, work or interview clothing, tools, or other work equipment (96 percent); and fees associated with tests, licensing, or credentialing (92 percent).

- Most States place caps on the monetary value of a single reimbursement a participant can receive (71 percent), but fewer have monthly (37 percent) and annual caps (35 percent). Only four States have lifetime caps on some reimbursements, including for rent and other housing assistance and for auto repairs.◢

1. Approach to informing participants of available reimbursements and additional supports

Participant reimbursements. Almost all States (92 percent) provide policy or guidance on how SNAP E&T participants are informed of available reimbursements (for example, who tells them and at what point after referral to E&T). FNS regulations require that eligibility staff discuss participant reimbursement needs as part of the SNAP eligibility process. Most States report that case managers (77 percent) and other SNAP E&T provider staff (67 percent) are instructed to inform participants of available reimbursements (Table II.11). More than one-third of States' policy or guidance (38 percent) gives local SNAP offices or E&T providers flexibility in deciding which staff members tell participants about available reimbursements.

In alignment with State policy or guidance, 89 percent of States report that in practice, case managers inform most SNAP E&T participants of available reimbursements; just over two-thirds (69 percent) of States say SNAP E&T provider staff who are not case managers handle this responsibility. Per the E&T final rule, SNAP eligibility workers must provide information on available reimbursements to participants. Yet, 42 percent of States' report their policy or guidance directs SNAP eligibility workers to inform participants of available reimbursements, and 33 percent of States report that SNAP eligibility workers tell participants about available reimbursements in practice.

Table II.11. Staff who inform participants of available reimbursements, according to States' policies or guidance and in practice

Staff	Percentage of States	
	Policy or guidance	Practice
Case manager	77.1	88.5
SNAP E&T provider staff (other than case manager)	66.7	69.2
SNAP eligibility worker	41.7	32.7
Local SNAP office staff (other than eligibility worker)	25.0	19.2
Other staff	10.4	9.6
E&T contracted provider staff	6.3	3.8
Sample size	**48**	**52**

Source: 2021 Survey of SNAP E&T Case Management.

Note: Percentages do not add to 100 because respondents could say more than one type of staff member tells participants about reimbursements. The sample size for policy or guidance is smaller than 52 because the question was only asked of respondents who reported having policy or guidance on informing participants about reimbursements.

Subgroup highlight

A majority of States with mandatory E&T programs (n=8) say their policy or guidance directs case managers (88 percent), SNAP eligibility workers (63 percent), and SNAP E&T provider staff (63 percent) to inform participants of available reimbursements. States with voluntary E&T programs (n=40) most commonly say their policy or guidance directs case managers (75 percent) and SNAP E&T provider staff (68 percent) to inform participants of available reimbursements. Notably, just over one-third of States with voluntary E&T programs (38 percent) report that SNAP eligibility workers are directed to inform participants of available reimbursements. ◢

In State policy or guidance, staff are most often directed to inform participants of available reimbursements when a staff person or assessment discovers a need or barrier; a participant says they have a need or barrier; a participant provides evidence of a need or barrier; during SNAP E&T orientation; or at intake. For States whose policy or guidance directs SNAP eligibility workers to inform participants of available reimbursements, 70 percent report this should happen during the SNAP certification or referral process. Notably, half of States (52 percent) say their policy or guidance gives local SNAP offices or E&T providers flexibility in deciding when staff inform participants of available reimbursements.

SNAP agencies are required to inform participants about available reimbursements in writing. The most common forms of written communication are an E&T brochure or flyer (53 percent) and a website (51 percent). States also send notices to participants (24 percent) and display the information in posters (11 percent).

In SNAP E&T programs, the SNAP agency can distribute reimbursements directly to participants, or E&T providers can do so. The largest number of States report that community-based organizations (65 percent) typically disburse reimbursements to participants, with 46 percent saying this is done by WIOA agencies or other DOL-funded programs, 44 percent reporting local SNAP offices, and 39 percent reporting community colleges disburse the reimbursements.

Additional support services. The survey also asked respondents about the types of support services they provide or refer E&T participants to in addition to any support services they reimburse participants for with E&T funds. Similar to the way they handle participant reimbursements, the highest percentages of States report that case managers (88 percent) and SNAP E&T provider staff other than case managers (73 percent) inform participants of available support services. Other staff informing participants about available reimbursements include local SNAP office staff other than eligibility workers (41 percent) and SNAP eligibility workers (37 percent). The timing for informing participants of available support services is similar to that for participant reimbursements. Most States report that case managers and E&T providers inform participants of additional support services during SNAP E&T orientation, at intake, and when needs and barriers arise. Nine in 10 States reporting that SNAP eligibility workers inform participants of additional support services say this happens during the certification or referral process.

2. **Participant reimbursements and additional supports that are available, how they are capped, and method of disbursement**

States reimburse SNAP E&T participants for a variety of expenses, most commonly transportation assistance; uniforms, work or interview clothing, tools, or other work equipment; and books or other supplies for class (Table II.12). Participant reimbursements that are not commonly available

Transportation is the expense reimbursed by the most States, followed by uniforms and other work equipment and books for class.

include legal services (unavailable in 75 percent of States); other dependent care (for example, elder care; unavailable in 69 percent of States); and health, dental, or eye care (unavailable in 45 percent of States).

Table II.12. Availability of SNAP E&T participant reimbursements

Reimbursement	Percentage of States		
	Available to all participants who qualify	Available to some participants who qualify	Not available to participants
Transportation assistance	82.7	15.4	1.9
Uniforms, work or interview clothing, tools, or other work equipment	73.1	23.1	3.8
Fees associated with tests, licensing, or credentialing	71.2	21.2	7.7
Books or other supplies for classes	70.6	23.5	5.9
Other participant reimbursements (for example, computers, hot spots, and technology support or access)	68.8	6.3	25.0
Other work-related expenses	67.3	23.1	9.6
Course tuition or fees	64.7	27.5	7.8
Other child care assistance (for example, referrals to child care agency)	60.4	20.8	18.8
Expenses associated with obtaining an ID or other documentation	58.8	23.5	17.6
Child care vouchers or funds	51.9	25.0	23.1
Auto repair	48.0	22.0	30.0

Reimbursement	Percentage of States		
	Available to all participants who qualify	Available to some participants who qualify	Not available to participants
Personal hygiene or grooming supplies	44.9	24.5	30.6
Health, dental, or eye care	31.4	23.5	45.1
Rent or housing assistance	27.1	29.2	43.8
Other dependent care (for example, elder care)	16.7	14.6	68.8
Legal services	14.6	10.4	75.0
Sample size	**52**		

Source: 2021 Survey of SNAP E&T Case Management.

Note: Sample size for each reimbursement type differs due to item nonresponse.

Transportation, the most commonly reimbursed expense, is also offered by almost all States' local SNAP offices and E&T providers as an additional support service (95 percent). Some of the more common participant reimbursements are also common support services:

- Expenses associated with obtaining identification or other documentation (94 percent)

- Course tuition and fees (93 percent)

- Books or other supplies for classes (92 percent)

- Fees associated with tests, licensing, or credentialing (92 percent)

- Uniforms, work or interview clothing, tools, or other work equipment (92 percent)

Reimbursement caps. States impose certain restrictions on receipt of reimbursements, including the following.

- **Tie receipt to compliance with or attendance in SNAP E&T components.** More than half of States that offer the following participant reimbursements report participants must be in compliance with other SNAP E&T program requirements in order to qualify:
  – Books or other supplies for classes (64 percent)
  – Fees associated with tests, licensing, or credentialing (63 percent)
  – Uniforms, work clothing, or work equipment (61 percent)
  – Transportation assistance (61 percent)
  – Other work-related expenses (60 percent)
  – Expenses associated with identification and documentation (60 percent)

Some States require participants to meet attendance requirements. For example, around one-third of States that offer the following participant reimbursements have attendance requirements:
  – Transportation assistance such as bus passes or gas cards (35 percent)
  – Auto repair (33 percent)
  – Fees associated with tests, licensing, or credentialing (31 percent)

- **Set caps on maximum reimbursement for individual expenses.** More than two-thirds of States (71 percent) report having caps on the value of individual participant reimbursements. A cap on an individual reimbursement means a program may cap the reimbursement for one individual

  Most States have caps on the value of participant reimbursements for individual expenses.

  expense, such as a single car repair. Participants can often receive reimbursements for an individual expense more than once. The most common participant reimbursements with individual caps are child care vouchers or funds, transportation assistance, auto repairs, uniforms or other work clothing and equipment, health care, and legal services.

- **Set monthly or annual caps for individual participants.** A little more than one-third of States report having monthly (37 percent) and annual caps (35 percent) on the value of participant reimbursements. A monthly reimbursement cap means a participant cannot be reimbursed more than the cap amount in a given month, and a yearly reimbursement cap means a participant cannot be reimbursed more than the cap amount in a given year. This might be a total amount per participant (for example, $100 per participant per month) or a total amount by type of service (for example, $250 for housing assistance per year).

  The States with monthly caps use them most commonly for transportation assistance, child care vouchers or funds, auto repair, and rent and housing assistance. For example, more than half of States (61 percent) report having monthly caps between $50 and $250 for transportation assistance. For child care vouchers or funds, one-third of States (33 percent) report having monthly caps between $50 and $250, and another one-third say they are between $251 and $1,000. Notably, among the States that have monthly caps, two-thirds (67 percent) report having a combined monthly cap for all participant reimbursements.

  Most States with annual caps impose them on auto repair and uniforms, work clothing, and other work equipment. Sixty percent of States report having annual caps between $251 and $1,000 for auto repair, and 67 percent of States report having annual caps between $101 and $1,000 for uniforms, work clothing, or other work equipment.

- **Set lifetime caps for individual participants.** Only four States place lifetime caps on the value of participant reimbursements. Under a lifetime cap, a participant can only be reimbursed for an amount up to the cap throughout their time in the E&T program. Most lifetime caps are on auto repair; fees associated with tests, licensing, or credentialing; other work-related expenses (for example, union dues, drug testing, or background checks); rent and housing assistance; and expenses associated with obtaining identification or other documentation. For example, two of the four States say they have a lifetime cap between $501 and $1,000 for rent and housing assistance, and three of the four States (33 percent) report having a lifetime cap between $251 and $500 for auto repairs.

Reimbursement methods. Three-fourths of States (77 percent) provide policy or guidance specifying a method for reimbursing participants. The common methods specified in policy or guidance are vouchers such as child care vouchers or gas cards (63 percent), reimbursement for expenses paid by a participant (48 percent), and in-kind assistance such as work clothing or supplies directly provided to participants (33 percent). More than half of States' (55 percent) methods vary by the type of participant reimbursement. Two States pay cash directly to the participant. One-third of States (33 percent) say their policy or guidance gives local SNAP offices or E&T providers flexibility in deciding the format for participant reimbursements.

3.   Reimbursements to participants

States reported that at least some of their participants received the reimbursements available to them in FY 2020. The most common reimbursement was transportation assistance, with all States reporting that at least some of their participants received it, and 60 percent reporting that more than half of their participants received transportation assistance.

In FY 2020, the most commonly received reimbursements were transportation, books and other supplies for class, and course tuition and fees.

The next most common reimbursements were for books or other supplies for classes, and course tuition and fees. All States said these were received by at least some participants, though less than 40 percent of these States reported that more than half of their participants received them. States commonly report that at least some of their participants received reimbursements for expenses associated with obtaining identification or other documentation (92 percent); health, dental, or eye care (87 percent); personal or grooming supplies (84 percent); and auto repair (74 percent).

In FY 2020, the median number of SNAP E&T participants reported by States as receiving at least one reimbursement was 800 (ranging from 0 to 50,106 participants, with a mean of 3,888). States paid a median total dollar amount of $223,448 in reimbursements (ranging from $0 to $145,333,624, with a mean of $3,889,648) in FY 2020.

III. Case study of SNAP E&T case management in Arkansas

Arkansas' SNAP E&T program uses an MIS-driven case management model implemented by seven providers across the State. In this chapter, we detail how Arkansas provides case management, assessments, participant reimbursements, and other supports to SNAP E&T participants. After an overview of Arkansas' approach to case management (Section A), we describe how one of Arkansas' providers, the State's Adult Education division, handles case management statewide (Section B). We conclude with a discussion of key takeaways and lessons learned (Section C). A description of our Arkansas data collection is in Box III.1.

Box III.1. Data collection for Arkansas case study

In November and December 2021, the study team conducted a virtual site visit with the Arkansas Department of Human Services (DHS) and its E&T providers. The team completed interviews with four Arkansas SNAP leaders and E&T staff. In addition, the team completed 13 interviews with provider staff. We interviewed nine Adult Education provider staff, including three State-level leaders, three local supervisors, and three case managers. We also completed two interviews each with two community-based organization providers, one with a program administrator and one with a case manager. We completed five virtual case management meeting observations between case managers and participants at two local Adult Education providers (two with one case manager and three with another). We collected aggregate administrative data on E&T participation, assessments, and participant reimbursements from DHS, and program documents from DHS and the Adult Education providers.

A. Overview of SNAP E&T case management in Arkansas

1. Overall approach to case management, assessment, and participant reimbursements

Arkansas' Department of Human Services (DHS), which administers the State SNAP program, offers case management to all SNAP E&T participants through its seven contracted providers, which also provide SNAP E&T components. Arkansas has offered case management to SNAP E&T participants since 2018. The largest provider is Arkansas' Adult Education Section of the Division of Workforce Services, a State agency which offers case management and E&T components Statewide through local Adult Education providers. The other six contracted providers include a workforce development board, three community colleges, and two community-based organizations that provide case management and E&T components to SNAP participants in specific regions of the State or for special populations, such as refugees and people experiencing homelessness. (Examples are in Box III.2 and Box III.3.) At the time of our data collection, Arkansas' SNAP E&T program was available to any SNAP participant on a voluntary basis but was moving to a mandatory

Arkansas SNAP E&T: Quick facts

- State administered, voluntary program
- Targets and serves work registrants, able-bodied adults without dependents, and any SNAP participant 16 years and older who volunteers to participate
- FY 2020 E&T participants: 890
- 7 SNAP E&T providers offer E&T components and case management ◢

program in fiscal year (FY) 2022. According to Arkansas administrative data, the program served 752 SNAP E&T participants in FY 2019 and 890 in FY 2020.

Case management

As defined by DHS, the goal of SNAP E&T case management is for participants to gain and keep employment. The role of case management is to address all the barriers a participant faces to make sure that once they get a job, they can keep it. In pursuit of this goal, DHS requires all E&T provider case managers to assess participants and use the assessment information to create an employment plan for the participant and determine what supports they need. The employment plan outlines the participant's goal— for example, getting a job or obtaining a degree—and specifies which E&T components the participant will complete to reach their goal, and by when. The participant's case manager creates and stores the plan within the State's SNAP E&T management information system, SNAP Works. DHS requires case managers to update participants' employment plans annually and when a participant changes SNAP E&T components.

Case managers are required to meet with participants at least once per month to monitor their progress and to address any barriers the participant may be facing to completing their plan. As a SNAP administrator described, "We want to make sure all providers are addressing those barriers, and the only way to do that is if you can talk to [participants] at least once a month." DHS does not prescribe a specific mode for the meetings, such as in person or by phone, instead suggesting that case managers meet with participants in the mode that is most convenient for the participant.

Box III.2. SNAP E&T case management for people experiencing homelessness: Our House

Our House, which started operating in 1987, is a nonprofit organization that supports families experiencing homelessness and near-homelessness through housing, employment, and other supports. As a SNAP E&T provider, Our House provides job search training and resume support, education and skills training, on-the-job training, and job retention services. Our House served about 65 SNAP E&T participants in FY 2020.

Case management. The SNAP E&T case manager conducts the SNAP Works initial assessment and creates an employment plan with all participants. The case manager assigns participants to SNAP E&T components and meets with them monthly to check on their progress, either in person or by phone. The SNAP E&T case manager refers participants to outside training providers as needed and contacts the providers on the participants' behalf to sign them up for training courses. The case manager then stays in close contact with the training provider to monitor participant engagement and progress in the course. The case manager can also refer participants to Our House's culinary training program.

About 40 percent of the SNAP E&T participants work only with the SNAP E&T case manager, and the rest are engaged in other programs at Our House that also provide case management, such as the Central Arkansas Family Stability Institute program, a longer-term program to help families reach self-sufficiency. Case managers across the Our House programs coordinate on behalf of the participants.

Assessment. The SNAP E&T case manager assesses participants using the SNAP Works initial assessment and may also complete an Our House-specific assessment with participants if they have not completed it already at another Our House program. The case manager uses the assessment information to create the employment plan in SNAP Works. If a participant is interested in attending

certain training programs, like commercial driver's license training, the case manager administers a basic math and comprehension skills test to ensure they are eligible and prepared for the class.

Participant reimbursements. The case manager discusses the availability of participant reimbursements once a participant starts E&T. Most participants request and receive mileage reimbursements through DHS. The case manager also draws from a master list of all community referral sources to refer participants to other support services in the community, and shares organizations' contact information with participants. In addition, the case manager refers them to other services available through Our House, including ex-offender reentry services and mental health supports, by contacting other Our House staff and providing the participant's contact information for the staff person to follow up.

Assessment

DHS requires providers to conduct a standard initial assessment with all participants when they first enroll in E&T. This assessment is located on SNAP Works. The assessment covers the participant's educational background, work history, skills and strengths, and barriers to employment and participation in E&T. DHS created this initial assessment based on the assessment it uses and has found helpful in its Temporary Assistance for Needy Families (TANF) program and on feedback received from providers about what information case managers found helpful.

In addition to the initial assessment, case managers must administer the Test of Adult Basic Education (TABE) or an equivalent test to all participants within 30 days of the provider receiving the SNAP E&T participant referral. The TABE assesses participants' reading, language, and math skills. DHS suggests that case managers also conduct other assessments as appropriate with participants, including the Scales Scores, Educational Functional Level, and Careerscope, or other tools, as long as they are nationally accepted. In FY 2019, according to Arkansas' administrative data, 986 E&T participants completed any assessment. In FY 2020, 1,233 participants completed one.

Participant reimbursements

SNAP E&T participants are eligible to receive reimbursements for their reasonable and necessary expenses related to participating in E&T. In Arkansas, SNAP eligibility workers and E&T provider case managers inform participants about the availability of participant reimbursements. Participants also receive a written notice from the State about available reimbursements and the process to obtain them.

Participants can receive reimbursements for their travel, up to $50 per month, on a weekly basis. The State calculates the amount of the travel reimbursement based on a State-determined mileage rate or actual costs, whichever is greater. Participants can be reimbursed for travel with their own vehicle, being transported by someone else, or for public transportation expenses. Participants can also be reimbursed for GED test payments; uniforms, personal safety items or other necessary equipment; books or training manuals; suitable clothing for job interviews; licensing and bonding, or background check fees for a work experience

> **Participant reimbursements in FY 2019**
> - Amount distributed: $41,000
> - Virtually all were for transportation support paid directly to participants
> - Three reimbursements were for books and other educational supplies, totaling less than $100
> - Two reimbursements were for other work supplies, such as uniforms, totaling about $50

placement; and vision needs (such as eyeglasses). The total amount of all reimbursements per participant cannot exceed $600 annually, although DHS handles participants' needs that exceed the $600 on a case-by-case basis.

DHS administers all participant reimbursements centrally through the State SNAP office. The E&T providers submit reimbursement requests on behalf of the participant through SNAP Works, with accompanying documentation. DHS then reimburses the vendor or the participant directly if the participant paid for the expense. SNAP Works records all reimbursements paid and displays the remaining balance of the $600 available to participants.

Box III.3. SNAP E&T case management for resettling refugees: Canopy Northwest Arkansas

Canopy Northwest Arkansas is a refugee resettlement agency that began operations in 2016. As a SNAP E&T provider, Canopy supports participants in obtaining employment quickly as a part of the resettlement process. Canopy served 11 SNAP E&T participants in FY 2020.

Case management. Through case management, Canopy offers participants employment planning, career goal setting, and barrier identification and removal. The approach to case management is team-based. The SNAP E&T case manager focuses on supporting participants in their pursuit of employment, and participants have another Canopy case manager who focuses on helping them overcome their barriers. The SNAP E&T case manager coordinates with the other case manager as needed. SNAP E&T participants meet with their SNAP E&T case manager once or twice each week.

The case manager uses a trauma-informed and strengths-based approach to working with participants and also provides case management services in multiple languages. The case manager supports participants as they search for a job. After they find a job, the case manager follows up with both the employer and the participant after two weeks and after six months to make sure the job is a good fit.

Assessment. Canopy uses a holistic barriers assessment that is part of a self-sufficiency plan adapted from another refugee resettlement program. The assessment covers education and employment history, food and housing needs, and physical and mental wellness. The case manager completes the SNAP Works assessment with the information gathered through the self-sufficiency plan. The case manager uses the assessment information to inform goal setting. All participants set an employment goal; other goals often relate to barrier removal, such as understanding public transportation or attending English as a Second Language classes.

Participant reimbursements. Staff shared that they do not utilize SNAP E&T participant reimbursements often because participants have access to needed supports through other programs at Canopy. They also refer participants to other community resources as needed for supports, such as child care or transportation. However, as noted, a second case manager at Canopy coordinates those referrals.

2.   State policy, guidance, and training

Policy and guidance

DHS gives a provider handbook to the seven E&T providers that outlines its SNAP E&T policy and guidance, including for case management, assessments, and participant reimbursements. The handbook was written in 2018 and was informed by technical assistance DHS received from the Seattle Jobs Initiative, a nonprofit workforce development organization. DHS reviewed other programs' handbooks

through this technical assistance work in 2016 and based their handbook in part on those examples. Box III.4 is a summary of the handbook information relevant to case management, assessments, and participant reimbursements.

Box III.4. SNAP Works Employment and Training Provider Handbook

The SNAP Works provider handbook outlines how Arkansas' SNAP E&T providers should implement their SNAP E&T programs. The handbook specifies the following types of information about case management, assessments, and participant reimbursements.

- **Case management.** Frequency of contact and the types of information case managers should include in case files, including contact history and case notes.

- **Assessment.** The types of assessments case managers should give, the timing of the assessments, the assessment information case managers should record in SNAP Works, and how case managers should use the assessment results.

- **Participant reimbursements.** The types and amounts of reimbursements available, the financial caps on reimbursements, the frequency with which case managers should provide reimbursements, how the State provides the reimbursements, and recordkeeping in SNAP Works.

Source: Department of Human Services, Division of County Operations. "SNAP Works Employment and Training Provider Handbook." Little Rock, Arkansas: 2019. ◢

According to DHS' responses to the Survey of SNAP E&T Case Management fielded in 2021, the State provides additional policy and guidance to providers, including the following:

- Case managers should hold one-on-one meetings with participants.

- Case managers should coordinate with other service providers, provide referrals to other support services, and provide follow-up and job retention services.

- Case managers should use trauma-informed case management techniques.

- Provider staff and case managers must inform participants of available participant reimbursements during orientation, at intake, when a need is uncovered or expressed, or when a participant provides evidence of a need. Eligibility workers also inform participants about available reimbursements during the certification process.

Training

DHS requires all SNAP E&T providers to attend a DHS training when they become a provider with the State, and to then attend annual refresher training on the requirements of the SNAP E&T program. Training on case management emphasizes entering case notes in SNAP Works, conducting assessments, creating employment plans, and monitoring participants to make sure they are working on their assigned SNAP E&T components every month. The training covers the intake process for participants, including administering the assessments, and then discusses how providers should use the assessment results to determine which services are appropriate for the participants. The training also covers the process for offering and submitting participant reimbursements, and the participant reimbursement policy. The training is about an hour long and is usually held in person. During the COVID-19 pandemic, it was

offered virtually. DHS also provides all E&T providers a resource guide that includes information on available resources and support services in their area of the State.

Planned changes to policy, guidance, and training

DHS, through its providers, started offering SNAP E&T participants case management in 2018, so it was already in compliance with the case management requirement in the 2018 Farm Bill. However, DHS is considering ways to improve its case management services in response to the Farm Bill changes and because the State will be adopting a mandatory SNAP E&T program in 2022.

DHS staff reported during interviews that they do not currently provide any formal policy or guidance on case management approaches or techniques providers should use but are considering doing so to improve service delivery for E&T participants. They discussed wanting to provide guidance on using techniques like motivational interviewing that would help case managers engage more with participants. DHS staff are also considering providing formal training on case management techniques in the future.

DHS staff reported they were updating the SNAP Works E&T Provider Handbook and planning to offer an updated training in spring 2022. The planned updates included emphasizing the role of case managers in addressing participant barriers. DHS staff said providers were already addressing barriers, but they wanted to have written policy on how the State expects barrier mitigation to occur. The handbook and training were also being updated to include more information on tracking hours and compliance to program requirements as DHS was shifting to offer a mandatory E&T program.

Finally, DHS staff shared they are also considering finding and contracting with a specialized case management provider that can offer virtual and intensive case management Statewide to all SNAP E&T participants. They would like to have a separate case management provider to support the program as they move to a mandatory program and will be serving more E&T participants. According to the States' FY 2022 SNAP E&T State Plan, DHS has recently contracted with Maximus Human Services, Inc., a for-profit human services organization, to help connect SNAP participants with the State's E&T providers. As part of this role, Maximus will also provide "early intervention case management services to potential E&T participants by identifying barriers at first contact and offering connection to needed resources such as housing, substance abuse, [and] child care" (Arkansas Department of Human Services 2021).

3.   Data collection and monitoring

All Arkansas SNAP E&T providers are required to enter data about their SNAP E&T participants into SNAP Works. Providers must enter participant data on: (1) task and contact history, (2) case notes, (3) assessment results, (4) the employment plan, (5) any records of noncompliance, (6) participant reimbursements, (7) records of correspondence, and (8) case closure information.

DHS staff reported they adopted SNAP Works to make it easier for the State to communicate with the providers and to generate the reports the State needs for FNS and internal monitoring. Staff reported that it also helped lighten the burden on county SNAP offices by making all the SNAP E&T processes paperless.

DHS SNAP E&T staff review the caseload data in SNAP Works and a monthly outcomes report to monitor their providers' service delivery. The staff reported reviewing case notes from SNAP Works weekly. For provision of participant reimbursements, the E&T staff reported monitoring those more

informally. For example, if they do not receive expected reimbursement requests from a provider, then staff contact the provider to learn why there were not more reimbursements requested.

B. Statewide case management provided by Adult Education with virtual option

Arkansas' largest and only Statewide SNAP E&T provider is Arkansas' Adult Education Section of the Division of Workforce Services (Adult Education). This section describes in detail how Adult Education provides case management, assessments, and participant reimbursements to SNAP E&T participants, including through offering services virtually to increase the reach of their program to more rural parts of the State.

1. Overview of Adult Education's case management approach

Adult Education offers SNAP E&T services, including case management, assessments, E&T components, participant reimbursements, and other support services, to participants across the State through 31 local Adult Education providers. Adult Education's SNAP E&T program is centralized and uses a standard approach to case management and assessment that all case managers at the local providers follow.

Case management goals and activities

The goal of Adult Education's SNAP E&T case management is to engage participants in training or employment so they can become self-sufficient and less dependent on public assistance. As required by DHS, case managers known as career coaches support SNAP E&T participants by conducting assessments, setting goals, and creating employment plans. In addition to the assessments required by DHS, Adult Education also created its own barriers assessment that case managers complete with participants during their first meeting. The assessment asks participants Yes or No questions about whether they are having difficulty with certain life areas, like housing or food security. Case managers also have participants complete the World of Work Inventory (WOWI) assessment or O*NET career assessments to help them identify their skills and career interests. As required, they also help participants obtain reimbursements from the State SNAP program and connect participants with other support services.

To build on the DHS case management approach, Adult Education adopted elements of a career coaching model that was being used in other parts of the State for SNAP E&T. To that end, the case managers also help participants explore career options, assist them with job readiness by working on resumes and conducting mock interviews, and support them in attending postsecondary education by helping them apply for college and financial aid. All activities case managers must complete with participants are contained in a career coach checklist and outlined in an Employment and Training Coordinator Manual.

Case management frequency and mode

Although DHS requires monthly contact with participants, Adult Education instructs case managers to maintain contact with participants as much as the participant allows. At a minimum, Adult Education's case managers should be in contact with a participant monthly, but the State administrators encourage case managers to reach out to participants weekly.

Case managers can meet with participants in person, over the phone, or by videoconference. At the request of DHS, Adult Education began offering case management virtually, by videoconference, in 2019 as part of a pilot program to offer case management to participants who had transportation barriers to

attending meetings at Adult Education provider locations (Box III.5 includes more details about the pilot). During the pilot, participants went in person to a county SNAP office to access a computer and attend a virtual case management meeting with an Adult Education provider that was not easily accessible to the participant. During the COVID-19 pandemic, DHS staff realized participants had more Internet connectivity than initially thought, so they stopped requiring people to come into a county office to attend virtual case management meetings. As of fall 2021, participants continued to attend case management meetings virtually from their homes, either by phone or videoconference, or attended meetings in person as available.

Box III.5. Arkansas' virtual case management pilot

In 2019, DHS requested that Adult Education offer case management virtually so DHS could provide SNAP E&T services statewide and support more rural areas of the State with transportation challenges. DHS first piloted virtual case management with Adult Education in five DHS county offices.

The participants were required to go to a county DHS office to use a county laptop to meet virtually with a SNAP E&T case manager at an Adult Education provider. A county DHS worker supported the participant in accessing the computer and connecting with the provider. This process was chosen because DHS thought participants in more rural areas did not have access to reliable internet or computers, and participants could more easily travel to a county office to access services and have stable internet compared with traveling to an Adult Education provider location.

The pilot faced some challenges. Despite the expectation that county offices would have more reliable internet connection than participants' homes, the offices themselves experienced internet connectivity issues. In addition, the county laptops available for use by participants sometimes did not function properly when the participants arrived, and they needed to wait while the laptops were updated.

When the COVID-19 pandemic hit, all SNAP E&T providers started conducting virtual case management as much as possible for safety reasons. At that time, DHS realized participants had more access to Internet than expected. As a result, they moved away from requiring participants to come into the county office to access virtual case management if they could do so at home, but the option remains. ◢

Case manager training and supervision

Adult Education trains all of the local providers' SNAP E&T case managers on the Adult Education approach to case management over two days. Case managers learn how to administer the assessments, how to submit participant reimbursements, which other resources and support services are available to participants, and how to document case management in SNAP Works and in the Adult Education management information system. All SNAP E&T case managers also attend Career Services Provider training for 120 hours in their first year. The training covers topics such as career planning and pathways, using labor market information, creating resumes, and building relationships with participants. Adult Education also holds ad hoc trainings, such as the Bridges Out of Poverty training, which focuses on building rapport and meeting participants where they are. Adult Education also holds quarterly meetings with case managers and their directors, which can include professional development opportunities and training on updated policies. In addition to formal trainings, case managers are also encouraged to learn which support services are available in their communities so they can be a resource for participants.

Case managers have a local supervisor at their Adult Education provider and receive oversight from a SNAP E&T program advisor at the State Adult Education agency. The advisor holds monthly meetings of all the case managers to discuss any issues with the program or participants. She also conducts annual site visits to monitor the case managers' practice. The advisor checks that case managers are entering case notes at least quarterly and that they are processing participant reimbursements.

Case manager staffing and hiring

Most Adult Education providers have one full time SNAP E&T case manager who is hired by the local provider. The State Adult Education agency sets minimum hiring requirements, including having a bachelor's degree and three years of experience in program administration or a related field. Additional requirements for case managers that some local providers have include (1) having strong interpersonal skills and empathy needed to build relationships with participants, (2) experience working with adults, and (3) a degree in counseling.

The caseload sizes vary by local provider and can range from 4 to 50 participants. Case managers reported that caseloads decreased during the pandemic. Some suggested this was because the able-bodied adults without dependents (ABAWD) work requirements were waived during this time, so fewer participants were being referred to the program or choosing to participate.

2. Case management implementation

Referral and SNAP E&T orientation

Adult Education case managers work with SNAP E&T participants who are referred from a local SNAP office through SNAP Works. They also identify potential participants through a community partner or at their educational institution, and then complete a reverse referral to SNAP E&T. A few local Adult Education providers reported they offer an orientation session to students that includes information about enrolling in SNAP E&T. During the orientation, staff tell the students about the SNAP E&T program, available scholarships, and career readiness services, what participant reimbursements are available, and the eligibility requirements. Students can say they are interested in participating in E&T during the orientation, and the SNAP E&T case manager will reach out to them about enrolling.

SNAP E&T intake

The SNAP E&T intake process varies by local provider, but generally a case manager meets with the participant one-on-one for between 30 and 60 minutes. (Box III.6 gives an example intake meeting.) They are held by video or in person, depending on the provider.

Box III.6. A participant's SNAP E&T intake meeting

Amelia [not her real name] had an orientation and intake meeting with her SNAP E&T case manager in person at her office at a community college. The case manager started the meeting by having Amelia complete several forms required by the college and DHS, including an intake assessment that asked about basic personal information, such as whether she had a driver's license, her education and employment history, and barriers to work, such as lack of transportation. Amelia filled out the forms, pausing to ask the case manager about the meaning of questions along the way. The case manager then asked Amelia to fill out a mock job application to learn where she may need support when applying for jobs.

During the meeting, Amelia and her case manager appeared to have a strong rapport. The case manager openly shared her own personal experiences to connect with Amelia. For example, the case manager empathized with Amelia's struggles to decide on a career path, sharing that it took her 10 years to earn her bachelor's degree and that she experienced failures along the way, such as not passing the entrance exams for her field. In turn, Amelia seemed to share her goals and obstacles freely (as detailed below).

The case manager walked Amelia through a barriers assessment by asking her questions, including questions about her health care, child care, transportation, financial stability, criminal history, housing, and physical or mental. Amelia willingly talked about her experiences around each barrier, sharing her struggles with anxiety and depression. She also requested supports around developing job search and interview skills.

The case manager next introduced an individual employment plan (IEP) and a goal-setting worksheet for Amelia to fill out. The case manager explained the process for and importance of setting specific, measurable, achievable, relevant, and time-bound (SMART) goals. While Amelia completed the IEP and goal-setting worksheets, Amelia's case manager encouraged her by saying that she approved of her academic goals and believed she could achieve them. The case manager also suggested ways for Amelia to make her goals SMART, and they discussed potential barriers to achieving those goals, such as having the time and motivation to complete assignments and study for exams. The case manager suggested more ideas, such as applying for scholarships or achieving a certain GPA. Amelia set an immediate goal of achieving a 3.0 GPA this semester, a short-term goal of earning her associate degree, and a long-term goal of achieving financial stability, defined as being able to purchase a home and start saving for retirement. The pair planned to review these goals in three months.

Then, the case manager referred Amelia to Workforce Innovation and Opportunity Act (WIOA) and vocational rehabilitation services and instructed her to call the relevant organizations for applications for services. The case manager also informed Amelia about the potential to receive $600 per year in gas reimbursements for traveling to the college. Finally, the case manager told Amelia she would send her the World of Work Inventory (WOWI) assessment via email after their meeting. Once Amelia completed the WOWI, they would meet to discuss the results and possible careers.

Source: Virtual case management meeting observation.

Initial assessment. During intake, case managers reported (1) administering the assessments required by DHS and Adult Education, (2) reviewing the results of the assessments that the participants completed before intake, or (3) scheduling participants to take the assessments after intake. Case managers reported that the WOWI takes about an hour to complete, and the TABE takes about three hours, but can be split over multiple sittings. Case managers reported administering the WOWI by sending a link to the participant to complete it online. The TABE is administered by a trained instructor, who may also be the case manager. One case manager described if a participant is referred to her from a WIOA program, the participant may have already taken the TABE. In that case, the case manager can use the existing TABE results instead of re-administering the assessment.

> **"The information from the assessments is used to give the student information but also us information about how to help. When we look at the WOWI personality inventory, the barriers assessment, we can determine what to do. Often people come with an idea of what they want to do but not a reality. We want to see if what they want is doable."**
> *A case manager's perspective on assessments*

Case managers said they use assessments results to help participants with goal setting and employment planning, as required by DHS and Adult Education. Case managers explained that the WOWI results help with career matching and exploration. TABE results may also determine which training program a participant can or should enroll in, as certain scores are required for some programs.

Other assessments that some case managers use but are not required include Accuplacer, that helps determine how prepared a participant is for college; the O*NET Interest Profiler, to identify career interests; and Self-Directed Search, for career exploration.

Of the five case management meetings we observed, three were intake meetings. During two of the three intake meetings, case managers conducted the initial SNAP Works assessment. During one of those, the case manager also administered the Adult Education barriers assessment and discussed plans for the participant taking the WOWI and the O*NET Interest Profiler. During the other meeting, the case manager discussed the TABE, but told the participant she did not have to take the test because she was not going to take Adult Education courses. In the third meeting, the case manager advised the participant to take the WOWI and the TABE. They also discussed scheduling a time for the TABE.

Goal setting. Case managers reported that during intake, they speak with participants about their goals and some complete a goal setting activity with the participant. One case manager shared she has participants complete a goal setting activity sheet that includes short-, intermediate-, and long-term goals that are SMART. Another case manager said she uses information from the program's intake form that asks the participants to identify their goals and what they hope to accomplish. Example goals included:

> **"One lady, her goal was to attend college courses and graduate college. She's completed that and her goal now is to become a flight attendant, but she has to figure out a way to pay for that training. We try to set small goals and build off of those."**
> *A case manager describes goal setting with one participant*

- creating a resume and cover letter
- obtaining financial stability
- graduating from college

- enrolling in a training program

- obtaining a certification

After setting goals, case managers described that they discuss the SNAP E&T component options with participants, including job search, training, and work experience, and help participants identify which activities they will complete to help reach their goals. The case managers described recording the goals and assigned components in the SNAP Works employment plan, as required by DHS.

We observed goal setting occurring in two of the three intake meetings we observed. One case manager used a worksheet for setting goals and the other used a conversational approach instead of a formal tool.

Initial discussion of participant reimbursements. At the intake meeting, the case managers shared that they also discuss what needs the participants might have or what barriers they face to being successful in the program, such as transportation, as required by DHS. They then help connect participants with support services and available participant reimbursements. Case managers and other Adult Education staff described the availability of participant reimbursements being a draw for the program, so they tell participants about their availability upfront at orientation and at intake. One staff person said, "we tell them immediately, as part of orientation. It's a carrot to get them into the program."

In all three intake meetings we observed, case managers explained the availability of participant reimbursements for gas and discussed the funding amounts available. In one of the three meetings, the case manager also discussed available reimbursements for shoes, glasses, and uniforms. The case managers also discussed other support services that are available to meet participants' needs, including TANF or other public assistance programs, housing resources, and food banks.

> **"I make sure they have transportation or child care in place. I make sure they can make it to their classes. We do travel reimbursements. I know some clients have transportation issues. I try to do everything in the first day, so they don't have to come back."**
> *A case manager explains introducing participant reimbursements during the intake meeting*

Ongoing case management

After the intake meeting, case managers reported meeting with participants regularly to follow up with them on their progress toward reaching their goals and to provide career coaching. If participants are focused on getting a job, case managers described helping them with resume building, completing mock interviews, and connecting them with employers. If they are in a training or education program, case managers shared that they check in with participants about how things are going in the classroom. Case managers said they may also connect participants with other training providers, like Workforce Innovation and Opportunity Act (WIOA) funded programs, Vocational Rehabilitation, or with a community college. Case managers we interviewed described coordinating closely with other staff at WIOA-funded programs and on the community college campus, referring students back and forth for needed services and checking in on student progress.

Participant reimbursements and other supports. Case managers also described using ongoing case management meetings to determine what supports participants might need throughout their time in the program and to connect them with support services and reimbursements, as required by DHS. At one provider, the case manager emails a document of all available resources in the community to the

participants after every meeting, such as housing and food pantries. As one case manager said, "our approach really is to remove or help navigate whatever barriers are in the way."

The process for providing participant reimbursements varies by local provider and reimbursement type. For transportation, some providers buy gas cards upfront that DHS then reimburses them for. Others go through DHS to reimburse the participant directly for their mileage through submitting requests in SNAP Works. At one provider, participants purchase needed training or work supplies, like scrubs, or criminal background checks needed for employment, and then are reimbursed by DHS. Case managers described transportation as being the reimbursement in highest demand.

The process for providing referrals to or offering other support services also varies by local provider, but was generally described as being hands-on.

- At one provider, if the support service is on the college campus where the Adult Education services are provided, the case manager will walk referral paperwork to the organization on behalf of the participant. For more informal partners, the case manager will call the organization to alert them that a participant will be seeking their services.

- Another case manager described providing additional support to participants to obtain referrals if needed. For example, a participant was having trouble getting fingerprinted for a job opportunity, so the case manager drove the participant to an organization two hours away to have them done.

- A different case manager said she calls local organizations on the participant's behalf, like for housing support, and asks about eligibility requirements. She will then help participants complete an application during their case management meeting.

- One case manager created a food pantry on campus for her participants and another provides food directly to her participants in need.

We observed two ongoing case management meetings. In both meetings, the case manager checked in on the participants' progress and discussed the availability of or provided reimbursements for gas. In one of the meetings, the case manager helped the participant review their goal progress and set new goals, as well as discussed additional referral resources.

Approach to case management interactions. Case managers described aiming to build a positive relationship or rapport with their participants during their interactions. Techniques for doing this included treating people as individuals, catering to each participant's specific needs, and spending time both getting to know the participant and allowing the participant to get to know them by sharing personal experiences. One case manager shared, "I just try to be genuine with them and respect their choices. I don't have a go-to play. Just relating with them and building off of that."

In all five intake and ongoing case management meetings we observed with two case managers, the case managers were observed using a friendly tone with participants and being sensitive to and supportive of participant's needs. Case managers also gave participants room to speak and worked collaboratively with participants during the meeting. During four of the meetings, both case managers used active listening techniques, for example, reflecting back on what they heard the participant say, and using directive case management techniques, which include prescribing activities that the participant should do. One of the case managers also used coaching techniques during one meeting, which involves supporting participants in setting goals in a nondirective way. In another meeting, the same case manager used teaming, meaning they met with a participant with a staff member from another program at the same time. During the fifth

meeting, the case manager just used coaching techniques. This case manager was the same case manager that used coaching techniques in another meeting.

Frequency and length of meetings. Case managers reported that the frequency of ongoing case management meetings varies, depending on the components the participant is assigned or on the individual's needs. Case managers described meeting at least every two weeks with participants, more than the required monthly meetings. One case manager said she meets with some participants daily and many of them weekly, stating "we communicate a lot." Case managers described meeting with participants from 20 to 60 minutes, depending on the topics of discussion. On average, the meetings we observed lasted 60 minutes, although one intake meeting took 90 minutes.

Meeting mode. Case managers reported meeting with participants in person, over the phone, and by web conference. They also said they follow up with participants over email and by text message. One case manager also described connecting with participants using Google Classroom.

Despite Adult Education offering virtual case management even before the COVID-19 pandemic, case managers described that virtual case management did not commonly occur at all providers. At two of the three local providers we spoke with, case managers described mostly meeting with participants in person.

One of these case managers said virtual meetings did become more frequent during the pandemic, however. The other described in person meetings being preferred by participants because some have poor internet connectivity in small farming communities, so meeting in person can sometimes be easier. In the third location where participants living in more rural areas had bad internet connections, the case manager reported more frequently meeting over the phone.

> **"[We meet] probably every two months face to face. But depending on what they're doing, I could check on them once a week to see how their classes are going. I could follow up seeing if they need additional employment assistance. I check in periodically through text just following up to see how things are going. Letting them know reimbursements have been submitted for the month."**
> *A case manager describes the frequency and mode of case management interactions*

One case manager described relying more heavily on technology, such as using email and Google Classroom to send ongoing reminders, and then usually meeting bi-weekly with participants over the phone. This case manager described giving participants the option of in person or videoconference (Zoom) for every meeting. She said that most participants choose to meet using Zoom, but few choose to turn on their video. For her participants, meeting using Zoom was preferred to coming in person during the pandemic. When meeting in person became safer, they preferred Zoom to save money on gas or to not have to leave their home. However, the case manager described some challenges of using Zoom, such as it being hard to keep participants attention, participants getting anxious and tired on video, or participants needing to be instructed on how to use the software. She described in person as being easier.

These descriptions aligned with our case management meeting observations. Of the five case management meetings we observed, three were in person at one of the providers who described conducting meetings mostly in person and two were by Zoom, at the provider who described having more participants choose Zoom over in person. Of the two Zoom meetings, only one participant chose to turn her video on.

C.   Key takeaways and lessons learned from Arkansas

Key takeaways for Arkansas

- Arkansas' SNAP E&T program uses an MIS-driven case management model implemented by seven providers across the State.
- The largest provider, Adult Education, expanded on the SNAP agency's model to implement a centralized, structured approach to case management that is offered Statewide, in part through a virtual option.
- The State SNAP agency and the Adult Education provider require several assessments, including a State-specific initial assessment and the TABE. The two CBO providers also have their own initial assessments they use with participants.
- The State agency processes all participant reimbursements. ◢

Below we describe the SNAP agency and provider staff's perspectives on what works well and what could be improved in Arkansas' model.

1.   What works well

Case management

Importance of case managers' strong, trusting relationships with participants. Staff mentioned that a key element of successful case management was having case managers who can build strong, trusting relationships with participants. Techniques to building trust and rapport included having empathy and compassion for participants, guiding instead of directing participants, using motivational interviewing and active listening, and using a strengths-based approach that highlights participant's strengths and matches their strengths with their goals. Having small caseloads and the ability to meet one-on-one with participants was also identified as helpful to building relationships. Staff also identified knowing the population you are serving and their needs as an important part of effective case management.

Usefulness of a standard, written process to guide implementation. Staff of the statewide Adult Education E&T provider found it helpful to have a standard, written processes for case management that all providers use and are trained on. Staff reported that the process can change over time with input from staff, but having a standard foundation for all providers was viewed as being helpful.

Open and close communication between case managers facilitated best practices. Staff also identified a best practice is to have case managers at different local adult education providers be in close communication which each other to share ideas about how to best implement case management and learn from one another. The State Adult Education staff helped facilitate that communication through monthly case manager meetings of their local providers.

Virtual case management improved access during the pandemic and for residents of rural areas. Staff reported that offering case management virtually was helpful for improving access to services for participants who live in more remote areas or far from a provider. During the pandemic, State DHS staff realized participants had more internet connectivity than they had expected. State Adult Education staff also said that virtual case management was helpful in times of case manager turnover. For example, if a case manager left a local provider, the State staff could help facilitate that case manager's participants

meeting virtually with a case manager from another provider to continue services. State Adult Education staff also reported that virtual case management is a cost-effective way to provide services to more participants because all that is required for participants is internet access.

Assessment

Conduct short, targeted assessments to keep participants engaged. Staff felt having a short initial assessment that was targeted was important. Staff shared that you want to be able to capture the information you need from an assessment, but also keep it short to avoid losing participants attention. Staff also reported that linking the assessment to an action plan also helps keep the assessment targeted to what is needed to develop next steps and help the participant be successful.

Use a conversational tone and explain why to help build rapport while conducting assessments. Case managers said it can be helpful to use a conversational tone when administering assessments and to really listen to what a participant is sharing. One case manager talks through a participant's answers to understand why they answered the way they did and understand any underlying issues. Staff also suggested that telling the participants the "why" behind the assessment—why they are being given the assessment and how the information will be used—is an effective strategy when administering assessments and helps build rapport.

Participant reimbursements and other supports

Share information upfront about available participant reimbursements to increase uptake. From the State perspective, making sure participants know about available reimbursement upfront, starting at the eligibility interview and when initially speaking with E&T case managers, is important so participants know they can request them as needed.

Use a centralized processing system to provide participant reimbursements efficiently. State staff found using a centralized system for requesting and processing participant reimbursements through SNAP Works was efficient and effective.

Develop partnerships and understand available resources to ease participant referrals to support services. For providing other support services, staff identified that building strong partnerships with other programs and providers in the community was important to successfully connect participants with needed services. Staff also shared that it is important for case managers to have a good working knowledge of the resources available in the community in which they are working and have master lists of resources that are easily accessible.

2.   What could be improved

Case management

State case management requirements are limited. From the State SNAP agency perspective, they would like providers to be offering more intensive case management, such as supporting participants' mental health needs, but funding to do so is limited. For example, supporting participants' mental health needs is not a service that the Federal government will reimburse programs for providing as part of SNAP E&T. The State would also like providers to offer more ongoing case management to ensure they are helping to resolve barriers that may arise throughout participants' time in E&T.

Hard to build rapport between case managers and participants virtually. Some staff suggested it can be harder to build rapport and trust if you do not meet a participant in person. Case managers suggested making sure participants turned their video on to help with building the relationship, especially while asking assessment questions that can be personal.

Assessment

Multiple and long assessments are burdensome for participants. Some case managers felt that participants get tired by completing multiple and sometimes long assessments, like the TABE and WOWI. Case managers reported that participants are sometimes hesitant to do the assessments or may get tired and not answer them completely. Staff suggesting offering shorter or fewer assessments, or allowing participants to take the assessments in chunks.

State-required assessment is duplicative for some providers. One provider thought that having to complete the initial assessment in SNAP Works is duplicative for their participants. The organization has its own assessment, so they did not think the SNAP Works assessment added value.

Participant reimbursements and other supports

Underutilization of participant reimbursements. State SNAP agency staff thought participant reimbursements might be underutilized by some providers. The State believes it can and will do more to engage and work with providers about making sure to advertise the availability of the reimbursements.

Timeliness of getting reimbursements processed. E&T provider staff said that DHS did not always process participant reimbursements on time for participants. Staff felt there had been recent improvements in timeliness, however.

IV.   Case study of SNAP E&T case management in Kentucky

Kentucky offers SNAP E&T participants case management and assessment at 14 providers and partners. After an overview of Kentucky's approach to providing case management, assessment, and participant reimbursements and other supports (Section A), this chapter describes how Kentucky's growing network of providers provide case management (Section B). It concludes with a discussion of key takeaways and lessons learned (Section C). Box IV.1 is a description of the study's data collection in Kentucky.

Box IV.1. Data collection for Kentucky case study

The study team conducted a virtual site visit to Kentucky between November 9 and November 22, 2021. The team interviewed eight respondents from Kentucky's Department for Community Based Services (DCBS) Division of Family Support, five respondents from two of Kentucky's five SNAP E&T providers, and three respondents from two partner providers. These interviews included staff who serve as administrators, supervisors, and case managers. The study team completed four case management observations at the same two Kentucky SNAP E&T providers. The team also collected aggregate FY 2019 and FY 2020 SNAP E&T administrative data from DCBS, including data on case management, assessment, and participant reimbursement receipt, along with program documents.

A. Overview of SNAP E&T case management in Kentucky

1.   Overall approach to case management, assessment, and participant reimbursements

The Kentucky Department for Community Based Services (DCBS) Division for Family Support administers SNAP E&T and offers case management and other E&T components to all participants through five contracted providers (referred to as "the big five") and nine "50-50 partners." Each of the big five providers, which are responsible for assessment, referral, and case management, also provides one or more of the other SNAP E&T components, including education and training programs, work experience, workfare, and job retention. The big five providers were selected in 2018 because they were already providing workforce development services for the Kentucky Transitional Assistance Program (KTAP), Kentucky's TANF

> **Kentucky SNAP E&T: Quick facts**
> - State administered, voluntary program
> - Targets and serves work registrants, able-bodied adults without dependents, and any SNAP participant age 16 and over
> - FY 2019 E&T participants: 295
> - FY 2020 E&T participants: 845
> - Five contracted providers and nine "50-50 partners" administer SNAP E&T◢

program. In addition, Kentucky uses a third-party reimbursement model, in which education and training services are provided by community colleges, workforce development organizations, and other community-based organizations. These partners use nonfederal funds to provide these services which then may be reimbursed by FNS using 50-50 funds.[9] (Box IV.2 includes more information on providers and partners.)

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[9] https://snaptoskills.fns.usda.gov/about-snap-skills/what-is-snap-et

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Box IV.2. SNAP E&T case management providers

Kentucky's contracted "big five" service providers

- **Audubon Area Community Services.** The largest of the State's 23 community action agencies, serving Kentucky residents in 34 counties. The agency includes workforce development and employment services, social support services, housing and weatherization, the Audubon Area Community Care Clinic, transportation services, Owensboro Regional Recovery, Head Start, and Imagination Library.

- **Big Sandy Area Development District.** The agency provides services in 56 counties for the aging, community and economic development, workforce development services for TANF recipients (Regional KY Works), and transportation planning.

- **Central Kentucky Community Action Council.** The council provides community services, employment services, family advocacy, Head Start, home energy, nutritional resources, senior support, and transportation across 17 counties.

- **KentuckianaWorks.** The Workforce Development Board for the Louisville region, which provides E&T services in one county.

- **Northern Kentucky Area Development District (NKADD).** One of 15 such agencies throughout Kentucky, NKADD leads a wide variety of workforce development services, including the Northern Kentucky Workforce Investment Board. It provides E&T services in 12 counties.

Kentucky's 50-50 partners

- The study team interviewed two 50-50 partners (Brighton Center and Kentucky Community and Technical College System). More detail on these partners is in Section B.

- **Brighton Center.** Provides workforce development and training services in 8 northern counties in Kentucky and the Greater Cincinnati area. In addition, it provides food assistance, adult and early childhood education, financial education and counseling, youth services, and other neighborhood-based housing programs. Brighton Center also operates a substance recovery center for women, two child care centers, and a senior facility.

- **Kentucky Community and Technical College System.** Most students that participate in SNAP E&T attend classes at the Louisville campus in Jefferson County. Most of them (75 percent) are seeking high school equivalency credentials, such as GEDs.

- Other 50/50 partners include Catholic Charities, Center for Employment Opportunities, Family Scholar House, Goodwill, Northern Community Action Commission, Opportunity for Work & Learning, and WeKnowIT.

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In Kentucky, SNAP E&T was historically a small, mandatory program for participants who were subject to time limits on their benefits if they were not working. After three months of participation in SNAP, nondisabled adults without dependents (known as ABAWDs) receive their food assistance benefits contingent upon participation in a "work activity." Although the program became voluntary in 2018, the focus continued to be on work registration for ABAWDs, and the program continued to operate similarly to the formerly mandatory program. On March 18, 2020, when the pandemic began, FNS temporarily suspended the time limit for ABAWDs. At the time of our data collection, these work requirement

waivers were still in effect, and DCBS staff expected the waiver of work requirements to continue until December 2022.

DCBS staff determine eligibility of potential participants for SNAP E&T during the eligibility interview, briefly introduce the program, and then refer participants to one of the big five providers to conduct enrollment and assessments and provide case management services. Some participants also enter SNAP E&T through reverse referrals from partner agencies. Since the E&T program became voluntary, DCBS staff note that participation had decreased, and with the pandemic and resulting waiver of ABAWD work requirements, they shared that the participation rate was very low in FY 2021. According to FNS-583 data, Kentucky served 59 SNAP E&T participants in FY 2021.

Referral to SNAP E&T

DCBS workers conduct intake for Medicaid, TANF, and SNAP and determine eligibility for the Child Care Assistance Program simultaneously, usually by phone, and enter participant data into Kentucky's Integrated Eligibility and Enrollment System (IEES), Kentucky's data management system. At the end of intake, a screen prompts the worker to introduce potential participants to the SNAP E&T program. Each night, IEES automatically generates a referral to the E&T provider in the participant's county of residence. Some participants also enter SNAP E&T through reverse referrals from the nine 50-50 partners.

Case management

DCBS requires that case management be provided to SNAP E&T participants, but gives providers and partner agencies flexibility in how to do so based on their agency's experience and local needs. Required case management activities include an initial assessment, referrals, and monitoring participants' progress throughout the program. In addition, providers and partners may also assist participants with one-on-one coaching, life skills, goal setting, and financial literacy. DCBS has no policy or requirements for case managers to use specific SNAP E&T case management approaches or techniques (such as motivational interviewing or trauma-informed case management) or for how often case managers should meet with participants. However, as part of a SNAP E&T pilot grant from FNS, Kentucky implemented a team-based case management approach in eight counties in the eastern part of the State. The pilot, known as Paths 2 Promise, took place from April 2016 to April 2019. Although promising, Kentucky did not continue the team-based case management approach due to funding and staffing constraints (Box IV.3).

> **"The last few years, Kentucky had a waiver from mandatory participation, and [case management] got put on [the] back burner. It was a resource, but it wasn't being used."**
> *A case manager describes case management during the pandemic*

Meeting mode and frequency. DCBS requires that case managers communicate with SNAP E&T participants and offers flexibility to providers on the meeting mode and frequency. Provider staff meet with participants in a variety of ways, including in-person meetings in the case manager's office, in-person meetings in a community location, telephone, and videoconferencing.

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Box IV.3. SNAP E&T Pilot: Path 2 Promise

In 2016, FNS awarded Kentucky a $20 million grant to conduct a SNAP E&T pilot called Paths 2 Promise in eight southeastern counties making up the Promise Zone (Bell, Clay, Harlan, Knox, Leslie, Letcher, Perry, and Whitley).[10] The pilot sought to increase employment among SNAP recipients by: (1) providing improved supportive services such as additional transportation supports and child care, and (2) piloting a team-based case management system based on a human-centered design approach.[11] Traditional case management (in which participants can have multiple case managers at the various agencies where they are receiving services, such as SNAP, TANF, and child care) was replaced by a team-based approach (in which multiple agency staff coordinate services through a single case manager).

DCBS leadership explained the increased coordination during this time was helpful in keeping participants engaged. Results from Paths 2 Promise revealed positive signs that the revised case management design helped remove ABAWDs' barriers to training and paid employment. As the pilot ended, DCBS leadership began developing plans to implement the approach Statewide; however, implementation was cut short due to both a lack of funding and the implementation of kynect, a revised data management system, which placed additional burden on staff capacity.

One staff member explained what they learned from the pilot:

"Case management is a service rather than a tracking system. From human-centered design, [DCBS] realized that telling people to show up at this place and time doesn't work—you need warm handoffs, coordination."

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Assessment

When providers receive the SNAP E&T referral, they schedule an appointment within five days to conduct an intake assessment. DCBS requires all providers to use an initial assessment tool on kynect ability, the E&T case management system, that was designed to be comprehensive, including questions related to their education and employment history, interest areas, and barriers. Provider staff enter responses to assessment questions in kynect ability and use them to determine which SNAP E&T components would be most beneficial to participants.

> **"Case management begins with the assessment, the placement, monthly check-in, tracking, making payments, putting in good cause requests, providing resources, connections and referrals to services—all-encompassing to serve the whole client."**
> *A provider supervisor describes E&T case management*

SNAP E&T service providers reported using a variety of approaches when conducting initial assessment of participants, and sometimes use additional tools. For example, in addition to the kynect ability assessment tool, Northern Kentucky Area Development District (NKADD) staff use the Brief Early Skills and Support Index assessment tool, which includes questions about interests and experiences and gives

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[10] https://fns-prod.azureedge.us/sites/default/files/resource-files/SNAP-ET-FinalReport-Kentucky.pdf
[11] https://kypolicy.org/time-limits-and-other-challenges-hinder-success-of-kentuckys-snap-et-program/

participants a score. Based on the score, the tool suggests specific occupational fields, trainings, and other opportunities.

After the assessment, the provider discusses the individual's interests, skills, goals, and barriers; creates a plan to reach the goals; and works with the individual to find an appropriate E&T component.

Participant reimbursements

All SNAP E&T participants receive a transportation subsidy. DCBS provides up to $25 per month to all SNAP E&T participants for transportation costs, which usually is used for gas. DCBS mails checks to participants monthly. Staff reported that in some cases, participants do not receive these checks, as they have unstable housing and move frequently.

Because many SNAP E&T case managers also work with KTAP participants, and KTAP provides up to $200 per month for transportation, State and provider staff shared that many staff view the $25 amount as insufficient. Provider staff reported leveraging their agency funding to offer additional transportation supports when possible. Leadership at DCBS said they have requested budgetary increases from the State legislature for the transportation reimbursement several times since 2008, but these requests have not been approved.

> **"E&T clients have more basic needs than KTAP clients; for example, homelessness. They may not be able to work much on job readiness, and it can be overwhelming. We make sure they have a place to stay and food. We give away lots of sleeping mats. Finding a job is not their priority. There are barriers with cell phone service in rural areas, which makes it difficult to reach people and maintain contact."**
>
> *A case manager describes participants' barriers to employment*

> **"$25 is not a lot. To increase interest in the program, the incentive has to be increased, but I understand that it can be challenging to do that. I've been with the State for over 20 years, and the reimbursement has been $25 the whole time. It could be one of the barriers for participation in the program."**
>
> *SNAP staff describe the limitations of the program's reimbursements*

DCBS also allows for reimbursement for child care through Kentucky's Child Care Assistance Program (CCAP) to help families find and keep a job.[12] SNAP E&T participants may submit CCAP applications online through kynect benefits, the citizen self-service portal, and DCBS workers process these applications within 30 days. CCAP is offered to families whose head of household is participating in SNAP E&T, KTAP, employed, or attending school fulltime in a certified trade school or accredited college. The primary funding sources for CCAP are the TANF and CCDF block grants.[13] SNAP E&T participants may be eligible for CCAP if they have a child younger than 13 or between the ages of 13 and 18 with special needs and meet the other program requirements for work, school, or job training.

Other reimbursements are available through partner agencies that have additional funding from other sources for supportive services, such as educational materials or work clothing.

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[12] Kentucky Employment & Training Program Guide (Revised 7/2019).
[13] Kentucky State Plan (Revised 7/2019).

2. State policy, guidance, and training

Policy and guidance

DCBS maintains a SNAP E&T Program Guide for providers and partners, updated in 2019, which is referred to as the E&T Program Guide (formerly known as The E&T Handbook). Box IV.4 has more information about the guide. Providers and partners also have access to an Employment Training Panel (ETP) Assessment Screen Reference Guide, which includes screen shots of the assessment in kynect.

Box IV.4. SNAP E&T Program Guide

The E&T Program Guide contains detailed information regarding SNAP E&T eligibility, enrollment, and referrals. Although the Program Guide does not contain detailed information about case management or assessments, it notes that the "system" (kynect) includes instructions for case management and assessments. The Program Guide includes the following details regarding participant reimbursements:

- E&T participants are paid an up-front reimbursement for transportation. Each participant will receive a payment for anticipated participation expenses while participating in the E&T program up to the State limit of twenty-five dollars ($25) per month. The payment will be paid prospectively in anticipation of the transportation expense for the following month.

Source: Department for Community Based Services, Division of Family Support. "Kentucky Employment & Training: E&T Program Guide." Revised 7/2019.◢

Kentucky's SNAP E&T State Plan for 2022, completed in September 2021, specifies that all policies and procedures are communicated to providers and partners by email. Respondents confirmed this and noted they can reach DCBS staff easily with questions, and their working relationship is strong. Also, DCBS holds quarterly meetings with providers to review important updates. Before the pandemic, each provider sent a representative to these in-person meetings. Since the pandemic, DCBS has held these meetings virtually. DCBS staff developed an E&T Steering Committee before the pandemic to discuss potential partnerships among providers.

Training

DCBS and provider staff reported that SNAP E&T training has mostly focused on the kynect ability reporting system. The most recent training took place shortly before the pandemic began in early 2020 and included a six-hour training accompanied by a 200-page training manual. Some respondents reflected that the amount of information was too much to comprehend in a short amount of time.

3. Data collection and monitoring

DCBS uses the kynect system to track completed assessments, case management activities, and participant reimbursements. Provider staff enter into the system assessment results, meeting notes, referrals they provided, and employment plans that were created. Some provider respondents said kynect ability is not intuitive, and it is difficult to remember all the guidance related to accessing the system. For example, provider staff noted issues related to security provisions and interface connectivity. One provider agency reported using spreadsheets to record the data and submitting those monthly to DCBS instead of using the system in kynect ability. DCBS staff acknowledged challenges with the system and say they are continuing to work through these issues.

Providers monitor each participant's monthly progress by providing them with form SNET-145, Employment and Training Program Activity Report. Participants must submit this completed form either through the mail or via their kynect online account. Additionally, the participant may request payment for anticipated transportation expenses when verifying the previous month's participation. Payments for anticipated participation expenses are documented in kynect.[14] Each triggers a task for the provider to view and validate the individual's participation for the previous month.

After the provider has validated the individual's monthly reports, DCBS staff reviews these reports to ensure participants are eligible for E&T and to monitor the participant's progress. If there are any issues or concerns, DCBS meets with the providers and partners either in person or virtually. For a fiscal review, DCBS analyzes the invoices and supporting financial documents that are submitted monthly to ensure accurate and allowable billing. The Division of Administration and Financial Management (DAFM) also reviews and monitors the invoices to ensure accuracy and compliance.

B. Case management provided by network of providers

Kentucky's 50-50 partners provide case management and leverage resources to offer additional supportive services, education, and training to SNAP E&T participants. This section describes how two partners provide case management, assessments, and participant reimbursements and supports to SNAP E&T participants.

1.   Implementation of case management by a career pathways training provider

Brighton Center is a nonprofit organization serving the eight northern counties in Kentucky, which are in the Greater Cincinnati area. The Center provides a wide range of programs and services including housing and food, adult and early childhood education, workforce development, financial education and counseling, youth services, and neighborhood-based programs.[15] Brighton Center also has a substance recovery center for women, two child care centers, and a senior housing facility. Its mission is to help individuals reach self-sufficiency through economic advancement.

Reverse referral to and enrollment in SNAP E&T

Brighton Center staff refer applicants and current students to DCBS if they might be eligible for but not receiving SNAP, for enrollment in both SNAP and SNAP E&T. Brighton Center staff noted that participants sometimes have a difficult time accessing and navigating SNAP E&T, and that the staff often assist them with the process. All of the current SNAP E&T participants in the program received SNAP benefits through this reverse referral process.

Brighton Center for Employment Training (CET) provides job training with a team of support staff. CET is an accredited job training program that provides short-term, stackable credentials for medical assistants and those going into administrative health care careers. Many of the participants (referred to as trainees) in CET also receive wraparound services and case management from Brighton Center. Most of the CET participants are from urban areas around Covington, largely because transportation is limited in the more rural parts of its service area. Since 2019, CET has served about 16 SNAP E&T participants. At the time of our data collection, there were three SNAP E&T participants

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[14] Kentucky Employment & Training Program Guide (Revised 7/2019).
[15] https://www.brightoncenter.com/%20who_we_are/about-brighton-center.

enrolled in the program, which has rolling admissions and a varying number of students at any given time.

The CET program is led by three staff members: a success coach, a skill instructor, and a career instructor.

- The success coach acts as a case manager, helping trainees navigate access to supports such as housing, food, financial education, counseling, and child care, to ensure they stay enrolled in the program and get a job. Many success coaches and instructors are program alumni, as CET values lived experience as critical knowledge needed for the position.

- The skill instructor delivers the curriculum and works collaboratively with the success coach to provide referrals to Brighton Center support services, such as housing and food.

- The career instructor begins working with participants toward the end of the CET program, as they begin to transition to employment, and follows up with trainees for two years after program completion.

In addition, a financial wellness coach and a health and wellness coach often work with participants in the classroom.

Brighton's CET case management is team-based and family-centered. CET implements a family-centered coaching model of case management, as many of the participants live in multigenerational households. Staff explained that, due to the opioid epidemic, many elderly parents and grandparents are primary caretakers for children. For this reason, all Brighton Center programs are designed to holistically serve family needs.

Staff collaborate to identify participant needs, develop plans to address specific barriers, and to intervene when participants are struggling with program attendance, progress, and behaviors. Staff spend time intentionally building relationships with participants to develop mutual trust. To support this, staff have received training in motivational interviewing and trauma-informed care. Brighton Center staff receive Diversity, Equity, and Inclusion (DEI) training that informs their work.

According to the CET coordinator, success coaches meet with participants daily in the classroom and schedule appointments for additional check-ins. Each day begins by mapping out what success for the day will look like for participants. Soft skills training is embedded into the coursework. The case managers also help with navigating trainees through wraparound supports such as housing and food, financial education and counseling, recovery services, and child care to ensure that they stay enrolled in the program and get a job.

> **"For us, it's the realization that poverty is traumatic; we view it from a systemic perspective—people of color experiencing poverty come with previous negative experiences. Relationship building means we are going to spend more time getting to know someone as a person before we launch in with asking a lot of questions about their needs. We have conversations about their hopes and dreams, and who they are as people, and then as comfort increases, they can ask if they want assistance."**
> *CET staff describe building relationships with participants*

Assessment

Case managers assess participants early in the program, usually in the first few days. Sometimes they assess participants before they enroll if they face multiple barriers. Success coaches use a self-sufficiency matrix (SSM) that includes questions about different domains (such as housing) as part of the assessment. They complete it jointly with each participant to identify strengths as well as areas for improvement. The SSM tool is embedded in the case management information system and includes multiple domains covering different life areas including food, housing, employment, parenting, and mental health.

To administer the SSM, the case manager asks probing questions and works with the participant to score each domain between 1 and 5. Areas that participants score 2 or below on are the priority areas for the participant's individual plan. The case manager helps the participant focus on their areas of strength to help them address the priority areas. Participants decide which of the priority areas they want to start on first. The case manager encourages participants to choose the area they think would make the biggest difference in their lives.

After completing the SSM, the case manager shares needed resources with the participant, offers support, and sets up additional check-in meetings. During subsequent meetings, the case manager and participant continue to address needs identified in the SSM. They also repeat the SSM over time so participants can see their progress in the different domains. Case managers tie check-in points to academic progress: every quarter they have a progress meeting with participants that includes an update of the SSM. Meetings happen at least every two months, at a minimum.

Participant reimbursements and support services

All participants can access multiple programs offered by Brighton Center, in addition to SNAP E&T reimbursements, including emergency rent, financial assistance and training, and drug treatment. The program also gives participants the materials they need to participate in the program on-site, including laptops and books. The program also gives participants bus passes, gas cards, and professional clothing, as needed.

2.   Implementation of case management by a community and technical college

The Kentucky Community and Technical College System (KCTCS) serves SNAP E&T participants at the Jefferson Community Technical College. The majority of students that participate in SNAP E&T attend classes at the Louisville campus in Jefferson County. Most of them (75 percent) are seeking a high school equivalency credential.

Enrollment and reverse referral to SNAP E&T

DCBS and community partners (like Goodwill) send contact information for participants that are eligible for SNAP to the KCTCS staff. The KCTCS employment specialist then calls the participants and introduces the SNAP E&T program. If students are interested, they typically attend a meeting at the college and receive an assessment. Sometimes students visit the college to receive other supportive services and then staff refer them to SNAP E&T.

Service model overview

KCTCS created a hub (the HUB@Jefferson), where a team of case managers and employment specialists connect college students with SNAP E&T, KTAP, and other resources. Case managers at the HUB

provide orientation, assessment, and connections to other resources to E&T participants. The E&T caseload ranges between 10 and 15 participants.

> "There is a high turnover, especially with COVID, everything is now virtual, but the students don't have computers or the ability to just work online. It's hard to maintain participation in light of that. Sometimes it is a monthly turnover."
>
> *A case manager describes high turnover in the SNAP E&T caseload*

A licensed social worker, also stationed at the HUB, connects students with emergency housing services, assistance with paying utility bills, and hygiene support. SNAP E&T participants can also access a food pantry and a behavioral health center located at the HUB. If participants are eligible for a work readiness scholarship program, they receive tuition assistance, a laptop, and a zoo membership (all funded by KCTCS). Staff noted that limited funding determines the number of students they can serve.

SNAP E&T and KTAP participants at KCTCS have the option to work on or off campus, and when possible, their work site is related to their identified career interest. The program director explained that the goal is to provide educational and work-based opportunities that lead to living wages, that will "break the cycle of poverty." When the COVID-19 pandemic began, finding these work sites became more difficult, and most of the opportunities transitioned to virtual participation. This led to high turnover in SNAP E&T participants that continued throughout the pandemic. In response to the pandemic, KCTCS began offering laptops (funded by a grant) for students who do not have computers.

Orientation and initial assessment

The case manager conducts orientation sessions for all SNAP E&T participants as they begin the program. At the session, the case manager introduces SNAP E&T and other supports provided by the college. The orientation sessions occur one-on-one when a student expresses interest in SNAP E&T and last one hour. After orientation, the case manager begins a first assessment with the participant, which includes a discussion of barriers like child care, transportation, and lack of a computer.

The case manager explained that SNAP E&T participants' needs vary. He approaches each new relationship with SNAP E&T participants by sharing the barriers he had to overcome, and that he understands the struggles they face. He explained that this authenticity tends to build trust with participants, so they are more comfortable sharing their own hurdles and the supports they need to succeed.

Following the assessment, the case manager and participant set short-term objectives for the next two weeks to address any identified barriers, and the case manager refers the participant to support services (Box IV.5).

Case management

KCTCS implements team-based case management (which they referred to as "joint case management"). All SNAP E&T

Box IV.5. Support services SNAP E&T participants can access through KCTCS

- Emergency housing services, food pantry, behavioral health services
- Loaner laptop, public transportation passes
- Hygiene items (on a monthly basis)
- Family membership to the zoo

Source: Interview with KCTCS program director for Student Support and Partnership Initiatives.

participants are connected to at least three case managers including one at DCBS, one at a community partner such as Goodwill, and one at KCTCS. Together, the case managers discuss each participant's

barriers, as well as their objectives, so that the participant does not need to "go back and forth" and explain their circumstances to each organization.

The KCTCS case manager meets with each participant at least twice per month; however, some participants meet more often, even daily. The typical meeting time varies, but each session takes at least 30 minutes. After the meeting, the case manager will follow up with the participant to make sure they address their barriers.

The study team observed three case management meetings at KCTCS. During the meetings, case managers used motivational interviewing techniques to discuss barriers participants experienced. These meetings were follow-up appointments in which case managers monitored the progress participants were making in SNAP E&T. Case managers discussed other support services available to meet participants' needs, including the KCTCS campus food pantry, behavioral health services, and the laptop loaner program. Box IV.6 provides an example of a case management session that is based on these observations.

Box IV.6. A participant case management meeting at the community college provider

Rachel [not her real name] is enrolled at the community college and is working to earn her GED. Her case manager at the community college called her to check in and ask about her progress. Rachel has been studying on her phone and needs to pass the math exam to complete her GED. She said she could not pay the $30 exam fee. The case manager was excited that Rachel was close to completing her GED and explained that she would send her an email with a code she could use to waive the exam fee. Rachel also mentioned that she would register for the exam once one of her family members was available to provide child care.

Rachel and her case manager seemed to have a trusting relationship. After discussing the GED testing, Rachel opened up about personal struggles in her life. The case manager was understanding and empathetic and asked Rachel if she was interested in the free behavioral health resources on campus. The case manager also highlighted two other on-campus resources: the food pantry and the laptop loaner program.

The case manager used open-ended questions throughout the conversation to assess where Rachel was in reaching her academic goals and help identify areas where Rachel needed assistance. Rachel seemed to be comfortable sharing her personal experiences and barriers to GED completion. The case manager was knowledgeable about the different resources available on campus and was responsive to Rachel's needs. The case manager encouraged Rachel by telling her that completing her GED would open many doors.

The case manager and Rachel agreed to several next steps, including registering for the math GED exam using the waiver code, connecting to the behavioral health center, scheduling times to access the food pantry, and picking up a loaner laptop to continue studying for the GED.

Source: Case management observation.

C. Key takeaways and lessons learned from Kentucky

Key takeaways for Kentucky

- In Kentucky, SNAP E&T case management is delivered by providers that also provide KTAP and other workforce development and education services.
- DCBS gives providers discretion in determining their case management approach.
- DCBS requires all providers to use a comprehensive, initial assessment tool on its management information system, kynect, that includes questions related to education and employment history, barriers, and interests.
- DCBS provides reimbursements directly to participants for transportation expenses by mailing a $25 check to them monthly.◢

Next, we describe DCBS and provider staff's perspectives on what works well and what could be improved in Kentucky's model.

1. What works well

Case management

Promising results for team-based case management pilot. The Paths 2 Promise demonstration incorporated principles of human centered design, as providers collaborated to provide referrals to a broad range of services addressing complex participant needs. The pilot showed promising signs of increased participant engagement in services among ABAWDs.

Assessment

Establishing trust and building rapport. KCTCS staff have developed an approach to the assessment and case management in general that involves creating authentic connections with participants by sharing their own stories.

Participant reimbursements and other supports

Expanding the partner network to enroll more participants and augment SNAP E&T case management and supportive services. DCBS strategically partners with agencies that are well resourced and can offer SNAP E&T participants a broad array of supportive services.

Increased transportation and child care assistance. The Paths 2 Promise demonstration provided additional levels of funding for both transportation and child care. DCBS leadership reported that by addressing these barriers, participants remained engaged for longer periods of time in SNAP E&T.

2. What could be improved

Case management

Implementation of team-based case management. Despite signs of success in their pilot in Southeastern Kentucky, the State was not able to implement it Statewide due to lack of funding and competing priorities.

Assessment

State guidance on using the assessment tool in kynect ability. Providers use kynect ability to record assessment responses. Respondents shared that kynect ability is not intuitive and that it can be difficult to remember all the guidance provided during training. In addition to the ETP Assessment Screen Reference Guide, staff shared it may be helpful for the State to provide additional written guidance and training regarding the assessment tool in kynect ability.

Participant reimbursements and other supports

Delivery method of participant reimbursements. Providers shared that many participants have been unable to receive their transportation reimbursement check by mail because they do not have a permanent address. The State has not developed an alternative method of disbursement.

Amount of participant reimbursements. Staff did not think the amount of the travel reimbursement for SNAP E&T participants was enough to cover their costs. Multiple respondents believe this causes a disincentive for potential participants to participate in SNAP E&T and was a reason why they received few referrals from DCBS staff.

V.   Case study of SNAP E&T case management in New York City

New York City offers a system of service tracks and specialized providers designed to meet SNAP E&T participants' individual needs. This chapter describes how New York City, overseen by New York State, provides case management, assessments, and participant reimbursements and other supports. The chapter begins with a summary of the State's and the city's approaches to case management (Section A). Next, the chapter gives more details on how three of New York City's providers, each offering a different SNAP E&T service track, provide case management (Section B). It concludes with a discussion of key takeaways and lessons learned (Section C). A description of our New York City data collection is in Box V.1.

Box V.1. Data collection for New York City case study

The study team conducted the virtual site visit for New York City between March 4 and March 18, 2022. Staff interviewed two respondents from the New York State Office of Temporary and Disability Assistance; three administrators from the New York City Human Resources Administration; and 15 administrators, supervisors, and case managers across four of New York City's more than 25 SNAP E&T providers. The study team listened in to 10 case management sessions by phone at three of these four providers for observation. The team also collected program documents; aggregate administrative data were not included in this case study.

A.   Overview of SNAP E&T case management in New York City

1. State context

In New York State, the Office of Temporary and Disability Assistance (OTDA) oversees SNAP E&T, which is administered by 58 local social service districts including New York City. Participants are primarily SNAP recipients who also receive temporary cash assistance through State-funded Safety Net Assistance (SNA), although not all participants qualify for this additional support. TANF recipients receive their employment and training services alongside those in SNAP E&T.

New York State SNAP E&T: Quick facts

- County administered, mandatory and voluntary program
- Targets and serves work registrants, able-bodied adults without dependents, and any eligible SNAP participants
- FY 2020 E&T participants: 66,751
- 58 local social service districts administer SNAP E&T◢

New York State runs a mandatory SNAP E&T program. Typically this means that all social service districts must serve the population for whom SNAP E&T is mandatory, although they have the option to serve voluntary participants as well. However, in March 2020, OTDA released guidance that prevented local social service districts from requiring any in-person work activities because of the COVID-19 pandemic. Since then, in New York City, SNAP E&T continues to mainly serve mandatory SNAP participants who are also receiving temporary cash assistance and who at this time cannot be sanctioned for failure to participate. This is likely to change as the diminishing effect of the pandemic on daily life leads to increased availability of local worksites, employment providers, and community-based workforce partner programming options; capacity; and other factors necessary to ensure a smooth transition to

mandated in person work requirements. Currently participation remains voluntary. All references to mandatory participation in the following pages refer to pre-pandemic policies.

Within the State SNAP E&T framework, districts have programmatic flexibility. This is in acknowledgement of the local social service districts' widely varying economic, geographic, and social contexts. Although OTDA gives guidance and directives to the districts, the agency also allows them flexibility to meet participants' specific employment, training, and case management needs.

> **"It's a challenge that we have such a large State geographically and economically; regions have very different concerns … that's why our approach works so well. It allows [local social service districts] to implement and innovate things tailored to them."**
> *A SNAP E&T administrator describes what works well in their approach*

New York State SNAP E&T policy and guidance

OTDA's guidance and policy on SNAP E&T is communicated through a variety of channels, including State codes and regulations, administrative directives, memoranda from local commissioners, guides, training, and direct technical assistance from OTDA staff.

Case management

As defined by OTDA, SNAP E&T case management supports participants to obtain meaningful employment and become financially secure. OTDA provides a broad definition of what case management encompasses, which was updated to align with the 2018 Farm Bill (Box V.2). Although the State has required case management and participant assessments since SNAP work requirements were implemented, the updated policy requires all SNAP E&T participants to receive check-ins with case managers at least once a month. In addition, New York State regulations mandate that all mandated participants receive an individual employment plan (New York Department of Social Services 2022).

OTDA provides an employment plan template and guide, but local social service districts can decide whether to use it or develop their own.

No specific case management models or techniques are required. OTDA administrators explained that they prefer to let local social service districts determine the case management strategies that will work best in their communities. An OTDA SNAP administrator noted that "flexibility on case management is key to making sure services are provided as best as they can be."

Box V.2. OTDA's definition of case management

- Comprehensive intake assessments
- Individual service plans
- Progress monitoring
- Coordination with service providers
- Referrals and supports
- Case management provided post-employment as a retention service

Local commissioner's memorandum, March 28, 2022. 22-LCM-03-T. https://otda.ny.gov/policy/directives/2022/LCM/22-LCM-03-T.pdf.

Assessments

New York State regulations require local social services districts to assess all SNAP E&T participants within a "reasonable period of time" with an outer limit of one year from application for safety net assistance. OTDA provides the New York State Employment Assessment as a model for local social service districts to use. It is a 14-page document with assessment questions under headings including "Abilities, experience and training," "Supportive services and resources," and "Health review," among others. Districts can use this document as their assessment or decide to use an alternative assessment as long as it is

> **Box V.3. Seven OTDA-required assessment elements**
>
> 1. Education level and English language proficiency
> 2. Basic skills proficiency
> 3. Need for child care and other support services
> 4. Skills and work experience
> 5. Prior participation in education and training
> 6. Training and vocational interests
> 7. Family circumstances
>
> Source: NYCRR 385.6 & 385..

"equivalent" and encompasses all seven required elements (Box V.3). Some local districts also use the TABE, interest inventories, or other assessments to inform the individual employment planning process, but this is not required.

Participant reimbursements

In New York State, OTDA requires local SNAP E&T programs to provide participants with the transportation and child care support they need to fully participate in the program. Participants' needs for reimbursements are described in their individual employment plans. If a local social service district cannot provide the resources an individual needs to participate in the program, the individual cannot be sanctioned for lack of participation. However, the OTDA staff we interviewed noted that New York is a resource-rich State, and many local social service districts have multiple funding sources to support participant needs, so it is unusual for someone to not have the support they require to participate in the program.

New York State policy changes based on the 2018 Farm Bill

OTDA staff reported that, for the most part, the 2018 Farm Bill codified SNAP E&T case management, assessment, and reimbursement practices that were already established in New York State. Although OTDA adopted a broad definition of case management that incorporates the 2018 Farm Bill requirements and requires local social service districts to provide case management to mandatory participants at least monthly, OTDA staff believe most local social service districts were already doing this. However, OTDA does plan to increase the number of trainings it offers on case management topics, with respondents specifically mentioning training on trauma-informed care and motivational interviewing as upcoming topics.

New York State's monitoring of local social service districts

OTDA assigns State employment services advisors to support and monitor each local social service district. These OTDA staff share best practices about case management and other topics with their local districts and review their practices. Before COVID-19, the support included in-person field visits, and employment services advisors visited their districts specifically to discuss the new case management requirement when it was first adopted. OTDA can also monitor some local district activity through its statewide database and tracking system. However, State staff described their current database as a legacy

system that does not capture all the case management and participant reimbursement data they would like it to. For example, it is difficult to collect data on reimbursements and supportive services. OTDA is in the process of developing a new system that will make it easier for the agency to collect and monitor this information about SNAP E&T; the system is expected go live in October 2023.

2. New York City's approach to case management, assessments, and participant reimbursements

In New York City, the Human Resources Administration (HRA) administers SNAP E&T, which focuses on SNAP E&T participants who receive cash assistance and are deemed employable. HRA combines employment and training services for cash assistance recipients in SNAP E&T and TANF under its Career Services umbrella. This means that although they are funded by different sources, SNAP E&T participants and TANF participants receive similar case management and other employment and training services. SNAP participants who are interested in employment and training support but are not receiving cash assistance are not served by HRA's Career Services, but instead are given the opportunity to participate in either SNAP Venture or receive services from one of Career Services' Workforce1 partners.

HRA's current case management approach emerged from a revamp to Career Services that took place between 2013 and 2017. Although case management was offered for years before that, the program used to provide "rapid attachment services" with a work-first model. According to HRA administrators, they experienced challenges with client engagement and retention under this model. Many participants cycled in and out of the program and found low-wage work. The Mayor's Jobs for New Yorkers Taskforce recommended more individualized services with an increased focus on assessments and connections to in-demand sectors. The new model includes the current Career Services tracks with more attention to case management and clients' unique needs.

Under the current model, HRA offers a virtual or in-person basic assessment to a cash assistance client eligible for SNAP E&T (or TANF), then refers the individual to one of more than two dozen providers across the city who offer more intensive assessments and an array of SNAP E&T services. Box V.4 lists the different Career Services tracks SNAP E&T participants can access. The providers range from small nonprofits focused on a specific neighborhood or population to large, for-profit workforce services organizations and the City University of New York. Currently, HRA has more than 50 SNAP E&T contracts. (Some providers hold more than one contract.) Available services include assessments, case management, literacy services, and connections to education and training, including internships and other work-based learning.

Box V.4. HRA SNAP E&T Career Pathways

HRA BAC staff refer most SNAP E&T participants in the cash assistance program to one of three career pathways after they complete the eligibility determination:

- **Wellness, Comprehensive Assessment, Rehabilitation, and Employment (known as WeCare)** serves participants of ages 18 to 60 who self-identify (or are identified by HRA BAC staff) as having "medical or psychological barriers to self-sufficiency." Those referred to WeCare undergo extensive locally funded assessments to determine whether they could work with accommodations or should be connected to Supplemental Security Income (SSI). Services include medical and psychosocial assessments, wellness plans, case management, connections to employment, and, if appropriate, support applying to SSI. HRA uses SNAP E&T funding to support and assist individuals with

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disabilities and work limitations to find and retain employment. Providers include Arbor/ResCare, Maximus, and University Behavioral Associates.

- **Youth Pathways** serves participants ages 18–24. The program is designed to meet the specific needs of youth with a focus on education, and to be a comfortable and welcoming space for them. Services include comprehensive assessment, case management, connections to training and employment, and internship and community service opportunities designed for youth. Providers include America Works, Inc., Arbor/Equus, East River Development Alliance, Fedcap Rehabilitation Services, Goodwill Industries of Greater New York and Northern New Jersey, and Maximus.

- **Career Compass and Career Advance** serves participants 25 and older. After participants receive a comprehensive assessment through a Career Compass provider (Box V.5), they could be referred to Career Advance for longer-term services. Career Advance services include career coaching, skilled based training, case management, and connections to education and employment. Clients may also be referred to "alternative engagement" opportunities as described below. Career Compass providers include America Works, Grant Associates, Goodwill Industries of Greater New York and Northern New Jersey, and Maximus. Participants are typically referred to providers based on their borough of residence.

In addition to the pathways described above, HRA offers Jobs Plus specifically for participants who are New York City Housing Authority residents. Some participants may also connect directly to an "alternative engagement," typically a community college or other training, after the Career Compass assessment process if such an engagement is appropriate for their needs. WIOA-funded Individual Training Accounts are available to fund these opportunities. HRA's Business Link, a job matching and referral service, also connects those who are the most prepared for immediate employment to job opportunities and subsidized jobs.

Case management

HRA administrators said the goal for case management, which begins at the contracted SNAP E&T provider, is to "keep the client engaged toward becoming self-sufficient" and "on the path to employment and fully sustaining themselves," including being able to navigate any issues or challenges that arise. To meet this goal, HRA gives providers flexibility to determine their approach; they do not require providers to use any specific case management models or techniques, and allow meetings to occur in any format. An HRA administrator noted that they aspire to promote supportive counseling and motivation-based practices, but do not require these from providers. Some providers already do this work on their own, and others are evolving in this direction.

> **"[We are] prescriptive about milestones and outcomes, but not how a provider gets there."**
> *An HRA administrator describes a hands-off approach to case management*

Rather than identify a specific model, HRA stipulates that all participants should complete a comprehensive assessment, which forms the basis of an employment plan, and complete an individual service plan within a certain time frame.

Assessment

HRA requires all participants to complete a multitiered assessment that is tailored to a participant's needs. It begins with an initial assessment by HRA to determine the participant's SNAP E&T track and whether

they need referrals to address certain barriers before seeking employment, such as domestic violence, substance use, mental illnesses, or family needs. After this, participants receive more in-depth assessments conducted by providers. Those with a disability receive these assessments through WeCare; youth undergo a standardized employment assessment at a Youth Pathways provider; and adults aged 25 and older can receive assessment services, including the standardized employment assessment, through Career Compass (Box V.5).

As needed, providers administer other assessments, such as interest inventories and skills assessments like the TABE.

Box V.5. Spotlight on Career Compass

Designed as the first step of the Career Services program for adults aged 25 and older who are deemed employable, Career Compass offers an overall orientation, a standardized comprehensive assessment, several virtual workshops, and service planning and coordination. Career Compass providers are contracted to complete a specified number of comprehensive assessments within a set time frame, and their pay is based in part on these numbers. Typically (i.e., pre-COVID-19), participants work actively with Career Compass for a period of five days to two weeks. In its Career Compass contract, NADAP, a wellness and workforce development nonprofit in New York City that participated in the site visit, has 18 days from the time of referral to complete the assessment. (Timeframes and processes will be revised once Career Services resumes mandatory engagement.)

Staff are trained to help participants think through their short- and long-term goals, and Career Compass case managers then refer participants to Career Advance or other appropriate services for employment, education, and training. As a Career Compass provider administrator explained,

> Some of the questions ask, "What are [your] … long-term, five-year goals?" A lot of clients haven't thought that far … We have trained [case managers] to build in that conversation about goals in advance so they have time to think about it and explore in the next meeting.

Career Compass also has a post-placement coordinator who checks in with the client to make sure the referral placement is helping them achieve their goals.

Providers include America Works, Grant Associates, Educational Data Systems, Inc., Fedcap Rehabilitation Services, Goodwill Industries of Greater New York and Northern New Jersey, Maximus, and NADAP. Participants are typically referred to these providers based on their borough of residence.

Participant reimbursements

HRA provides the reimbursements associated with SNAP E&T. Although funding for several supports, including licenses for employment, uniforms, and work clothes under certain situations (for example, for those experiencing homelessness) is available, the most common reimbursements are for transportation and child care. The transportation reimbursement is a standardized support, handled through an automated process. All participants who must travel two miles or more for their employment or training activity receive fare for a weekly unlimited MetroCard (a subway pass) for the entire time they are in the program. As needed, participants can also apply for transportation support after they find jobs. For those who need it, child care vouchers are provided to participants even before they are enrolled in an employment or training activity. This is handled by HRA BAC staff ahead of referral to a provider.

3. New York City policy and guidance and staff training

Policy and guidance

HRA provides guidance and training to Career Services and WeCare providers (Box V.6). HRA writes the contracts it holds with providers to include all required elements of case management and assessments. Providers are paid per participant for completing these elements in a timely manner, and the contracts guide them through this work. HRA also writes policy directives and bulletins that are sent to providers.

Box V.6. HRA SNAP E&T policy directives and guidance

The following program requirements regarding case management, assessment, and participant reimbursements are included in provider contracts and discussed during contract kickoff meetings and through technical assistance.

- **Case management.** Minimum frequency of contact; required case management elements, including for service planning, basic education, and retention services; requirements for tracking case management interactions.

- **Assessment.** The types of assessments case managers should give, how to use the employment assessment developed by HRA, the timing of the assessments, who should provide various types of assessments, and how often assessments should be revisited.

- **Participant reimbursement.** The types and amounts of reimbursements, how reimbursements are disbursed, and the time frame during which reimbursements are available.

Source: Data collection interviews with HRA administrators and the New York City Temporary Assistance and Supplemental Nutrition Assistance Program Employment Plan, January 1, 2022–December 31, 2023.

Case management training

Although HRA does not require any specific case management models or approaches, it does offer training and information on current best practices in case management during quarterly meetings. For example, before the site visit HRA held trainings on motivational interviewing and trauma-informed care. A number of case managers and their supervisors reported this training was helpful. An HRA administrator explained that HRA partners with other agencies

> **"TA before was more like auditing, monitoring. I wanted to bring more of, 'What's the language you are using? Let's look at your materials, at how you are doing team meetings, how you are conducting outreach.'"**
> *An HRA administrator describes a desire to provide more guidance*

to supplement what it can offer during these trainings, such as bringing in the NYC Department of Consumer and Worker Protection's Office of Financial Empowerment to share financial coaching recommendations. HRA also offers technical assistance (TA) to individual providers whenever it is requested and at contract kickoff meetings. HRA has evolved toward providing more guidance on case management recently and hopes to grow this effort.

In addition, the State's OTDA offers training to local social service districts, including an Employment Training Institute, which features an entire day focused on assessments and strategies for interviewing (including motivational interviewing techniques).

Planned changes to guidance and training on case management and assessments

HRA has started offering more technical assistance on case management, and administrators said they are working toward restructuring their contracts and providing more guidance to better reflect current best practices. According to HRA administrators, these changes are not related to the 2018 Farm Bill, but are the result of improvements the agency has been making since 2017 to support participants in achieving self-sufficiency instead of just meeting program work requirements.

Two key changes are underway:

1. **HRA plans to specify more case management requirements**, such as "best practices for motivation," in its new contracts with providers. These contracts will build in TA to support providers in making this change. An HRA administrator said, "Let's do it better—robust case management services that are not just about an outcome but serving a client throughout their journey."

2. **HRA is piloting a new, strengths-based assessment** that will likely take the place of the current comprehensive employment assessment. HRA administrators and provider respondents noted the current assessment is deficit-based, and asks questions that may not be relevant to the participant's plan, such as whether their parents finished high school. An HRA administrator explained that the assessment, which includes 80 questions and usually takes two hours to complete, leads to "assessment fatigue," and some questions could be viewed as intrusive by participants. The new assessment is much shorter and more participant-guided. Instead of cataloging a person's achievements, the 30-minute assessment takes a conversational tone. For example, a case manager might say, "I see you are interested in going back to school. Talk to me about that." The new assessment is currently being developed and evaluated. HRA hopes it will help build the participant's relationship with their case manager instead of being seen as a barrier to services.

4. Data collection and monitoring

HRA collects program data through the NYCWAY Management Information System. Providers have access to the database and update it as they work with participants. It contains each participant's comprehensive assessment, employment plan, and individual service plan along with information about their program activity (referrals, enrollment in and completion of training, employment, etc.) and timekeeping toward mandatory participation hours when applicable. Participant reimbursements, including subway fare and child care support, are also tracked in the system and managed by HRA. Providers create weekly and monthly reports from NYCWAY to share their progress with HRA.

HRA's contracts with providers specify a set number of referrals from the BAC based on how many eligible individuals live within the service area. The contracts also indicate how many completed assessments, employment plans, individual service plans, and other outcomes each provider is expected to complete. HRA staff look at a provider's progress toward these numbers in their monthly reports as a first level of monitoring. If a provider is serving fewer participants than expected, HRA can reallocate the money they give to the provider. HRA staff conduct observations and case reviews at providers and report back to HRA administrators.

B. Case management in New York City by providers of three service tracks

This section describes how two providers from two of the three service tracks—WeCare and Youth Pathways—provide case management, assessments, and participant reimbursements to SNAP E&T participants. Box V.7 gives a summary of case management in the third track, Career Advance.

Box V.7. Career Advance case management

Career Advance offers career, education, and training services in specific geographic regions in NYC, in specific industries, or to targeted populations such as those with Limited English Proficiency or older adults. There are ten contracted Career Advance programs (3 in Brooklyn, 1 in Queens, 3 in the Bronx, 2 in Manhattan, and 1 in Staten Island). In Career Advance, career service coordinators are responsible for case management. According to career service coordinators and their supervisor, their overall goal is first, to help participants create an employment plan that meets their individual needs, and second, to ensure they can overcome any barriers to executing the plan.

Case management. No specific case management models or techniques are required by HRA or Grant Associates. Instead, career services coordinators emphasized the importance of using a customized approach based on participants' individual needs. As a career services coordinator said, "I just take it on a case-by-case basis of how to deal with different things." Career service coordinators contact their participants often and are required to put an update about each active participant in their MIS at least twice a week. Career services coordinators said they contacted participants daily or every other day, depending on the participant.

Assessment. Career Advance participants take their employment assessment with a Career Compass provider before enrolling in Career Advance (Box V.5). Participants interested in enrolling in training also take the TABE once they are connected to Career Advance. Career service coordinators use the results of these assessments to guide their case management.

Reimbursements. In addition to the standard transportation reimbursements and child care vouchers provided by HRA, Career Advance career service coordinators refer participants to a variety of other supports across the city. They developed a spreadsheet of resources they consult to connect participants to housing support, food pantries, free clothing, counseling services, inexpensive health clinics, and other supportive services.

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1. WeCare case management as implemented by ResCare

ResCare holds two of HRA's four WeCare contracts, and each is for a different service area. This section describes services implemented by ResCare's WeCare contract for Manhattan and Staten Island. Specifically, the focus is on the Vocational Rehabilitation Services (VRS) track within WeCare, which serves those participants assessed as able to work with the appropriate accommodations and support. Participants in the other two tracks may be connected to SSI and/or deemed unable to work.

Case management goals and activities

Within the VRS track of WeCare, the overall goal of case management, which is provided by employment coaches, is to support clients in getting back to work and earning income so they can become self-sufficient and no longer need program services. All WeCare participants have a mental or physical disability, so supporting them in navigating employment with this disability is key. This is typically

accomplished by accommodations or connections to an employer who is open to working with the individual's specific disability.

Intake and initial assessment

Before March 2020, when services were mandatory, participants would be assigned a time to go to their WeCare provider location for an orientation and services. Now the vendor enhances their outreach and pre-calling to see if clients wish to participate.

> **"We have to try and motivate and get them to understand that although going back to work might not be the easiest thing in the world, it will help you have a better life, earn more."**
> *An employment coach describes using motivational techniques*

This assessment process for individuals who agree to participate is called a Clinical Assessment and centers on a psychosocial interview with a qualified health professional and assistance to the client with submitting medical documentation. If there is a need, the client may also receive a medical assessment, psychiatric assessment, or labs from the vendor. The purpose of this assessment is to determine a functional capacity outcome (FCO). (Note that these services are not provided with SNAP E&T funds.) This will determine which service initiation appointment the client receives (wellness, vocational rehabilitation services (VRS), or Supplemental Security Income). There is also a small percentage that are determined to not need WeCare services and are returned to the BAC for referral to career services.

Those participants assigned to VRS are then given an appointment for orientation and VRS services. This is coordinated by certified rehabilitation counselors from the VRS team and is designed to determine strengths and barriers around education and employment, as well as determine long- and short-term employment goals. The goals are articulated in a client's individualized vocational assessment plan (IVAP), along with results from TABE testing, CareerScope, and a test of basic computer literacy. The IVAP is the basis for the agreed upon VRS services the client will receive. In contrast to the medical assessments, these services are provided with SNAP E&T funds.

Case management approach

Employment coaches noted that motivational interviewing techniques are an important case management strategy because some participants do not agree with the FCO of VRS or do not think they are capable of going back to work. An employment coach who was himself a former participant said he emphasizes how a part-time job will likely enable the participant to earn two to four times more money than they receive through temporary cash assistance. At the same time, employment coaches acknowledged they cannot force anyone into employment, and want to "transition them as smoothly as possible so they can appreciate their achievements and progress." For example, if a participant is experiencing homelessness, the employment coach listens and tries to address this immediate need first.

In all seven of the case management sessions we observed, the employment coach used a friendly tone of voice and appeared sensitive to the participants' needs. Both motivational interviewing techniques and a directive case management style were evident. In three of the observed sessions, the employment coach avoided directing the participant and asked open-ended questions. In the others, recommendations were more prescriptive. Box V.7 summarizes a case management session we observed.

Participant reimbursements

In addition to the standard transportation reimbursement provided by HRA, WeCare employment coaches noted they also help connect those who are interested to funding for occupational training. These

vouchers, whose value can be up to $2,500, can go toward tuition, fees, and books, and are funded by HRA. Typically, participants use the vouchers for short-term training. Employment coaches are also familiar with many available resources and supports they can refer participants to across the city, such as the Coalition for the Homeless for housing support. An employment coach said they give participants as much support as they need during referrals—for example, they sometimes have participants sign a release so they can talk to their housing specialist at a housing-focused organization and make sure their needs are being met. As much as possible, however, they want to "promote independence" and be a guide, instead of completing the steps for the participant.

In two of the seven WeCare case management sessions we observed, employment coaches told participants reimbursement money for their public transportation pass was available. The amount of the reimbursement was also clarified. In two sessions, the employment coach also discussed a laptop loaner program, and, during one session, the employment coach reached out to the laptop provider on the participant's behalf. In addition, employment coaches also spoke with participants about a variety of other supports, including for food banks, mental health services, and child care vouchers.

Case management frequency and mode

Employment coaches attempt to contact participants at least once or twice a week, with more frequent meetings available for those who need them. An administrator noted that before COVID, when employment services were mandatory, it was easier for employment coaches to get in touch with participants. Meetings used to be held in person, but due to COVID most are now done virtually (usually over the phone). Our case management observations confirmed this, with all seven taking place by phone. A supervisor noted that this change to virtual services has been both positive and negative. Although it can sometimes be harder for employment coaches to develop rapport and trust on the phone, she believes that some participants with mental health issues prefer virtual sessions. These participants are more comfortable in their own space and have opened up more to employment coaches.

Case manager staffing and hiring

ResCare's WeCare program uses a team-based approach, with multiple staff members serving the same participant. In addition to the employment coaches, participants work with certified rehabilitation counselors for assessments, instructors for workshops, and job developers to connect to employment. However, the employment coach is still the primary contact for the participant throughout their time in the program.

> **"If you thought of ResCare as a family, job developers are like the aunts and uncles. The employment coaches are parents. We're mom and dad. Any problems have to be reported to mom and dad—timesheets, missed interviews … We have to handle a lot of that."**
>
> *An employment coach describes the ResCare team approach*

An administrator said there were about eight full time equivalent employment coaches for the Manhattan and Staten Island contract. According to an employment coach, coordination across the team happens frequently over email. The coaches also participate in biweekly team meetings to share concerns and suggestions for individual participants.

ResCare requires employment coaches to have a bachelor's degree and the ability to engage with participants.

Case manager training and supervision

Employment coaches receive training from both ResCare and HRA. Employment coaches need to be knowledgeable about the various agencies and resources in the city, including the Department of Homeless Services, SNAP, TANF, and child support. When ResCare was first awarded the WeCare contract in 2019, HRA provided a daylong training, and some of these agencies came to present on their services and give contact information for referrals. According to an employment coach, motivational interviewing was also covered during this training period. Since then, ResCare has had staff development days with supervisor-selected trainings. Employment coaches also have access to LinkedIn Learning and ResCare Academy for individually directed learning.

The supervisor meets weekly with employment coaches. They discuss participants' cases, including any challenges and how she can help. She emphasizes the importance of doing follow-up and checks in on employment coaches' progress in that area. In addition, the supervisor audits three to four cases a week, and contacts the employment coaches with any questions or concerns about them.

Box V.8. A WeCare participant's case management meeting

Janet [not her real name] spoke to her employment coach over the phone to review her employment and training plan. The employment coach explained the purpose of the meeting, which was to update Janet's short- and long-term training goals. Janet confirmed her long-term goal was employment in an administrative or clerical field, but she was unsure of the training path she should take to meet her short-term goal. Janet was interested in two different trainings for her short-term goal: certified nursing assistant (C.N.A.) and culinary. She said she could not lift more than 20 pounds due to an injury and was concerned this would be a barrier for either of these trainings. The employment coach was empathetic and proposed medical billing as another option in the health care field.

The employment coach then shared information on various resources and support services, beginning with child care. Other services the employment coach highlighted included resume assistance and transportation benefits. The employment coach reminded Janet to send her a copy of her resume so they could review it together during a future check-in. The employment coach also notified Janet she would receive $33 to purchase metro cards. When the employment coach asked Janet if she needed other resources, such as emotional support services or access to a food pantry, Janet declined, but she did ask if she could extend the due date for her loaner laptop so she could continue taking online workshops.

Janet and the employment coach seemed to have strong rapport. They had been working together over time to establish short- and long-term goals. Janet spoke openly about her thought process for choosing a training and shared her concerns about the C.N.A. training. The employment coach reassured her that she was there to support her, telling Janet she would share information about the different training activities so Janet could choose one that would be a good fit. At the end of the conversation, the employment coach asked Janet how her family was doing.

The employment coach asked Janet to review the information on the health care and culinary trainings and to keep track of any questions. The employment coach scheduled a one-week follow-up with Janet to check in about her desired program. She also explained that before starting training, Janet would need to fill out an application for child care, which the employment coach would email to her.

Source: Case management observation.

2. Youth Pathways case management as implemented by America Works

America Works operates two of HRA's 10 Youth Pathways contracts. This section describes services as implemented by America Work's Youth Pathways contract for the Bronx. The program serves young adults ages 18–24 in the Bronx.

Case management goals and activities

Youth Pathways career advisors provide case management designed to meet the specific needs of young adult participants. Respondents noted that before Youth Pathways, which HRA launched as part of its revamp to Career Services between 2015–2017, young adults were served in the same program as the general population. An administrator noted that youth sometimes thought the program was not designed with their goals in mind.

"[Before Youth Pathways] we were constantly creating other avenues for the youth to follow because they didn't feel comfortable with people who looked like their parents."
An administrator describes the impetus for Youth Pathways

In this youth-focused track, career advisors support youth in their individual goals, whether they are educational, vocational, or employment-related. Overall, there is more of a focus on education than there is in the adult program, especially on completing high school or the equivalent.

Although there is no required case management model for Youth Pathways, the staff who were interviewed all rely on motivational interviewing techniques. An administrator explained that youth in the Bronx often grow up with extreme poverty, and they are not always aware of available opportunities. The career advisor helps them expand their horizons. Staff also expressed the desire to let youth lead the process.

Intake and initial assessment

Participants connect with Youth Pathways after being referred to the program by HRA BAC staff. Unlike adult Career Advance participants, they take assessments at their long-term program placement instead of passing through Career Compass first. Before March 2020 (when participation was mandatory), participants were assigned an orientation date at their Youth Pathways provider. Now that services are voluntary, career advisors conduct outreach to referred youth to make them aware of the opportunity and see if they would like to participate.

After youth enroll in the program, staff guide them through a series of online assessments. Pre-COVID, the career coach would conduct these assessments in the onsite computer lab, but since the pandemic they are conducted virtually. The assessments proceed as follows:

- All youth complete the HRA-required Employment Assessment.
- Participants without a high school diploma or its equivalent also take the TABE to assess their education and reading levels.
- All youth complete Sell Your Strengths and O*NET to help them think through their strengths and interests.

Sell Your Strength is an online assessment that identifies various strengths an individual can build on, such as being outgoing or having a love of learning. O*NET helps participants determine which field they might want to work in. Career advisors said these assessments are especially important for young people,

many of whom have not thought about which career or field might suit them. As a career advisor said, "They are young, they may not know what their capabilities are."

Case management approach

Participants and career advisors use the assessment results to develop an employment plan and individual service plan. Based on those plans, the career advisors help participants meet their goals by referring them to other services, connecting them to education, and informing them about workshops offered by Youth Pathways. The workshops cover work, training, and life skills, with titles like Building a System to Support Your Working Life and Intro to Virtual Trainings and Online Resources; they are provided by America Works staff. Currently, the workshops are online, but before the pandemic participants attended them in person at the office, typically several days a week. Once participants are ready for employment, they are also referred to a career agent who develops jobs for them. After they find a job, they transfer to Youth Pathways retention services for more support and follow-up. Both observed case management sessions were brief telephone follow-ups. The career advisor worked collaboratively with the participants, making sure they had space to share their opinions. The career advisor made suggestions using a motivational interviewing technique with open-ended questions. For example, when telling a participant about a potential housekeeping job, she asked what he thought about it and whether it could be an option for him. She also asked the participant to share his key takeaways from an entrepreneurship webinar he attended. One of the two participants had recently become employed, so her session focused on her job and on collecting transportation reimbursements and a gift card incentive. Box V.9 is a summary of one of the observed case management sessions.

Box V.9. A Youth Pathways participant's case management meeting

Albert [not his real name] checked in by phone with his career advisor about his job search. Albert had been actively searching for employment and had expressed interest in cleaning and custodial jobs. The career advisor was familiar with Albert's interests and goals and began the meeting by sharing updates on job opportunities in those areas. The career advisor highlighted two companies that were hiring for different positions and told Albert she would forward the emails with the job listings and information on how to apply.

After discussing cleaning and custodial jobs, the career advisor asked Albert how he felt about maintenance jobs or housekeeping and room attendant jobs. Albert said he wasn't interested in maintenance opportunities but was open to housekeeping and room attendant jobs. The career advisor noted that some of the job opportunities required working on weekends. Albert said he didn't have a problem with weekend shifts. The career advisor asked Albert if he needed any other resources or program referrals, and he said he had no other needs at the moment.

The career advisor seemed to have a good sense of the types of jobs Albert was interested in and suggested opportunities that aligned with his goals. Albert was engaged throughout the conversation and shared updates about his job search. When presenting the different job opportunities, the career advisor was receptive to Albert's thoughts and preferences. The career advisor encouraged Albert to look at the job listings from the two companies on his own, and Albert agreed to.

At the end of the check-in, the career advisor told Albert she would refer him to an employer who was hiring. The employer would then reach out to Albert directly. The career advisor also told Albert she would send him information on various job opportunities in his areas of interest and check in with him again the following day.

Source: Case management observation.

Participant reimbursements

In addition to the standard HRA transportation reimbursements and child care vouchers, Youth Pathways career advisors said they help connect participants to food, clothing, and housing assistance in the community as needed. Referring participants for housing was the most difficult connection to make. Once a youth is employed, Youth Pathways also provides public transportation passes as an incentive while they establish themselves.

Case management frequency and mode

Career advisors are in frequent contact with participants. Before COVID, participants were in the office two to three times a week. Now, participants receive some form of contact almost every day, according to career advisors. Career advisors take the participant's lead in when and how to meet with them. Participants can come to the office, speak on the phone, or have a virtual Microsoft Teams visit. Texting and email are used often for reminders and quick check-ins. Career advisors also try to be flexible on timing—for example, contacting

"We approach the client relationship differently now, meeting them where they are. When someone says they can't talk to you right now, that is respected. We ask when they are available, not when we are available. We text, whatever communication they prefer."
An administrator explains participant contact with volunteers

participants only in the late afternoon if they are not available at other times. After a participant exits the program, there are three to six monthly follow-ups, but these services are only funded by SNAP E&T for the initial 90 days.

Before, when participants had to be in the office a few days a week, it was easy to check in. Now, career advisors must do initial outreach to see if an eligible individual even wants to participate. Once they are in the program, career advisors must cater to participants' schedules. Although career advisors must be more flexible and conduct more recruitment, an administrator also remarked, "Everything that the client is doing is based on their choice to participate. Because of that, their participation is richer."

Case manager staffing and hiring

At the time of the site visit, three Youth Pathways career advisors were working out of the Bronx America's Promise site. This is down from five pre-COVID, when the program was mandatory and had more participants. The interviewed career advisors said they have caseloads of about 30–45 active participants. Career advisors are required by America Works to have a B.A. and customer-facing experience. A career advisor noted case management is ultimately a "customer service position." The career advisors also highlighted the importance of being a people person and being able to handle stress and adversity.

Case manager training and supervision

Career advisors receive training from both America Works and HRA. Most training is not specific to case management techniques, instead focusing on data entry, databases, and other administrative topics. However, several respondents had positive things to say about an online training in motivational interviewing.

The career advisors' supervisor is in daily virtual contact with her staff. She said she pulls reports from their Salesforce database to see which participants have recently had a meeting or might be due for one. She offers to help with any challenges or questions the career advisors have.

C. Key takeaways and lessons learned from New York City

Key takeaways for New York City

- HRA offers participants a diverse array of service tracks and providers to meet their individual needs. The tracks specialize in serving specific populations such as youth, those with disabilities, and adult participants, and giving them the support and motivation they need without requiring that providers implement a particular case management approach.

- The assessment and participant reimbursement approaches are standardized across service tracks and providers.

- All participants complete a comprehensive employment assessment. Depending on the service track, case managers use other assessments.

- HRA processes all participant reimbursements. The most common are public transportation passes and child care vouchers. ◢

Next, we describe the SNAP agency and provider staff's perspectives on what works well and what could be improved in New York City's model.

1. What works well

Case management

Individualized approach tailored to participant needs. Instead of prescribing one case management model, HRA gives providers the flexibility to tailor services to participants' needs. Case managers appreciated being able to choose how to interact with their customers. Across interviews, staff members providing case management highlighted their listening skills and desire to connect with each participant in the way that worked best for the person's specific needs.

Attention to the needs of those with physical or mental health disabilities. From the first basic assessment conducted by HRA, case management staff consider any physical or mental health disabilities that might mean a participant needs extra support. Those who are identified as having such a disability get a clinical assessment from clinical staff, including medical doctors. Such assessments ensure that those who should instead be connected to SSI receive help in making that connection, and that those who could work with accommodations, or a shorter work week, are also given that opportunity.

Assessment

An interest in using assessment to highlight strengths. The Youth Pathways provider staff noted that they use assessments to highlight strengths, notably through the Sell Your Strengths online assessment. Determining what youth are already good at helps them gain confidence and connect to opportunities they are most likely to succeed in.

Participant reimbursements and other supports

Streamlined process for connecting participants to reimbursements. The reimbursement process is standardized and straightforward. No respondents reported any challenges with connecting participants to transportation subsidies or child care vouchers.

2. What could be improved

Case management

Lack of required case management strategy or approach means not all providers using best practices. Although none of the case managers or supervisors we interviewed expressed concerns with their case management approach, HRA administrators said they would like to offer more guidance on case management practices. Specifically, they plan to include TA and language about best practices for motivating participants in their next SNAP E&T contracts.

Assessment

Comprehensive assessment can cause "assessment fatigue." Providers and HRA staff described the assessment process as prescriptive and lengthy. They also noted it can be challenging to collect enough information to offer the participant an individualized experience without overwhelming them with unnecessary questions. Multiple respondents described the assessment as deficit-based and including unnecessary— sometimes intrusive—questions. HRA is aware of this concern and already piloting a strengths-based assessment approach. Respondents expressed their excitement about the new assessment.

Participant reimbursements and other supports

Better support for participants' housing needs. Although respondents were generally happy with how the reimbursement process works, more than one case manager said the need for housing support in the city is great and beyond the scope of what they can provide.

VI.   Case study of SNAP E&T case management in Washington, DC

Washington, DC, provides case management to SNAP E&T participants both in-house, using SNAP staff, and through its contracted E&T providers. This chapter describes in more detail how Washington, DC provides case management, assessments, participant reimbursements, and other supports to SNAP E&T participants. After an overview of Washington, DC's approach to providing case management (Section A), it describes how the Washington, DC Department of Human Services (DHS), which administers SNAP, and two local providers implement case management (Section B). It concludes with a discussion of key takeaways and lessons learned (Section C). Box VI.1 is a description of the study's Washington, DC data collection.

Box VI.1. Data collection for Washington, DC, case study

In October and November 2021, we conducted a virtual site with Washington, DC's Department of Human Services (DHS) and three of its 21 E&T providers. We completed eight interviews with DHS leadership and E&T case managers and 10 interviews with provider staff. At the three providers, we completed interviews with leadership, supervisors, and case managers. We also virtually observed five case management meetings between case managers and participants at DHS and one meeting at local provider. We also completed one virtual group activity observation at a provider. We collected aggregate administrative data on E&T participation, assessments, and participant reimbursements from DHS, and program documents from DHS and local providers.

A.   Overview of SNAP E&T case management in Washington, DC

1.   Overall approach to case management, assessment, and participant reimbursements

Washington, DC's Department of Human Services (DHS) administers the SNAP E&T program and offers case management to all voluntary SNAP E&T participants, both in house and through each of its 21 contracted SNAP E&T providers. Eighteen of the contracted providers are community-based organizations and three are city agencies. Some providers serve special populations, such as formerly incarcerated individuals. (Box V1.2 has an example.)

Case management

The goal of Washington, DC's SNAP E&T case management is to holistically understand customer needs, help remediate barriers to employment, and support customers in finding and maintaining employment. Washington, DC SNAP E&T participants receive case management from an in-house case manager at the SNAP agency, called a vocational development specialist (VDS), as well as a case manager at a contracted E&T provider, if their VDS refers them to a provider for additional E&T services. DHS specifies the following case management roles and responsibilities for VDSs:

- Providing orientation and intake to the program

Washington, DC SNAP E&T Quick facts

- Voluntary program
- Targets or serves work registrants, able-bodied adults without dependents, and any eligible SNAP participant
- FY 2019 E&T participants: 929
- FY 2020 E&T participants: 1,212
- DC's SNAP agency and 21 contracted providers offer E&T components and case management▲

- Conducting an initial assessment

- Referring participants to education and training providers and in-house employment support

- Referring participants to barrier remediation services for challenges related to housing instability, financial literacy, and mental health, among others

- Offering job search assistance, such a developing a resume and searching for jobs online

- Monitoring participant progress in the program

DHS also requires its contracted E&T providers to provide comprehensive case management, which includes conducting intake, administering assessments, and creating individualized action plans that are tailored to each participant's interests and needs. However, it gives providers discretion to determine their case management approach.

DHS requires VDSs to meet with participants at least monthly until they have completed their SNAP E&T components. This includes maintaining contact with participants after they have been referred to a provider. Before the COVID-19 pandemic, DHS required VDSs to meet with participants in person. Since the pandemic, VDSs can now also meet with participants over the phone or by videoconference. DHS gives providers discretion to determine the mode they use for their case management meetings.

> **Number of E&T participants who attended at least one E&T case management meeting in FY 2019 and FY 2020**
>
> - FY 2019: 1,212
> - FY 2020: 929
>
> Source: Washington, DC administrative data.

Box VI.2. SNAP E&T case management for returning citizens: Mayor's Office on Returning Citizen Affairs (MORCA)

Since 2007, MORCA, a city agency, supports citizens returning from incarceration who are experiencing chronic unemployment by connecting them to resources such as career development, job placement, and social services. As a SNAP E&T provider, MORCA provides resume support, job search support, and education and skills training. MORCA has been providing case management to SNAP E&T participants for four years.

Case management. Case managers do not carry a specific caseload, and participants are connected to the next available case manager when they come into the MORCA office. However, case managers say they frequently check in with participants they have a good rapport with, often weekly, and participants may ask to meet with a particular case manager if they come back to the MORCA office. The main responsibility of the case manager is to connect participants to external resources to support their transition back into the community. This can include helping them access resources to meet their basic needs and obtain needed documentation, like a birth certificate, to apply for jobs. MORCA said they will be implementing a new peer navigator role to further support customers with connecting to resources. For example, peer navigators will support participants with making and attending appointments, including helping them navigate the public transportation system, which may be unfamiliar to older returning citizens.

Assessment. Case managers conduct an initial assessment with participants during their first appointment. The goal of the initial assessment is to understand which services the participant needs and what barriers to employment they face. The assessment is a checklist that gathers

information about a participant's work and education experience. Based on the assessment results, the case manager develops a service plan for the participant, including a tailored list of community resources.

Participant reimbursements. Staff shared that once a participant is registered with MORCA, they are eligible for transportation assistance. MORCA provides all returning citizens a $30 public transportation pass that participants must pick up at another agency on a specific day of the week. MORCA also provides financial support for obtaining identification cards and birth certificates. For other supportive service, such as clothing, MORCA refers participants to other community agencies.

Assessment

DHS requires VDSs to administer the SNAP Comprehensive Assessment (SCA) with all E&T participants during an initial intake appointment. The purpose of the SCA is to determine the comprehensive needs of participants. It gathers information about participants' employment history, education background, housing status, health, and other potential barriers. VDSs are instructed to use the SCA information to inform actionable next steps for participants

> **Number of E&T participants assessed in FY 2019 and FY 2020**
> - FY 2019: 927
> - FY 2020: 679
>
> Source: Washington, DC administrative data.

and to make appropriate referrals. They also must provide participants with information about each SNAP E&T provider and a customized packet of information of materials based on their identified needs, goals, and interests. A participant must complete the SCA before they can begin an E&T component. The SCA was developed by Washington, DC's TANF program. In addition to the SCA, DHS requires E&T provider case managers to conduct their own assessments of E&T participants, but DHS does not require the providers to use a specific type of assessment or assessment tool.

Participant reimbursements

E&T participants in Washington, DC are eligible for reimbursements for costs they incur while participating in the program and for up to 90 days after they exit the program. Available reimbursements include:

- **Transportation.** All participants who participate in an eligible E&T component or activity are eligible to receive a public transportation pass. Participants can either receive the pass directly from their VDS or their provider case manager. DHS also distributes public transportation passes to their providers to give eligible E&T participants. However, DHS leadership noted that only about half of their providers use this benefit, and the others offer their own transportation assistance to participants.

- **Child care.** Participants engaged in E&T components for an average of 20 hours per week are eligible for child care. DHS splits the cost of child care with the Washington, DC Office of the State Superintendent of Education.

- **Other services and items based on participant need**. Participants may also receive reimbursements for several other items related to training or employment. (Box VI.3 includes a complete list.)

DHS requires VDSs to inform participants of available reimbursements during intake and throughout their work with participants, such as when needs are uncovered during case management meetings. When a participant is working with a VDS, the VDS is responsible for verifying the participant's need for a reimbursement and submitting a request for their supervisor's approval on the participant's behalf. Once a participant

> **Box VI.3. Participant reimbursements available in Washington, DC**
>
> - Transportation
> - Child care
> - Tuition and course registration fees
> - Books and testing fees
> - Tools, uniforms, and clothing
> - Personal safety items
>
> - Vision correction
> - Application fees
> - Legal services
> - Licensing and bonding fees
> - Loaner laptops
> - Internet access

is referred to a contracted provider, the providers bear the upfront cost for participant reimbursements other than transportation and child care. Providers must submit a reimbursement request to DHS with the required documentation to be reimbursed for 50 percent of the cost by DHS. DHS does not place a monetary limit or cap on any of the participant reimbursements.

2. Washington, DC's policy, guidance, and training

Policy and guidance

DHS gives VDSs a manual to guide their case management work and specifies case management requirements for providers in a grant agreement. DHS also has several written documents that outline the procedures for participant reimbursements, data entry, and case management. DHS does not provide any formal policy or guidance on case management approaches or techniques to either VDSs or providers.

- **VDS manual.** The VDS manual details the frequency and duration of case management, requirements for entering case notes, requirements for completing the SCA and how to use the information, how to make referrals to providers, and how to process and document participant reimbursements.

> **Total participant reimbursements paid in FY 2019 and FY 2020**
>
> - FY 2019: $255,511
> - FY 2020: $254,978
>
> Source: Washington, DC administrative data.

- **Provider grant agreements.** DHS requires all providers to sign a grant agreement that outlines their responsibilities as E&T providers, including providing comprehensive case management to all E&T participants and tracking their progress. The agreement notes that case management services must include intake, assessments, and individualized action plans.

Training

DHS provides training on case management and assessment techniques to VDSs, but does not provide training to providers on case management beyond reviewing the requirement that they provide it to participants. DHS has provided ad hoc case management training for VDSs, including Goal, Plan, Do, Review, Revise training to help them encourage customers to set goals during case management meetings, and training on using a growth mindset to help motivate participants. DHS has also trained VDSs on the CASAS assessment and services available to participants through WIOA. Additionally, DHS trains VDSs on using the SNAP Access database to track participant activities and interactions and

complete case notes. Before the pandemic, DHS offered these trainings in person, but at the time of our data collection, all training was virtual.

Planned changes to policy, guidance, and training

DHS was already offering SNAP E&T participants case management when the 2018 Farm Bill case management requirement went into effect, so it did not need to make any changes to the program to meet the requirement. However, DHS staff shared they were planning to adopt a new assessment and a new case management approach.

DHS staff reported they had developed a new comprehensive assessment, but case managers were not yet using it at the time of our data collection. To develop the new assessment, DHS leadership gathered both staff and customer input and described the process as "iterative." Staff reported the goal of the new assessment is to streamline duplicative questions and make the assessment experience more customer-centric and strengths-based. For example, participants will be able to skip over sections that do not apply to them or that they are not comfortable responding to, and questions are framed in a person-centered and trauma-informed way.

> **"We do a really good job identifying what remedies [participants] need to get the job, but they don't receive the coaching to get to the next level. Right now, the goals don't necessarily tie together into a longer plan to get a career. We want to tie together goals to see a holistic picture. How do you get from [Point] A to [Point] B? Coaching is the next step."**
> *A DHS staff person describes the impetus for adopting coaching*

At the time of our data collection, all VDSs served as coaches and some are formally certified in social work and coaching techniques. DHS staff shared they are in the process of adopting a standardized coaching model for their case management approach, one that will focus more on long-term goal setting. As part of this effort, DHS will be hiring LIFT, a nonprofit organization that provides employment and financial coaching to parents of young children, to train the VDSs on its coaching approach. The LIFT training is centered on identifying customer strengths, goals, and career options, and best practices for working with participants in a customer-focused way.

3. Data collection, supervision, and monitoring

DHS requires VDSs and provider staff to collect case management data.

- **VDS data collection.** DHS requires VDSs to record case notes in a SNAP Access database after each interaction with a customer. VDSs must enter a new case note each time they are in contact with a participant, when the participant enters or exits an E&T component, when the participant becomes employed, and when a participant is contacted to record participation hours. DHS also require VDSs to document assessments given, program components assigned, and referrals made to providers in the database. Finally, VDSs must enter information in a case note each time they issue transportation reimbursements.

- **Provider data collection.** DHS provides a reporting template to all contracted E&T providers that they must complete and submit to DHS monthly. The template requires that providers report data on participants' E&T components, reimbursements, and length of engagement. DHS also requires providers to maintain paper or electronic records for participants that include copies of all intake documentation and regular progress notes on participants, including the activities they are engaged in and the dates of participation.

VDS supervision

All VDSs meet with their supervisor as a team biweekly. During team meetings, they may complete informal trainings, discuss case studies, or discuss a relevant news article together. VDSs also receive weekly one-on-one supervision to discuss challenges with participants and celebrate successes. VDSs said their supervisor has an open-door policy and is always available if an emergency arises. The VDS supervisor also conducts random case reviews where case files and notes are reviewed and conducts observations of case management sessions.

DHS requires VDSs to submit a monthly report consisting of the number of customers they served each month to their supervisor. The supervisor discusses the report with each VDS and cross-checks the data against the SNAP Access database.

Provider monitoring

In addition to obtaining and reviewing monthly data from providers, DHS conducts quarterly monitoring site visits at each provider agency. The goal of the monitoring visits is to ensure providers are offering the services outlined in their MOU, including case management and assessments. During the quarterly monitoring visits, DHS reviews documentation and case notes from case management sessions and provides technical assistance. DHS staff also review provider reimbursement invoices to ensure costs are allowable. Before the pandemic, monitoring visits were conducted in person. At the time of our data collection, DHS was conducting them virtually.

B. Case management provided by Washington, DC in house and by local providers

This section describes in detail how Washington, DC DHS VDSs and two E&T contracted providers provide case management, assessments, and participant reimbursements and other supports to SNAP E&T participants, including how VDSs and provider case managers jointly support participants.

1. Implementation of case management by Washington, DC DHS

Orientation, intake, and initial assessment

To access SNAP E&T services through Washington, DC DHS, a SNAP participant may walk into the DHS office or call the office receptionist and express interest in SNAP E&T. The receptionist collects the participant's information and verifies they are receiving SNAP benefits and are eligible for the E&T program. The receptionist then assigns the customer to the next available VDS. Once assigned, the VDS reaches out to the participant to schedule them for an orientation to the E&T program and an intake meeting. During orientation, which is either offered to a group or individually, VDS staff describe the E&T program, the E&T contracted providers and the training they offer, and available participant reimbursements.

During the intake meeting, VDSs reported that they administer the SCA, which takes between 45 minutes and 1.5 hours to complete. VDSs described verbally walking participants through the assessment and entering their responses into the SNAP Access database. VDSs said they are encouraged by their supervisor to skip questions they notice are not appropriate to ask based on what the participant is disclosing, and to approach the assessment in a conversational manner to avoid being transactional.

VDSs said that they use the SCA results to inform:

- Which E&T components the participant may be interested in and eligible for

- The appropriate providers to refer the participant to

- Which reimbursements and other support services the participant may need and qualify for

The VDSs reported taking that information and creating an individualized plan for participants that includes short- and long-term goals. VDSs said they try to get clarity during the goal-setting process about what each participant wants to accomplish and the challenges they are facing so the VDS can connect them to services and providers that are the best fit. As one VDS explained, "If a customer knows what they want to do, it is easier to connect them." VDSs reported they again tell participants about available reimbursements during the intake meeting, as required.

> **"Basically, after we complete the assessment … we do a goal list, because sometimes people have to see things faster—instant gratification. We do a goal list so they can feel like they are doing something instantly."**
> *A VDS explains goal setting after assessment*

VDS reported that participants can follow two tracks in the E&T program: (1) if they are seeking immediate employment, they can receive job search training and workforce development support in-house at DHS; or (2) if they would like to pursue education and training, the VDS can refer them to an E&T contracted provider.

- **In-house employment support.** For participants who are interested in entering employment immediately and not attending training or education, VDSs reported connecting them with DHS' workforce development specialist and signing them up for additional employment resources and services that are offered within the agency. The workforce development specialist is responsible for engaging employers in the community and connecting them with SNAP E&T participants looking for employment. VDSs shared that they may also work with the participant to search online for jobs, write a resume, conduct mock interviews, or sign the participant up for a hiring event the workforce development specialist has identified in the community.

- **Referrals to E&T contracted providers.** If a participant is interested in education and training, the VDSs reported that they share information with the participant about all the providers and services available to them. The VDSs said they then make a recommendation for the provider or providers that might best fit the participant's interests and needs and would be easiest for them to get to (for example, identifying a provider that is closest to the participant's child's school).

VDS staff reported that when they identify an appropriate training and education provider referral for a participant, they will send the participant's contact information to the DHS social services assistant, who shares the participants contact information with the provider. The VDS informs the participant that they will receive a call from the provider. The provider will follow up with the participant by phone and email to schedule an initial appointment.

During the five VDS case management meetings we observed for the study, case managers provided intake and barrier assessments in two of the sessions. During one intake meeting we observed, the VDS discussed available reimbursements for work clothes and training supplies and provided a public transportation pass. The VDS did not describe available participant reimbursements in the other intake meeting, which could have happened for a number of reasons, including that the participant did not express a need or they were told about reimbursements during previous communication.

Ongoing case management frequency and mode

Whether a participant receives employment support from DHS or is referred to a contracted provider, they continue to meet with their VDS for ongoing case management. Although required to meet monthly, VDS reported they meet with many participants more often. One VDS shared that when a participant joins the program initially, they tend to keep in touch with their VDS by phone about every other day for support, and then they eventually move to checking in by phone on a biweekly basis. Another VDS described "always initiat[ing]" communication in between case management sessions. The VDS went on to say they check in with participants every other week by email because that is usually the best way to reach the participants on their caseload. They see having an electronic paper trail as an added benefit of email. For participants receiving case management from a contracted provider as well, VDSs described checking in with the participants by email to see if they attended their first meeting at the provider and checking in periodically on how they are doing at the provider. VDSs said the length of case management sessions is dependent on the needs of the customer on a given day and can range from a few minutes to two hours.

During observations of ongoing case management meetings, we observed VDSs checking in on participants' progress in the program, including how a participant's training course was going and how another participant was progressing with their job search. In one meeting, the VDS helped the participant work on their resume, and in another, the VDS provided information on housing resources. Box VI.4 provides an example of a case management session between a participant and their VDS.

Box VI.4. A participant's case management meeting with a VDS

Heather [not her real name] and her VDS met using videoconferencing software, with video turned off, to review Heather's resume and discuss progress toward her goals. Ahead of the meeting, Heather's VDS shared feedback and potential revisions to her resume via email. The meeting started with Heather asking her VDS for advice on additional resume updates. The two walked through her resume discussing topics such as font size, language choice, and creating different versions for different positions. Heather appeared engaged during the meeting; she prepared questions beforehand and actively discussed why and how she planned to implement each resume update.

The VDS then checked in on how Heather's classes at a local community college were going. Heather shared that the start date for the course she was planning to take was pushed back two months; she is waiting to register. She expressed disappointment about the delay and said she could not take other classes due to the cost. She has been practicing her skills on her own in the meantime. The VDS encouraged Heather by expressing approval for the steps she had taken, and noting that she will be ready when the class does become available.

Next, the VDS followed up on the status of Heather's application for a financial assistance program that provides support for housing and utility expenses. Heather shared that her application was approved, but she had not yet received assistance. She expressed frustration about how long the application process had taken; she applied six months ago. The VDS acknowledged her frustration and advised Heather to continue following up with the program office. Heather said she was grateful for both the technical job search advice and the emotional support her VDS had offered. She thanked her VDS for being supportive, consistent, and providing useful suggestions. The VDS told Heather she has enjoyed working with her as well. She also encouraged Heather to continue to work through challenges that can occur while searching for a job. After the meeting, Heather planned to make the updates discussed to her resume and then work with her VDS on job applications.

Source: Case management observation.

Case management techniques

VDSs described using a variety of techniques they use to support participants, including motivational interviewing and trauma-informed practices. They shared that the techniques they use depend on the individual strengths and skills of each VDS. This was reflected during the case management meeting observations. The study team observed case managers using motivational interviewing and active listening techniques, but also directive case management techniques, in which the case manager prescribes activities for the participant to do.

Staffing

DHS employs seven VDS staff. Although they are expected to have a caseload of up to 50 cases, VDSs shared at the time of our data collection having a caseload of about 15 participants each. According to the VDS job description, VDS staff are expected to have the following skills and knowledge related to case management at hire:

- Knowledge of counseling techniques and ways of gaining the confidence of participants while helping them obtain a job
- Cultural competence and ability to serve a diverse population
- Understanding of barriers SNAP E&T participants face
- The ability to empathize with participants

2. Implementation of case management by YWCA

One of the E&T contracted providers VDSs refer participants to is the YWCA. The YWCA is a nonprofit organization with a mission to "eliminate racism, empower women, and to promote peace, justice, freedom, and dignity for all."[16] The YWCA serves E&T participants through its Career Education & Training Center, a program offering non-degree training that combines adult education, workplace preparation skills and training, and case management services. The program supports adults in gaining relevant skills for the labor market including math, writing, reading, communication, and critical thinking skills.

Case management goals and approach

The goal of YWCA's SNAP E&T case management is to support participants from a whole-person perspective and provide preventative support throughout their time in the program. The YWCA uses a multidisciplinary team approach to case management to ensure it is supporting participants holistically, and each staff person interacting with the student is aware of the participant's needs so they can best support them. To this end, YWCA holds regular multidisciplinary team meetings of staff across the organization to discuss individual student's challenges. Outside of these meetings, teachers also work with case managers directly when a student is facing challenges.

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[16] https://www.ywcanca.org/

Generally, YWCA approaches case management through a "person in the environment" lens—meaning honoring the person where they are and letting them tell their own story. Case managers are expected to listen when a participant identifies a challenge or issue. Case managers also guide the storytelling process to encourage participants to share what they need from YWCA to support them.

Orientation, intake, and initial assessment

Participants attend an orientation after they are accepted into the Career Education & Training Center program to learn more about the program and available participant reimbursements and support services. At orientation, participants complete several assessments, including an O*NET career assessment, computer skills assessment, and a personality assessment.

> **"[Our goal is] to support students so they can be successful; students are not numbers. We look at them from a whole-person perspective. If we can't support them completely, we refer them to additional services or other programs. Our program can be a high-functioning program; those with many challenges we don't have the capacity to always serve. Our goal is to do no harm, so we would refer them to the support they need."**
> *A staff person describes YWCA's approach to case management*

After orientation, participants attend an initial intake appointment with a case manager. At this meeting, they take additional assessments to identify potential challenges to program success and set goals. During the meeting, case managers administer:

- The Comprehensive Adult Student Assessment Systems (CASAS), which assesses academic skills

- A psychosocial assessment, that gathers information about family background, mental health, employment, and education history

- A disability screening tool

YWCA staff described how all the assessment information helps the case manager identify the participant's goals, interests, educational needs, and barriers. Case managers shared that they discuss the assessment results with participants during the intake meeting. They then use the results to develop an individualized service plan for the participant and to identify any resources they might need, such as housing or work clothing. For participants who need additional support, case managers work with YWCA teachers to create a classroom plan centered around those additional needs. YWCA staff said intake meetings are generally 45 to 60 minutes long.

> **"Communicate the process ahead of time, not taking for granted that the person doesn't have other things they need to do. You can lose their focus and drive. If there's a window of time you have with a client, try to get as much information as you can within that window of time because you can lose the person."**
> *A YWCA staff person describes the importance of being efficient*

Participant reimbursements

Case managers inform participants of available reimbursements during intake and as needs arise during ongoing case management meetings. When they identify a need during intake, case managers set up an additional meeting with the participant to describe available resources. YWCA staff shared that many services in Washington, DC are offered to residents for free, such as public transportation vouchers

through the Department of Transportation. Case managers described connecting participants to those supports in addition to participant reimbursements offered through SNAP E&T.

Goal setting

The YWCA case manager works with participants to set SMART goals. Participants share their initial goals during the intake meeting. At the next session, case managers facilitate a conversation around making a participant's initial goals realistic and attainable and categorizing them as short and long term. The case manager will then break out next steps and action items for completing goals for the participants. In subsequent case management meetings, the case manager follows up with participants to check in on their goal progress and see what additional supports they may need. At a minimum, these goal progress check-ins happen at three points during a student's time in the program: (1) at the beginning of the school term, (2) at midterm, and (3) at the end of the term.

> **"Building rapport with students and letting students know we care and we're not robotic, and results—we're able to provide results or connect them to resources to get the results they need. We have case management [so] … students can have [someone] to talk to)."**
> *A staff person described the strengths of the YWCA case management approach*

Case management frequency and mode

The frequency of case management is individualized, and the case manager determines how often they will meet with a participant at intake based on the participant's needs. A case manager shared that case management meetings are typically held weekly or biweekly in person, before the pandemic, and either in person or by phone since the pandemic. At the time of our data collection, however, YWCA was not requiring participants to meet with a case manager unless the participant was put on an improvement plan, despite the requirement from DHS for all participants to receive case management. YWCA staff most commonly place participants on improvement plans if they have issues with attendance. If an instructor thinks a participant needs more regular case management because of poor attendance or not completing assignments, for example, the instructor will let the case manager know. Staff share information about participants across the organization so all staff can play a role in supporting them. Staff said participants typically receive case management from YWCA for at least three to six months, and the length varies depending on their training program.

Co-case management with DHS

YWCA staff described having limited interaction with the DHS VDSs about the SNAP E&T participants they serve. When DHS first refers a participant to YWCA, the YWCA case manager will contact the referring VDS to say whether the participant qualifies for YWCA's program or not, and the reasons why. YWCA case managers will also reach out to the VDS if there is an issue or concern with a participant.

Staffing and training

YWCA normally has one part-time case manager that serves all participants in their Career Education & Training Center, including SNAP E&T participants. Staff noted that the average caseload for the case manager is usually 40 to 50 participants, but during the pandemic, it has decreased to less than 20.

YWCA requires case managers to have a minimum of two to three years of case management experience. It also requires case managers to understand the needs and challenges of the population YWCA serves and be comfortable serving them. YWCA does not provide training on case management.

"[Communicating with VDS at DHS] starts with our program manager. We ask them to reach out to the SNAP E&T person and have a conversation about the client. For example, we had a client that was enrolled in a program but also needed additional classes. She decided that she wouldn't continue attending classes. We had a meeting with the [VDS] that referred her from SNAP E&T, and we determined what the next steps would be for her and put those next things in place."

A YWCA staff person describes coordinating with DHS VDS

3. Implementation of case management at So Others Might Eat

In addition to YWCA, VDSs also refer participants to So Others Might Eat (SOME) for training. SOME is a nonprofit organization working to end the cycle of poverty and homelessness for people living in Washington, DC. SOME's Center for Employment Training is a tuition-free adult workforce training program that aims to prepare adults for careers in health care and the building trades. The program lasts for six to nine months, depending on the industry the student is interested in, and leads to an industry certification. SOME requires participants enrolled in the program to receive case management services to support them with barrier reduction and obtaining and sustaining employment.

Case management goals and approach

SOME case managers, called employment specialists, provide participants with a support system and resources to address any barriers to participation they face. SOME's case management approach includes:

- Conducting an initial intake to gather information about participants' readiness for the Center for Employment Training program and their work readiness

- Conducting a strengths assessment where case managers get to know participants on a deeper level and begin to establish a relationship

- Providing case management throughout a participant's time in the program to assist with barrier reduction, and for a year after program completion

SOME's multidisciplinary team meets weekly to discuss participants. Staff from every department in the Center for Employment Training program, such as Career Services, Support Services, Basic Education, and Industry, are represented at the meetings, and the goal is to discuss strategies for success for each participant.

Intake, initial assessment, and orientation

SOME staff administer several assessments as part of the intake process to determine a participant's readiness for the program. The process begins with a SOME staff person gathering basic demographic information about the participant and information about their computer skills. Next, the prospective

student completes a drug screening onsite and the CASAS. SOME requires participants to earn a third grade math score and eighth grade reading score on the CASAS. The registrar or the case manager administer the CASAS during the intake appointment.

If the potential participant passes the drug screening, they meet with a SOME case manager to complete an in-depth strengths assessment. The strengths assessment collects information about a participant's strengths and barriers, including their criminal history, education history, and mental health history and, notably, encourages participants to identify and verbalize their own strengths. SOME staff use the information to determine the person's needs, challenges, and readiness for the program. SOME staff shared that they will often refer back to the strengths assessment results throughout the case management relationship when it is helpful to remind participants of their accomplishments. Based on the results of the strengths assessment, the case manager may also administer a financial assessment. Case managers record the assessment results in a Salesforce database.

> **"When you have individuals who are guarded, it takes some magic to get the answers out of someone. You need to gain their trust. You have to begin with the trust right at the beginning to get the answers to support them with anything they need."**
> *A staff person describes the SOME approach to administering assessments*

After the participant completes all the assessments, SOME staff meet to review the assessment results and determine whether the participant is ready to start the program or if they need to remedy challenges they may be facing before starting, like dealing with behavioral health issues. If the participant is deemed to be ready, the case manager schedules the participant for an orientation. During orientation, new participants (1) meet the SOME instructors and other program staff and (2) are provided in-depth information about the program, including program expectations.

Participant reimbursements and other supports

During intake, the case manager shares information about available reimbursements and other support services with participants. The case manager determines a participant's eligibility for reimbursements based on their self-reported needs. SOME operates a food pantry and clothing closet onsite to support participants. It also offers client assistance funds to support participants with barrier reduction. In addition, SOME provides public transportation passes to support participants with getting to class, and purchases toolkits for externships that participants can keep. Staff shared that most of the supportive services offered to participants are in-kind, except for emergency assistance. SOME does not cap the monetary amount of reimbursements or supports a participant can receive.

> **"We assist with everything. Food, clothing, transportation, if needed laundry. We have client assistance funds for barrier reduction. If someone said they need clean laundry to get to class, we will give them money or give them access to a laundry machine. We might have capacity constraints—but if it's a barrier, we will help someone with it."**
> *A staff person describes support services at SOME*

Ongoing case management

After intake and a 10-day probationary period, SOME case managers meet with participants as often as needed in person or over the phone. SOME does not require case managers to meet with participants at a certain frequency. The case manager described participants typically need more support while they are beginning the program and getting adjusted, less support when they are in the middle of the program, and more support again when they are close to graduating.

> **"Once they meet 95 percent [of the program], they start self-sabotaging. They have never graduated. They fear losing all their supports that they've never had before. But we will follow them."**
> *A case manager describes participants needing support at the end of the program*

Staff described that they use a holistic approach to case management and support each participant individually. During ongoing case management sessions, case managers and participants set goals and discuss goal progression. Case managers also provide ongoing support with emerging barriers. The case manager noted that they use motivational interviewing, trauma-informed practices, and coaching techniques during case management meetings.

> **"Every student is in their own life cycle. We are a school, but students start when they meet the criteria. They go into an existing class. We are a year-round program with rolling admissions. [Case management] is very student centered. Everything depends on the students' needs."**
> *Staff describe case management as being student centered*

Case managers continue to meet with participants one year after they graduate from the program. During that year, case managers follow up with the former participants monthly to discuss the goals they set for the year. Some of the goals are personal, such as eating healthy foods, continuing their education, and exercising more. Case managers revisit goals with the participants every three months and help them make adjustments as needed.

Co-case management with DHS

SOME staff shared that they have limited interaction with VDS after a participant is referred to SOME. However, they said that DHS is very responsive if they need support with serving a participant.

Staffing

SOME's Center for Employment Training program typically has two case managers on staff with an average caseload of 70 to 80 participants. However, at the time of our data collection, one of the case management positions was not currently filled due to lower enrollment during the pandemic. Staff noted that not all participants require intensive case management, so the relatively high caseloads are manageable. SOME does not require case managers to have a certain level of education or experience. Instead, they seek staff who have skills related to being organized and having crucial conversations.

C. Key takeaways and lessons learned from Washington, DC

Key takeaways for Washington, DC

- Washington, DC's SNAP E&T program offers case management in house and through its 21 contracted providers.
- DHS requires that providers offer case management and administer assessments to SNAP E&T participants, but providers have discretion to provide those services in the way that best fits the populations they serve.
- All DHS and provider agencies conduct an initial assessment to gather information about customers' employment and education history and potential barriers to employment. Providers generally administer additional assessments to ensure customers are ready for their programs, such as the CASAS.
- Providers are responsible for the upfront cost of participant reimbursements, and DHS reimburses agencies for 50 percent of the cost.◢

Next, we describe the SNAP agency and provider staff's perspectives on what works well and what could be improved in Washington, DC's model.

1.   What works well

Case management

Serve customers individually and establish rapport early on. DHS and provider staff noted that a best practice is to approach case management through an individualized and customer-centered lens. They also noted the importance of establishing rapport early on with participants to build trust.

Have clear case management processes and procedures. Some provider staff reported that it is important to have clear and consistent case management procedures. They also cited the need to effectively communicate with participants what they can expect from the program, say what the program can and cannot offer, and be clear about what is available to participants. Additionally, staff shared that being consistent with the level of support provided by case managers is helpful to reinforce accurate expectations from participants.

Virtual case management promotes accessibility. Before the pandemic, DHS offered case management only in person. Once the pandemic started, DHS began to offer case management services virtually. Staff reported that meeting virtually has been easier for participants who do not live near the office. Many providers offer a hybrid approach as well, and provider staff suggested it was a useful option for connecting with participants.

Assessment

Assess for customer needs and strengths. DHS and provider staff shared that their assessments work well because they focus on assessing customers' needs and provide insight into the people they are serving. They also note the importance of having a strengths-based assessment. One provider shared how powerful asking the right questions can be for participants. The provider said that when you ask a participant, "What do you want to do?" the participant has the opportunity to hear themselves voice their dreams and goals, which can be an empowering experience for them.

Keep assessments short, and value participants' time. DHS staff shared that it is important to have short assessments that include only questions applicable to the program. They noted that having too many questions, and especially questions that are triggering, is harmful for participants and unnecessary for supporting them in the E&T program. Staff also noted it is important to respect participants' time and to use initial appointments effectively, gathering as much information as possible in one sitting.

Participant reimbursements and other supports

Do not have a cap on the amount of reimbursements participants can receive. DHS staff believe it is helpful that Washington, DC does not have a limit on the amount of financial and other supports they can provide E&T participants. VDSs shared that for reimbursements, the only thing they need to focus on is having the required documentation from participants, rather than worrying about a financial cap and whether participants have reached it.

2. What could be improved

Case management

Finding the right staff to provide case management services can be challenging. YWCA staff said it is challenging to find case managers who understand their policies and mission, realize the importance of honoring customers' desires while helping them set realistic and attainable goals, and know how to make personal connections with customers. Staff across DHS and provider agencies shared that it is important to hire the best possible person for the case management role. Characteristics that staff noted as important include being empathetic, having direct life experience relevant to the population they are serving, and having the ability to build rapport and trust with participants.

The SNAP E&T program is underutilized. DHS and providers said engagement in the E&T program and thus in case management services is not as high as they might expect. Staff largely attributed low engagement to the COVID-19 pandemic. One VDS shared that some participants do not come back after they complete intake because they are more interested in immediate employment, rather than a "next-level" job. DHS is currently working with Mathematica under a separate contract to address challenges around low program engagement.

Assessment

Offer a two-generation approach to assessments. DHS staff acknowledged that their assessment focuses on the individual person and does not consider "those around them." They thought the initial assessment could be improved by taking a two-generational approach, meaning including both the participant and their children, to support the well-being of the whole family.

Participant reimbursements and other supports

Provide transportation assistance to participants immediately. Most DHS and provider staff mentioned participants face a great need for transportation support to engage in E&T. MORCA staff recommended offering transportation assistance in house because is the largest challenge for the population they serve. Transportation assistance at MORCA is not offered to E&T participants immediately, but rather only one day a week at another agency. Therefore, participants could have to wait up to six days for this crucial support.

VII. Summary of key findings and lessons learned

This chapter summarizes the key findings from the State survey and lessons learned from the four case studies about case management, assessment, and participant reimbursements and other supports. These findings illustrate how these E&T activities are commonly being implemented across the country and highlight ways in which E&T programs might improve them.

A. Case management

The survey findings reveal that community-based organizations (CBOs), used in 73 percent of the States, are the most common providers of SNAP E&T case management. Other common providers are Workforce Innovation & Opportunity Act (WIOA) agencies or other U.S. Department of Labor-funded workforce programs (in 54 percent of States), community colleges (in 50 percent of States), and local SNAP offices (in 39 percent of States).[17] States that have policy or guidance on case management structure and mode of communication most commonly instruct E&T case managers to meet with participants one-on-one (74 percent), each month (40 percent), and either over the phone (76 percent), in person in the case manager's office (74 percent), or via videoconference (67 percent).In addition, three in five States (60 percent) give providers the flexibility to decide which modes of communication their case managers should use.

During meetings, case managers conduct various activities, but almost all are required by the State SNAP agency to monitor participants' adherence to SNAP E&T program requirements (94 percent), track and monitor their program progress (92 percent), and provide participant reimbursements (92 percent). Of the 27 States that specify which case management techniques to use, almost three-quarters instruct case managers to use employment coaching (74 percent), which involves partnering with participants to define and work toward their employment goals. Just over half (56 percent) require or suggest the use of motivational interviewing.

In response to the requirement for case management in the 2018 Farm Bill, two-thirds of States (67 percent) invested in staff training, and more than half (58 percent) added new E&T providers. Notably, more than half of States (57 percent) report making no changes to case management in their E&T program since the 2018 Farm Bill went into effect. Of those that did make changes (n=22), about one-quarter adopted new case management approaches and techniques (26 percent) and expanded their existing case management services to make them available to more participants (24 percent).

The case studies conducted in Arkansas, Kentucky, New York City and Washington, DC offer several lessons learned about offering case management to SNAP E&T participants.

- **Build strong, trusting relationships with participants.** Staff across States and organizations highlight the importance of case managers building strong, trusting relationships with participants. Techniques for achieving this include being empathetic; guiding instead of directing participants; and using motivational interviewing and active listening techniques. Meeting with participants one-on-one and meeting often also promote good relationships, and smaller caseloads can help make this possible. Staff also suggest that knowing the service population and having lived experience can build trust and effective relationships.

- **Use case management teams for additional and coordinated support.** Supporting participants with teams of staff is a common practice in Kentucky and Washington, DC, and among several

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[17] States could select more than one provider type.

community-based organization providers across the States. This can help E&T participants receive the holistic support they need to be successful. In Kentucky, staff piloted coordinating services across organizations on behalf of the participant to check on whether participants were getting the services they needed; staff say participants were more engaged as a result. In Washington, DC, the SNAP agency case managers continue to check in with participants after they are referred to a provider to provide extra support. Two of the Washington, DC providers use a multidisciplinary team approach, in which staff across the organization come together to discuss participants' progress and needs and determine the best way to support them.

- **Offer an individualized approach with flexibility.** Staff at several providers and State agencies say a best practice for serving E&T participants is to treat them as individuals and therefore not use one prescribed approach for everyone. In some States and organizations, this translates into letting providers or case managers determine how often they will meet with participants. In New York City, for example, the SNAP agency allows its providers to serve participants in whatever way best meets their individual needs. Yet the agency also refers participants to providers based on their needs to make sure they work with a provider that has experience serving a similar population, such as youth and people with disabilities, and they will receive appropriate services.

  Giving participants flexibility, especially during the COVID-19 pandemic, also meant allowing participants to meet with their case managers virtually. Even in the absence of the pandemic, staff report that meeting virtually, such as through videoconferencing software, increases access for participants in more remote areas without transportation options, or for those with long commute times. Virtual services may also be more comfortable for participants with anxiety or other mental health issues. Staff from several organizations also say they are still providing in-person meetings when possible, because some participants prefer them, and some have problems with technology.

- **Have clear processes and procedures.** Although States and providers value having the flexibility to serve participants in the most effective way for the individual, staff in Arkansas, Washington, DC, and New York City also highlight the importance of having concrete guidance and clear processes and procedures for how to implement case management, saying this can help ensure providers and case managers are using best practices and providing ongoing case management to resolve participants' barriers as they arise. Other staff believe having clear processes and procedures was helpful to case managers so they would know how to best serve participants, and good for the participants because they would know what to expect from the program.

B. Assessment

As with case management, in almost three-quarters of States, CBOs are administering initial assessments to E&T participants after they are referred to E&T, and the case managers at those organizations (69 percent) are the staff doing so. Almost all States (98 percent) require case managers to administer initial assessments to participants after referral to E&T. In most States (79 percent), they administer these assessments during the first meeting with an E&T case manager or during an E&T orientation at a provider (52 percent). About 60 percent of States require a certain assessment tool be used for the initial assessment, and in 65 percent of those States, the selected tool is an assessment developed by the State or provider to assess a participant's background or their needs and barriers. Based on the sample of tools the study team reviewed, they generally address intake, employment, and goal-setting topics. However, in practice, States report that E&T providers are using a variety of tools for initial assessment that are not necessarily specified in policy or guidance, including the CASAS, O*NET Ability and Interest Profilers, TABE, and WorkKeys.

In addition to initial assessments, case managers may also administer other assessments to E&T participants beyond an initial assessment. Only half of the States (50 percent) instruct case managers to provide additional assessments to participants, and just under one-quarter (23 percent) of those States specify the types of additional assessments or tools to use. Most of these assessments (80 percent) are needs and barriers assessment and aptitude or abilities assessments (60 percent) such as the O*Net Ability Profiler or the TABE. More than half (57 percent) of States allow case managers to decide when to administer additional assessments, or suggest they give them during the first meeting with a participant (46 percent of States).

Among States (62 percent) that have policy or guidance for how case managers should use assessment results, most direct case managers to use the results in developing individualized plans (97 percent), in a discussion with the participant about their service interests and needs (94 percent), and to identify the programs or components a participant is eligible or qualified for (91 percent). About three-quarters (78 percent) also suggest case managers use assessment results to decide for which reimbursements or support services a participant needs or qualifies.

Several lessons about administering assessments to SNAP E&T participants emerged from the case studies.

- **Keep assessments short and targeted.** Staff across organizations in each of the case study locations emphasize the importance of keeping assessments short and only asking questions that are necessary to administer the program and support participants. Case managers share that participants' attention wanes, or they can get tired during long assessments. They can also be re-traumatized or triggered by invasive questions. Yet staff also say it is important to gather enough information to give participants an individualized experience, so assessments need to be designed thoughtfully. Other suggestions included linking the assessment to an action plan to make sure the questions are targeted to the participant's goals and needs and allowing participants to take longer assessments in segments.

- **Use strengths-based assessments.** The New York City and Washington, DC, SNAP agencies and providers in Washington, DC, New York City, and Kentucky say they either now administer or are seeking to administer a strength-based assessment in their E&T programs. Strengths-based assessments highlight participants' strengths instead of focusing on their perceived deficits. One provider noted that focusing on a participant's strengths can help them gain confidence and help the case manager connect them to opportunities where they are most likely to succeed.

- **Help participants feel comfortable while administering assessments.** Case managers use techniques to help participants feel more comfortable taking assessments that sometimes include personal or sensitive questions. Techniques include using a conversational approach, closely listening to participants, explaining why the case manager is administering the assessment and how the information will be used, and sharing personal stories or their own assessment results to build rapport.

C. Participant reimbursements and other supports

State SNAP agencies are required to provide participant reimbursements to SNAP E&T participants. Although FNS regulations require that eligibility staff discuss participant reimbursement needs as part of the SNAP eligibility process, most States report that case managers (77 percent) and other SNAP E&T provider staff (67 percent) are instructed to inform participants of available reimbursements. Just 42 percent of States say SNAP eligibility staff are directed to inform participants of available reimbursements. About half (52 percent) of the States give providers discretion on when to tell

participants about available reimbursements. Most States that give staff a time to share the information instruct them to do it when a staff person or assessment uncovers a need or barrier to employment; when a participant expresses or provides evidence of a need or barrier; during SNAP E&T orientation; or at intake. The pattern is similar for other support services. When informing participants about available reimbursements in writing, the largest number of States use an E&T brochure or flyer (53 percent), or a website (51 percent).

In almost two-thirds of States (64 percent), CBOs are giving participants reimbursements, but local SNAP offices also provide them in almost half (44 percent) of the States. States have a variety of participant reimbursements available to SNAP E&T participants, most commonly transportation assistance (98 percent); uniforms, work or interview clothing, tools, or other work equipment (96 percent); and books or other supplies for classes (94 percent). Common support services also include paying for expenses associated with obtaining identification or other documentation (94 percent of States); course tuition or fees (93 percent); and testing fees (92 percent). The common methods for providing reimbursements are by using vouchers (63 percent of States), such as child care vouchers or gas cards; reimbursement for expenses paid by a participant (48 percent); and in-kind assistance (33 percent), such as a provider purchasing a uniform for a participant.

More than half of States that offer the following participant reimbursements report that participants must be in compliance with SNAP E&T program requirements to qualify for them:

- Books or other supplies for classes (64 percent)
- Fees associated with tests, licensing, or credentialing (63 percent)
- Uniforms, work clothing, or work equipment (61 percent)
- Transportation assistance (61 percent)
- Other work-related expenses (60 percent)
- Expenses associated with identification and documentation (60 percent)

More than two-thirds of States (71 percent) have caps on the monetary value of any one reimbursement a participant can receive, and about one-third have monthly (37 percent) and annual caps (35 percent). Only four States have lifetime caps on some reimbursements, including for rent and housing assistance and auto repairs.

Three important lessons emerged from the case studies about participant reimbursements and other support services.

1. **Use a streamlined reimbursement process so participants receive support on time.**
   Reimbursements make it possible for participants to engage in E&T and find work. Case managers stress how important reimbursements are, particularly for transportation. However, some staff in Arkansas; Washington, DC; and Kentucky say reimbursements are not processed on time, or the disbursement method does not work for all participants (for example, if the method is to send checks, and participants change their address often). Best practices to ensure participants get the reimbursements they need include (1) processing reimbursements quickly, (2) using more than one disbursement method, (3) using a streamlined process for reimbursements (for example, providing preloaded public transportation passes), and (4) processing requests through a centralized management information system.

2. **Reimburse participants in amounts that match their needs.** Staff in some States and organizations say it is important to reimburse participants for the full cost of their participation. In Kentucky, staff reported that when the State increased the amount of its transportation and child care reimbursements, participants stayed in the program longer. Washington, DC does not cap the monetary value of reimbursements participants can receive. This practice both gives the participants what they need and removes the administrative burden of case managers tracking whether participants have reached a cap.

3. **Build strong partnerships with community organizations for support services.** Staff from a few States and organizations partnered with community organizations to give E&T participants support services beyond SNAP E&T-funded participant reimbursements. Strong relationships with other providers can help case managers make referrals for participants that connect them directly to another staff person, increasing the likelihood participants will obtain a needed resource. Specifically, Kentucky seeks partnerships with organizations that have many support services available so E&T participants will receive the resources they need while in the program.

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Appendix A.
State Profiles

Alabama SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- SNAP E&T participants served in fiscal year 2021: 2,450
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, and community-based organizations
- *Policy or guidance on how often case managers should communicate with participants:* Monthly
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office)
  - In-person (community location)
  - Telephone
  - Videoconferencing
  - Online chat software
  - Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices, community colleges, community-based organizations, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments: SNAP agency E&T workers, provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs*
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During SNAP E&T orientation held at local SNAP office
  - During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider
- Test for Adult Basic Education (TABE)
- Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Alabama Department of Human Resources
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Health, dental, or eye care
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Alaska SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 268
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, education programs, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- *Policy or guidance on how often case managers should communicate with participants:* Monthly

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching
- Teaming or case coordination
- Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
- During SNAP E&T orientation held at SNAP E&T provider

PARTICIPANT REIMBURSEMENTS

- Organizations that provide participant reimbursements: Community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Transportation assistance (for example, bus passes, gas cards)
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation
- Driver's training course

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Expanding case management to be available to more SNAP E&T participants[a]
  - Offering new participant reimbursements or other support services

[a] The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants.

Arizona SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 4,306
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community-based organizations

CASE MANAGEMENT

- Organizations responsible for providing case management: Community-based organizations
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the structure for case management meetings
- Policy or guidance on meeting structure: One-on-one sessions, and team meetings with single participant, case manager, and other professionals
- Policy or guidance on how often case managers should communicate with participants: Monthly
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- Policy or guidance on modes of communication case managers should use with participants:
  - In-person (case manager's office)
  - In-person (community location)
  - Telephone
  - Videoconferencing
  - Text messages
  - Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- Organizations responsible for conducting initial assessments: Community-based organizations
- Staff who conduct initial assessments: Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- Among most SNAP E&T organizations, initial assessments should be conducted:
  o During first meeting with E&T case manager at local SNAP office or E&T provider
  o During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Needs and barrier assessment developed by/for the State, territory, or provider
- Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Health, dental, or eye care
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation
- Legal services

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Arkansas SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 711
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, any SNAP participant, and volunteers
- *Components offered:* Supervised job search, job search training, education programs, work-based learning, work experience, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- *Policy or guidance on meeting structure:* One-on-one sessions
- *Policy or guidance on how often case managers should communicate with participants:* Monthly
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management

Most E&T organizations offer the following case management services and activities:

- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Providing participant reimbursements or other support services
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments:* SNAP agency eligibility workers and provider staff who provide case management to only SNAP E&T participants
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During eligibility interview after client is determined eligible for SNAP E&T
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During SNAP E&T orientation held at SNAP E&T provider

PARTICIPANT REIMBURSEMENTS

- Organizations that provide participant reimbursements: State SNAP agency
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds   - Child care assistance other than a voucher or funds (for example, referrals to child care agency)   - Dependent care other than child care (for example, elder care)   - Transportation assistance (for example, bus passes, gas cards)   - Auto repair   - Books or other supplies for classes   - Course tuition/fees   - Fees associated with tests, licensing, or credentialing   - Uniforms, work or interview clothing, tools, or other work equipment   - Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)   - Personal hygiene or grooming supplies   - Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Case Study Findings
1. Arkansas' Adult Education provides case management to SNAP E&T participants Statewide. Case managers are trained to use **a standard career coaching model and checklist of activities** with participants.
2. Arkansas requires all provider case managers **to use an initial assessment** with SNAP E&T participants **within their management information system**, SNAP Works. The assessment results are used to create an employment plan.
3. **The State agency provides the participant reimbursements.** Provider case managers submit requests for reimbursements through SNAP Works. Transportation is the most common reimbursement provided.

California SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- County administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 13,539
- *Populations targeted or served:* Able-bodied adults without dependents, any SNAP participant, English language learners, General Relief/General Assistance recipients, homeless individuals, students, TANF participants who met the time limit, and returning citizens
- *Components offered:* Supervised job search, education programs, self-employment training, work-based learning, work experience, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, Adult Basic Education (ABE) providers, and social enterprises

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers, and social enterprises
- *Policy or guidance on how often case managers should communicate with participants:* At least monthly
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management

Most E&T organizations offer the following case management services and activities:
- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services
- Crisis management

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments:* SNAP agency E&T workers, provider staff who provide case management to only SNAP E&T participants, provider staff who provide case management to participants in multiple programs, trainers or facilitators who are not also case managers, and certified professionals
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During SNAP E&T orientation held at local SNAP office
  - During SNAP E&T orientation held at SNAP E&T provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
• Child care vouchers or funds   • Child care assistance other than a voucher or funds (for example, referrals to child care agency)   • Transportation assistance (for example, bus passes, gas cards)   • Auto repair   • Books or other supplies for classes   • Course tuition/fees   • Fees associated with tests, licensing, or credentialing   • Uniforms, work or interview clothing, tools, or other work equipment   • Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)   • Personal hygiene or grooming supplies   • Health, dental, or eye care   • Rent/housing assistance   • Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Colorado SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- County administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 1,431
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, self-employment training, work-based learning, work experience, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the structure for case management meetings
- *Policy or guidance on how often case managers should communicate with participants:* Monthly
- *Policy or guidance on modes of communication case managers should use with participants:*
  o In-person (case manager's office)
  o In-person (community location)
  o Telephone
  o Videoconferencing
  o Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services
- Crisis management

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching
- Teaming or case coordination
- Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- *Staff who conduct initial assessments:* SNAP agency E&T workers, provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During SNAP E&T orientation held at local SNAP office
  - During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Health, dental, or eye care
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation
- Legal services

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Expanding case management to be available to more SNAP E&T participants[a]
  - Expanding menu of available case management services
  - Adopting new case management approach(es) or technique(s)
  - Offering new assessments
  - Offering new participant reimbursements or other support services

[a] The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants.

Connecticut SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 1,613
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, any SNAP participant, homeless individuals, justice-involved individuals, and refugees
- *Components offered:* Supervised job search, education programs, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges and community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges and community-based organizations
- *Policy or guidance on meeting structure:* One-on-one sessions and group sessions with multiple participants
- *Policy or guidance on how often case managers should communicate with participants:* Monthly
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office)
  - In-person (community location)
  - Telephone
  - Videoconferencing
  - Text messages
  - Email

Most E&T organizations offer the following case management services and activities:
• Comprehensive intake or initial assessments
• Developing individualized plans
• Monitoring and assuring participants meet SNAP E&T program requirements
• Tracking and monitoring participant progress and outcomes
• Coordination with services providers
• Providing participant reimbursements or other support services
• Providing referrals to other support services
• Providing referrals to other employment or training programs
• Coaching and goal setting
• Motivating or supporting participants to engage in the program
• Crisis management

Most E&T organizations use the following case management approaches or techniques:
• Employment coaching

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges and community-based organizations
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
- During first meeting with E&T case manager at local SNAP office or E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Community colleges and community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Health, dental, or eye care
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Delaware SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 334
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, work-based learning, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community-based organizations

CASE MANAGEMENT

- Organizations responsible for providing case management: Community-based organizations
- Policy or guidance gives case managers flexibility on how often they should communicate with participants

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Follow-up and job retention services

Most E&T organizations use the following case management approaches or techniques:

- Trauma-informed case management
- Employment coaching

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- Organizations responsible for conducting initial assessments: Community-based organizations
- Staff who conduct initial assessments: Provider staff who provide case management to only SNAP E&T participants
- Among most SNAP E&T organizations, initial assessments should be conducted:
- During first meeting with E&T case manager at local SNAP office or E&T provider
- During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider
- Career Orientation Inventory (COI)
- Comprehensive Adult Student Assessment System (CASAS)
- When I Grow Up
- Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants
- Career Edge

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Transportation assistance (for example, bus passes, gas cards)
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Health, dental, or eye care
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Florida SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Mandatory and voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 7,128
- *Populations targeted or served:* Able-bodied adults without dependents and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- Policy or guidance gives case managers flexibility on how often they should communicate with participants

Most E&T organizations offer the following case management services and activities:
- Comprehensive intake or initial assessments   - Additional participant assessments   - Developing individualized plans   - Monitoring and assuring participants meet SNAP E&T program requirements   - Tracking and monitoring participant progress and outcomes   - Coordination with services providers   - Providing participant reimbursements or other support services   - Providing referrals to other support services   - Providing referrals to other employment or training programs   - Coaching and goal setting   - Motivating or supporting participants to engage in the program   - Follow-up and job retention services   - Crisis management

Most E&T organizations use the following case management approaches or techniques:
Employment coaching

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - Online and in person, before the first meeting with an E&T case manager

Types of initial assessments staff should use, according to policy or guidance:
• Needs and barrier assessment developed by/for the State, territory, or provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
• Transportation assistance (for example, bus passes, gas cards) • Course tuition/fees • Uniforms, work or interview clothing, tools, or other work equipment • Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Georgia SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 1,136
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, education programs, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- *Policy or guidance on meeting structure:* One-on-one sessions
- Policy or guidance gives case managers flexibility on how often they should communicate with participants
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office)
  - Telephone
  - Videoconferencing
  - Email

Most E&T organizations offer the following case management services and activities:

- Tracking and monitoring participant progress and outcomes

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, Adult Basic Education (ABE) providers, and contracted E&T providers
- *Staff who conduct initial assessments:* SNAP agency E&T workers, and provider staff who provide case management to only SNAP E&T participants
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Health, dental, or eye care
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation
- Legal services

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Expanding case management to be available to more SNAP E&T participants[a]
  - Expanding menu of available case management services
  - Adopting new case management approach(es) or technique(s)
  - Offering new assessments

[a] The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants.

Guam SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 38
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, any SNAP participant, and homeless individuals, justice-involved individuals, single parents, students, underemployed individuals, and veterans
- *Components offered:* Supervised job search, job search training, education programs, self-employment training, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- *Policy or guidance on meeting structure:* One-on-one sessions
- *Policy or guidance on how often case managers should communicate with participants:* Monthly
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office)
  - In-person (participant's home)
  - In-person (community location)
  - Telephone
  - Videoconferencing
  - Text messages
  - Online chat software
  - Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services
- Crisis management

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching
- Teaming or case coordination

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- *Staff who conduct initial assessments:* Provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
- During another meeting with an E&T case manager that is not the first meeting

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider
- O*NET Ability Profiler
- O*NET Interest Profiler

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Hawaii SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 6,615
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, self-employment training, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations

CASE MANAGEMENT

- Organizations responsible for providing case management: Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs and community-based organizations
- *Policy or guidance on meeting structure:* One-on-one sessions
- *Policy or guidance on how often case managers should communicate with participants:* Monthly
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office)
  - In-person (community location)
  - Telephone
  - Videoconferencing

Most E&T organizations offer the following case management services and activities:	**Most E&T organizations use the following case management approaches or techniques:**
- Comprehensive intake or initial assessments - Additional participant assessments - Developing individualized plans - Monitoring and assuring participants meet SNAP E&T program requirements - Tracking and monitoring participant progress and outcomes - Coordination with services providers - Providing participant reimbursements or other support services - Providing referrals to other support services - Providing referrals to other employment or training programs - Coaching and goal setting - Motivating or supporting participants to engage in the program	Employment coaching

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- *Staff who conduct initial assessments*: Provider staff who provide case management to only SNAP E&T participants
- Among most SNAP E&T organizations, initial assessments should be conducted:
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During another meeting with an E&T case manager that is not the first meeting
  - During SNAP E&T orientation held at SNAP E&T provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Idaho SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Mandatory and voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 11,272
- *Populations targeted or served:* Work registrants and able-bodied adults without dependents
- *Components offered:* Supervised job search, job search training, education programs, and work experience
- *Organizations responsible for providing SNAP E&T components:* Community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community-based organizations and contracted E&T providers
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the structure for case management meetings
- *Policy or guidance on how often case managers should communicate with participants:* As needed
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office)
  - In-person (community location)
  - Telephone
  - Videoconferencing
  - Text messages
  - Online chat software
  - Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Crisis management

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching
- Teaming or case coordination
- Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- Organizations responsible for conducting initial assessments: Contracted E&T providers
- Staff who conduct initial assessments: E&T contracted provider staff
- Among most SNAP E&T organizations, initial assessments should be conducted:
  - During eligibility interview after client is determined eligible for SNAP E&T
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During another meeting with an E&T case manager that is not the first meeting
  - During SNAP E&T orientation held at SNAP E&T provider

PARTICIPANT REIMBURSEMENTS

- Organizations that provide participant reimbursements: Contracted E&T providers
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
• Child care assistance other than a voucher or funds (for example, referrals to child care agency) • Transportation assistance (for example, bus passes, gas cards) • Auto repair • Books or other supplies for classes • Course tuition/fees • Fees associated with tests, licensing, or credentialing • Uniforms, work or interview clothing, tools, or other work equipment • Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting) • Personal hygiene or grooming supplies • Health, dental, or eye care • Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Adopting new case management approach(es) or technique(s)
  - Offering new assessments
  - Offering new participant reimbursements or other support services

Illinois SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 1,985
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, work experience, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices and community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices and community-based organizations
- *Policy or guidance on meeting structure:* One-on-one sessions
- *Policy or guidance on how often case managers should communicate with participants:* Monthly

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Motivating or supporting participants to engage in the program

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices and community-based organizations
- *Staff who conduct initial assessments:* SNAP agency E&T workers, provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  o During first meeting with E&T case manager at local SNAP office or E&T provider
  o During another meeting with an E&T case manager that is not the first meeting
  o During SNAP E&T orientation held at SNAP E&T provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices and community-based organizations
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds   - Child care assistance other than a voucher or funds (for example, referrals to child care agency)   - Transportation assistance (for example, bus passes, gas cards)   - Auto repair   - Books or other supplies for classes   - Course tuition/fees   - Fees associated with tests, licensing, or credentialing   - Uniforms, work or interview clothing, tools, or other work equipment   - Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)   - Personal hygiene or grooming supplies   - Health, dental, or eye care   - Rent/housing assistance   - Expenses associated with obtaining ID or other documentation   - Legal services

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  o Adopting new case management approach(es) or technique(s)
  o Offering new assessments
  o Offering new participant reimbursements or other support services

Indiana SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 85
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, statewide provider, and other entities

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges, statewide provider, and other entities
- *Policy or guidance on meeting structure:* One-on-one sessions
- Policy or guidance gives case managers flexibility on how often they should communicate with participants
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office)
  - Telephone
  - Videoconferencing
  - Online chat software
  - Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching
- Teaming or case coordination

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges, statewide provider, and other entities
- *Staff who conduct initial assessments*: Provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
- During first meeting with E&T case manager at local SNAP office or E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider
- CareerScope

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Contracted E&T providers
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Transportation assistance (for example, bus passes, gas cards)
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Iowa SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 405
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, education programs, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges and community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges and community-based organizations
- *Policy or guidance on meeting structure:* One-on-one sessions
- *Policy or guidance on how often case managers should communicate with participants:* At least monthly, during education and training or job retention components. At least weekly during supervised job search.
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- *Policy or guidance on modes of communication case managers should use with participants:*
  o In-person (case manager's office)
  o In-person (community location)
  o Telephone
  o Videoconferencing
  o Text messages
  o Online chat software
  o Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program

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Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges and community-based organizations
- *Staff who conduct initial assessments:* Provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During eligibility interview after client is determined eligible for SNAP E&T
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During another meeting with an E&T case manager that is not the first meeting
  - During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:
- Background assessment developed by/for the State, territory, or provider   - Needs and barrier assessment developed by/for the State, territory, or provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Community colleges and community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds   - Child care assistance other than a voucher or funds (for example, referrals to child care agency)   - Transportation assistance (for example, bus passes, gas cards)   - Auto repair   - Books or other supplies for classes   - Course tuition/fees   - Fees associated with tests, licensing, or credentialing   - Uniforms, work or interview clothing, tools, or other work equipment   - Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)   - Personal hygiene or grooming supplies   - Health, dental, or eye care   - Rent/housing assistance   - Expenses associated with obtaining ID or other documentation   - Utility assistance

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Kansas SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 1,227
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, any SNAP participant, and SNAP participants over 18 without dependents
- *Components offered:* Supervised job search, education programs, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices
- *Policy or guidance on meeting structure*: One-on-one sessions
- *Policy or guidance on how often case managers should communicate with participants:* Monthly
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office)
  - In-person (community location)
  - Telephone
  - Videoconferencing

Most E&T organizations offer the following case management services and activities:
- Comprehensive intake or initial assessments   - Additional participant assessments   - Developing individualized plans   - Monitoring and assuring participants meet SNAP E&T program requirements   - Tracking and monitoring participant progress and outcomes   - Providing participant reimbursements or other support services   - Coaching and goal setting   - Follow-up and job retention services

Most E&T organizations use the following case management approaches or techniques:
Employment coaching

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- Organizations responsible for conducting initial assessments: Local SNAP offices
- Staff who conduct initial assessments: SNAP agency E&T workers
- Among most SNAP E&T organizations, initial assessments should be conducted:
  - During first meeting with E&T case manager at local SNAP office or E&T provider

Types of initial assessments staff should use, according to policy or guidance:
- Background assessment developed by/for the State, territory, or provider   - Needs and barrier assessment developed by/for the State, territory, or provider   - O*NET Ability Profiler   - O*NET Interest Profiler

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds   - Child care assistance other than a voucher or funds (for example, referrals to child care agency)   - Transportation assistance (for example, bus passes, gas cards)   - Auto repair   - Books or other supplies for classes   - Course tuition/fees   - Fees associated with tests, licensing, or credentialing   - Uniforms, work or interview clothing, tools, or other work equipment   - Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)   - Personal hygiene or grooming supplies   - Health, dental, or eye care   - Rent/housing assistance   - Expenses associated with obtaining ID or other documentation   - Computers

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Kentucky SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 59
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Education programs, work experience, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Kentucky Works Program providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and contracted E&T providers
- *Policy or guidance on meeting structure*: One-on-one sessions, group sessions with multiple participants, and team meetings with single participant, case manager, and other professionals
- Policy or guidance gives case managers flexibility on how often they should communicate with participants
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office; community location)
  - Telephone
  - Videoconferencing
  - Text messages
  - Email

Most E&T organizations offer the following case management services and activities:	**Most E&T organizations use the following case management approaches or techniques:**
• Comprehensive intake or initial assessments • Additional participant assessments • Developing individualized plans • Monitoring and assuring participants meet SNAP E&T program requirements • Tracking and monitoring participant progress and outcomes • Coordination with services providers • Providing participant reimbursements or other support services • Providing referrals to other support services • Providing referrals to other employment or training programs • Coaching and goal setting • Motivating or supporting participants to engage in the program • Follow-up and job retention services • Crisis management	• Employment coaching

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During meeting with E&T provider, after eligibility is determined

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements*: Contracted agencies
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Review current case management definition and procedures and adjust, if needed

Case Study Findings

1. KY provides **case management** through provider agencies. SNAP E&T provider case managers may refer participants to a 50/50 provider for services and additional case management, but still maintain contact with the participant.
2. KY case managers use an initial assessment that takes 20 - 40 minutes to administer. They use the tool to gather information about participants' **barriers and goals** and assessment results **inform action steps and referrals to education or training provider agencies.**
3. Staff shared that **transportation assistance** is the only participant reimbursement generally provided to SNAP E&T participants in KY.

Louisiana SNAP E&T Case Management Snapshot

USDA

Louisiana

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 1,226
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Job search training, education programs, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges, community-based organizations, and Adult Basic Education (ABE) providers
- *Policy or guidance on how often case managers should communicate with participants:* Monthly
- *Policy or guidance on modes of communication case managers should use with participants:*
    o In-person (case manager's office)
    o In-person (community location)
    o Telephone
    o Videoconferencing
    o Text messages
    o Email
    o Correspondence through State management information system

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Providing participant reimbursements or other support services
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services

Most E&T organizations use the following case management approaches or techniques:

- Trauma-informed case management
- Employment coaching
- Teaming or case coordination
- Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges, community-based organizations, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During another meeting with an E&T case manager that is not the first meeting
  - During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Initial assessment within the State management information system

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Community colleges and community-based organizations
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Maine SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 221
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Job search training, education programs, work-based learning, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, and community-based organizations

CASE MANAGEMENT

- Organizations responsible for providing case management: Community-based organizations
- Policy or guidance on how often case managers should communicate with participants: Monthly at a minimum, more often as needed

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services
- Crisis management

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching
- Teaming or case coordination

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community-based organizations
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
- During another meeting with an E&T case manager that is not the first meeting

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

PARTICIPANT REIMBURSEMENTS

- Organizations that provide participant reimbursements: Community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Health, dental, or eye care
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Maryland SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 962
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community colleges, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges, community-based organizations, and Adult Basic Education (ABE) providers
- *Policy or guidance on how often case managers should communicate with participants:* Monthly

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Monitoring and assuring participants meet SNAP E&T program requirements

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges, community-based organizations, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  o During eligibility interview after client is determined eligible for SNAP E&T
  o During first meeting with E&T case manager at local SNAP office or E&T provider
  o During another meeting with an E&T case manager that is not the first meeting
  o During SNAP E&T orientation held at SNAP E&T provider

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Community colleges, community-based organizations, and Adult Basic Education (ABE) providers
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Dependent care other than child care (for example, elder care)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Health, dental, or eye care
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Massachusetts SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 1,454
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, any SNAP participant, and at-risk young adults, non-native English speakers, and older adults
- *Components offered:* Supervised job search, job search training, education programs, work-based learning, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the structure for case management meetings
- Policy or guidance gives case managers flexibility on how often they should communicate with participants
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management

Most E&T organizations offer the following case management services and activities:
- Comprehensive intake or initial assessments   - Developing individualized plans   - Monitoring and assuring participants meet SNAP E&T program requirements   - Tracking and monitoring participant progress and outcomes   - Coordination with services providers   - Providing referrals to other support services   - Providing referrals to other employment or training programs   - Coaching and goal setting   - Follow-up and job retention services

Most E&T organizations use the following case management approaches or techniques:
Employment coaching

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, provider staff who provide case management to participants in multiple programs, trainers or facilitators who are not also case managers, and certified professionals
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During eligibility interview after client is determined eligible for SNAP E&T
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During another meeting with an E&T case manager that is not the first meeting
  - During SNAP E&T orientation held at SNAP E&T provider
  - After E&T provider screening, but before reverse referral process is officially initiated

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Dependent care other than child care (for example, elder care)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Michigan SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 210
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, self-employment training, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the structure for case management meetings
- Policy or guidance gives case managers flexibility on how often they should communicate with participants
- *Policy or guidance on modes of communication case managers should use with participants:*
  o In-person (case manager's office)
  o In-person (community location)
  o Telephone
  o Text messages
  o Online chat software
  o Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services
- Crisis management

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching
- Teaming or case coordination
- Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs and community-based organizations
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- JobFit
- Test for Adult Basic Education (TABE)
- WorkKeys

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs and community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Adopting new case management approach(es) or technique(s)
  - Offering new participant reimbursements or other support services

Minnesota SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- County administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 1,084
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, self-employment training, work-based learning, work experience, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, Adult Basic Education (ABE) providers, counties, and tribes

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers, counties, and tribes
- *Policy or guidance on how often case managers should communicate with participants:* Policy states at least once per month for all components other than supervised job search, which is weekly. Guidance states as frequently as is both practical and beneficial for the population served, but not less than defined by policy.
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management

Most E&T organizations offer the following case management services and activities:	**Most E&T organizations use the following case management approaches or techniques:**
- Comprehensive intake or initial assessments - Developing individualized plans - Monitoring and assuring participants meet SNAP E&T program requirements - Tracking and monitoring participant progress and outcomes - Providing participant reimbursements or other support services	- Employment coaching

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, Adult Basic Education (ABE) providers, counties, and tribes
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During another meeting with an E&T case manager that is not the first meeting

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, Adult Basic Education (ABE) providers, counties, and tribes
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Dependent care other than child care (for example, elder care)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Health, dental, or eye care
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation
- Computers and hot spots
- Communication supports including cellular devices and service

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Mississippi SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Mandatory and voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 318
- *Populations targeted or served:* Work registrants and able-bodied adults without dependents
- *Components offered:* Supervised job search, education programs, work-based learning, workfare, and volunteer work
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, community colleges, and community-based organizations
- *Policy or guidance on meeting structure:* One-on-one sessions
- *Policy or guidance on how often case managers should communicate with participants:* As needed
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management

Most E&T organizations offer the following case management services and activities:

- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Providing participant reimbursements or other support services
- Crisis management

Most E&T organizations use the following case management approaches or techniques:

- Trauma-informed case management
- Employment coaching
- Teaming or case coordination
- Motivational interviewing

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices and community-based organizations
- *Staff who conduct initial assessments:* SNAP agency E&T workers
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During meeting with E&T case manager, in person or over the phone, after referral to E&T

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

PARTICIPANT REIMBURSEMENTS

- Organizations that provide participant reimbursements: Local SNAP offices
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
• Child care vouchers or funds
• Child care assistance other than a voucher or funds (for example, referrals to child care agency)
• Dependent care other than child care (for example, elder care)
• Transportation assistance (for example, bus passes, gas cards)
• Books or other supplies for classes
• Uniforms, work or interview clothing, tools, or other work equipment

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Missouri SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 3,638
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, self-employment training, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- *Policy or guidance on meeting structure:* One-on-one sessions, group sessions with multiple participants, and team meetings with single participant, case manager, and other professionals
- *Policy or guidance on how often case managers should communicate with participants:* Multiple times per week; more often initially, during intake, and when creating employment plan
- *Policy or guidance on modes of communication case managers should use with participants:*
  o In-person (case manager's office)
  o In-person (community location)
  o Telephone
  o Videoconferencing
  o Text messages
  o Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching
- Teaming or case coordination
- Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- *Staff who conduct initial assessments:* Contracted E&T provider staff
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During SNAP E&T orientation held at SNAP E&T provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements*: Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds   - Child care assistance other than a voucher or funds (for example, referrals to child care agency)   - Dependent care other than child care (for example, elder care)   - Transportation assistance (for example, bus passes, gas cards)   - Auto repair   - Books or other supplies for classes   - Course tuition/fees   - Fees associated with tests, licensing, or credentialing   - Uniforms, work or interview clothing, tools, or other work equipment   - Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)   - Personal hygiene or grooming supplies   - Health, dental, or eye care   - Rent/housing assistance   - Expenses associated with obtaining ID or other documentation   - Legal services

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Expanding case management to be available to more SNAP E&T participants[a]
  - Adopting new case management approach(es) or technique(s)

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[a] The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants.

Montana SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 199
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Job search training, education programs, self-employment training, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs and community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs and community-based organizations
- *Policy or guidance on meeting structure:* One-on-one sessions
- *Policy or guidance on how often case managers should communicate with participants:* Weekly
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management

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Most E&T organizations offer the following case management services and activities:

- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- Organizations responsible for conducting initial assessments: Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs and community-based organizations
- Staff who conduct initial assessments: Provider staff who provide case management to participants from multiple programs
- Among most SNAP E&T organizations, initial assessments should be conducted:
  - During first meeting with an E&T case manager at a local SNAP office or E&T provider.

Types of initial assessments staff should use, according to policy or guidance:
- Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs and community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Transportation assistance (for example, bus passes, gas cards)
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Expenses associated with obtaining ID or other documentation
- Legal services
- College transcripts
- Prepaid cell phones

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Nebraska SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 262
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, work-based learning, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, community-based organizations, and Nebraska Department of Health and Human Services

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Nebraska Department of Health and Human Services
- *Policy or guidance on meeting structure*: One-on-one sessions
- *Policy or guidance on how often case managers should communicate with participants:* Weekly
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office)
  - In-person (community location)
  - Telephone
  - Videoconferencing
  - Text messages
  - Online chat software
  - Email

Most E&T organizations offer the following case management services and activities:	**Most E&T organizations use the following case management approaches or techniques:**
- Comprehensive intake or initial assessments - Developing individualized plans - Monitoring and assuring participants meet SNAP E&T program requirements - Tracking and monitoring participant progress and outcomes - Coordination with services providers - Providing participant reimbursements or other support services - Providing referrals to other support services - Providing referrals to other employment or training programs - Coaching and goal setting - Motivating or supporting participants to engage in the program - Follow-up and job retention services	- Employment coaching

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- *Staff who conduct initial assessments:* SNAP agency E&T workers, provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- Among most SNAP E&T organizations, initial assessments should be conducted:
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During SNAP E&T orientation held at local SNAP office
  - During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Dependent care other than child care (for example, elder care)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Health, dental, or eye care
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation
- Legal services

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Nevada SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 222
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices and community colleges

CASE MANAGEMENT

- Organizations responsible for providing case management: Local SNAP offices and community colleges
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the structure for case management meetings
- *Policy or guidance on meeting structure:* One-on-one sessions and group sessions with multiple participants
- Policy or guidance on how often case managers should communicate with participants: Every two weeks
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- Policy or guidance on modes of communication case managers should use with participants:
  o In-person (case manager's office)
  o Telephone
  o Email

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices and community colleges
- *Staff who conduct initial assessments:* SNAP agency E&T workers and provider staff who provide case management to only SNAP E&T participants.
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
- During first meeting with E&T case manager at local SNAP office or E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices and community colleges
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)   - Transportation assistance (for example, bus passes, gas cards)   - Auto repair   - Books or other supplies for classes   - Course tuition/fees   - Fees associated with tests, licensing, or credentialing   - Uniforms, work or interview clothing, tools, or other work equipment   - Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)   - Personal hygiene or grooming supplies   - Rent/housing assistance   - Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
    - Expanding menu of available case management services

New Hampshire SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 80
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, and education programs
- *Organizations responsible for providing SNAP E&T components:* State SNAP E&T office

CASE MANAGEMENT

- *Organizations responsible for providing case management:* State SNAP E&T office
- *Policy or guidance on meeting structure:* One-on-one sessions
- *Policy or guidance on how often case managers should communicate with participants:* Monthly
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office)
  - Telephone
  - Videoconferencing
  - Online chat software

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services
- Crisis management

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* State SNAP E&T office
- *Staff who conduct initial assessments:* SNAP agency E&T workers
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  o During first meeting with E&T case manager at local SNAP office or E&T provider

Types of initial assessments staff should use, according to policy or guidance:
- Background assessment developed by/for the State, territory, or provider   - Needs and barrier assessment developed by/for the State, territory, or provider   - O*NET Ability Profiler   - O*NET Interest Profiler   - Northstar Digital Literacy   - CareerOneStop's Skills Matcher

PARTICIPANT REIMBURSEMENTS

- Organizations that provide participant reimbursements: State SNAP E&T office
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
• Transportation assistance (for example, bus passes, gas cards)

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

New Jersey SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- County administered
- Mandatory and voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 3,894
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, self-employment training, work-based learning, work experience, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices and Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- *Policy or guidance on meeting structure:* One-on-one sessions, and team meetings with single participant, case manager, and other professionals
- Policy or guidance gives case managers flexibility on how often they should communicate with participants
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- *Policy or guidance on modes of communication case managers should use with participants:*
  o In-person (case manager's office)
  o Telephone
  o Videoconferencing

Most E&T organizations offer the following case management services and activities:
- Comprehensive intake or initial assessments
- Additional participant assessments
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments:* SNAP agency eligibility workers, SNAP agency E&T workers, provider staff who provide case management to only SNAP E&T participants, provider staff who provide case management to participants in multiple programs, trainers or facilitators who are not also case managers, and certified professionals
- Among most SNAP E&T organizations, initial assessments should be conducted:
  - During eligibility interview after client is determined eligible for SNAP E&T
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During SNAP E&T orientation held at local SNAP office
  - During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:
- Background assessment developed by/for the State, territory, or provider   - Needs and barrier assessment developed by/for the State, territory, or provider   - Comprehensive Adult Student Assessment System (CASAS)

PARTICIPANT REIMBURSEMENTS

- Organizations that provide participant reimbursements: Local SNAP offices
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds   - Child care assistance other than a voucher or funds (for example, referrals to child care agency)   - Dependent care other than child care (for example, elder care)   - Transportation assistance (for example, bus passes, gas cards)   - Auto repair   - Books or other supplies for classes   - Course tuition/fees   - Fees associated with tests, licensing, or credentialing   - Uniforms, work or interview clothing, tools, or other work equipment   - Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)   - Personal hygiene or grooming supplies   - Health, dental, or eye care   - Rent/housing assistance   - Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Expanding case management to be available to more SNAP E&T participants[a]
  - Expanding menu of available case management services
  - Adopting new case management approach(es) or technique(s)
  - Offering new assessments

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[a] The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants.

New York SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- County administered
- Mandatory and voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 57,940
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, work-based learning, workfare, job retention, and community service
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- Policy or guidance gives case managers flexibility on how often they should communicate with participants
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching
- Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP office, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments:* SNAP agency eligibility workers, SNAP agency E&T workers, provider staff who provide case management to only SNAP E&T participants, provider staff who provide case management to participants in multiple programs, trainers or facilitators who are not also case managers, and certified professionals
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During eligibility interview after client is determined eligible for SNAP E&T
  - During first meeting with E&T case manager at local SNAP office or E&T provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- Has a set cap on the value of any single reimbursement a participant can receive

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Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Dependent care other than child care (for example, elder care)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Expenses associated with obtaining ID or other documentation

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Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Expanding case management to be available to more SNAP E&T participants[a]

Case Study Findings

1. New York City provider agencies offer case management, **usually meeting with participants more frequently than once per month**.
2. Case managers use **a tailored sequence of assessment tools** with participants, depending on which services a participant is referred to, within 90 days of beginning SNAP E&T.
3. New York City provides all SNAP E&T participants with **public transportation passes and childcare support**, as needed and for specified periods of time. Reimbursements are sometimes provided after a participant obtains a job, as "transitional support."

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[a] The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants.

North Carolina SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- County administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 1,523
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community colleges, and community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, community colleges, and community-based organizations
- *Policy or guidance on meeting structure:* One-on-one sessions and group sessions with multiple participants
- *Policy or guidance on how often case managers should communicate with participants:* Monthly
- *Policy or guidance on modes of communication case managers should use with participants:*
    o In-person (case manager's office)
    o In-person (community location)
    o Telephone
    o Videoconferencing
    o Email

Most E&T organizations offer the following case management services and activities:

- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing referrals to other employment or training programs
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching
- Teaming or case coordination

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices, community colleges, and community-based organizations
- *Staff who conduct initial assessments:* SNAP agency E&T workers
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, community colleges, and community-based organizations
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Dependent care other than child care (for example, elder care)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Health, dental, or eye care
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation
- Legal services

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Expanding case management to be available to more SNAP E&T participants[a]
  - Adopting new case management approach(es) or technique(s)

[a] The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants.

North Dakota SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- County administered
- Mandatory and voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 157
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, any SNAP participant, and volunteers
- *Components offered:* Supervised job search, job search training, education programs, and job retention
- *Organizations responsible for providing SNAP E&T components:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs and community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and a for-profit company
- *Policy or guidance on how often case managers should communicate with participants:* Monthly

Most E&T organizations offer the following case management services and activities:	Most E&T organizations use the following case management approaches or techniques:
• Comprehensive intake or initial assessments • Additional participant assessments • Developing individualized plans • Monitoring and assuring participants meet SNAP E&T program requirements • Tracking and monitoring participant progress and outcomes • Coordination with services providers • Motivating or supporting participants to engage in the program • Follow-up and job retention services	• Employment coaching

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and a for-profit company
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During another meeting with an E&T case manager that is not the first meeting
  - During SNAP E&T orientation held at SNAP E&T provider

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

PARTICIPANT REIMBURSEMENTS

- Organizations that provide participant reimbursements: Local SNAP offices
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
• Child care assistance other than a voucher or funds (for example, referrals to child care agency)
• Transportation assistance (for example, bus passes, gas cards)
• Books or other supplies for classes
• Course tuition/fees
• Fees associated with tests, licensing, or credentialing
• Uniforms, work or interview clothing, tools, or other work equipment
• Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
• Personal hygiene or grooming supplies

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Expanding case management to be available to more SNAP E&T participants[a]

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[a] The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants.

Ohio SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- County administered
- Mandatory and voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 26,921
- *Populations targeted or served:* Able-bodied adults without dependents and volunteers
- *Components offered:* Supervised job search, education programs, and workfare
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- Organizations responsible for providing case management: Local SNAP offices
- Policy or guidance on meeting structure: One-on-one sessions, and team meetings with single participant, case manager, and other professionals
- Policy or guidance on how often case managers should communicate with participants: Monthly
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management

> **Most E&T organizations offer the following case management services and activities:**
> - Comprehensive intake or initial assessments
> - Developing individualized plans
> - Monitoring and assuring participants meet SNAP E&T program requirements
> - Tracking and monitoring participant progress and outcomes
> - Providing participant reimbursements or other support services

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices
- *Staff who conduct initial assessments:* SNAP agency E&T workers
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - Within 30 days of authorization of SNAP benefits

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements*: Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds   - Child care assistance other than a voucher or funds (for example, referrals to child care agency)   - Dependent care other than child care (for example, elder care)   - Transportation assistance (for example, bus passes, gas cards)   - Auto repair   - Books or other supplies for classes   - Course tuition/fees   - Fees associated with tests, licensing, or credentialing   - Uniforms, work or interview clothing, tools, or other work equipment   - Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)   - Personal hygiene or grooming supplies   - Health, dental, or eye care   - Rent/housing assistance   - Expenses associated with obtaining ID or other documentation   - Legal services

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Adopting policy or guidance on how often case manager should check in with participants (monthly)

Oklahoma SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 1,373
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components*: Community-based organizations

CASE MANAGEMENT

- Organizations responsible for providing case management: Community-based organizations

Most E&T organizations offer the following case management services and activities:
• Comprehensive intake or initial assessments • Developing individualized plans • Monitoring and assuring participants meet SNAP E&T program requirements • Tracking and monitoring participant progress and outcomes • Providing participant reimbursements or other support services • Coaching and goal setting

Most E&T organizations use the following case management approaches or techniques:
• Employment coaching

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community-based organizations
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During another meeting with an E&T case manager that is not the first meeting
  - During SNAP E&T orientation held at SNAP E&T provider

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Contracted E&T providers
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Health, dental, or eye care
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Oregon SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 9,584
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, self-employment training, work-based learning programs, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- *Policy or guidance on meeting structure:* One-on-one sessions
- *Policy or guidance on how often case managers should communicate with participants:* At least monthly
- *Policy or guidance on modes of communication case managers should use with participants:*
  o In-person (case manager's office, participant's home, community location)
  o Telephone
  o Videoconferencing
  o Text messages
  o Online chat software
  o Email

All E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services
- Crisis management

All E&T organizations use the following case management approaches or techniques:

- Trauma-informed case management
- Employment coaching
- Teaming or case coordination
- Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments:* SNAP agency eligibility workers, SNAP agency E&T workers, provider staff who provide case management to only SNAP E&T participants, provider staff who provide case management to participants in multiple programs, and certified professionals
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During eligibility interview after client is determined eligible for SNAP E&T
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During another meeting with an E&T case manager that is not the first meeting
  - During SNAP E&T orientation held at local SNAP office
  - During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- Does not have a cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Health, dental, or eye care
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation
- Legal services
- Internet and cell phone service
- Reasonable accommodation supplies
- Short term vocational training

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Pennsylvania SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 1,722
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the structure for case management meetings
- *Policy or guidance on how often case managers should communicate with participants:* Weekly
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office)
  - In-person (community location)
  - Telephone
  - Online chat software

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services
- Crisis management

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- *Staff who conduct initial assessments:* SNAP agency E&T workers, provider staff who provide case management to only SNAP E&T participants, provider staff who provide case management to participants in multiple programs, trainers or facilitators who are not also case managers, and certified professionals
- Among most SNAP E&T organizations, initial assessments should be conducted:
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During another meeting with an E&T case manager that is not the first meeting
  - During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, community colleges, and community-based organizations
- Does have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Expenses associated with obtaining ID or other documentation
- Legal services
- Certain technology items

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Rhode Island SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 670
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Community-based organizations and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community-based organizations, Adult Basic Education (ABE) providers, and Rhode Island Department of Human Services
- *Policy or guidance on meeting structure:* One-on-one sessions and group sessions with multiple participants
- Policy or guidance gives case managers flexibility on how often they should communicate with participants
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (community location)
  - Telephone
  - Videoconferencing
  - Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Providing participant reimbursements or other support services

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP office, community-based organizations, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments:* SNAP agency eligibility workers, SNAP agency E&T workers, and provider staff who provide case management to participants in multiple programs
- Among most SNAP E&T organizations, initial assessments should be conducted:
  - During eligibility interview after client is determined eligible for SNAP E&T
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During SNAP E&T orientation held at local SNAP office

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Community-based organizations and Adult Basic Education (ABE) providers
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds - Child care assistance other than a voucher or funds (for example, referrals to child care agency) - Dependent care other than child care (for example, elder care) - Transportation assistance (for example, bus passes, gas cards) - Auto repair - Books or other supplies for classes - Course tuition/fees - Fees associated with tests, licensing, or credentialing - Uniforms, work or interview clothing, tools, or other work equipment - Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting) - Personal hygiene or grooming supplies - Health, dental, or eye care - Rent/housing assistance - Expenses associated with obtaining ID or other documentation - Reasonable accommodation supplies

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Expanding case management to be available to more SNAP E&T participants[a]
  - Expanding menu of available case management services
  - Adopting new case management approach(es) or technique(s)
  - Offering new participant reimbursements or other support services

[a] The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants.

South Carolina SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 2,491
- *Populations targeted or served*: Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Education programs, work experience, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, Adult Basic Education (ABE) providers, and for-profit organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- Policy or guidance on meeting structure: One-on-one sessions
- Policy or guidance on how often case managers should communicate with participants: Twice per month at a minimum or more often as needed
- Policy or guidance on modes of communication case managers should use with participants:
  o In-person (case manager's office)
  o In-person (community location)
  o Telephone
  o Videoconferencing
  o Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Crisis management

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices, Community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, Adult Basic Education (ABE) providers, and for-profit organizations
- *Staff who conduct initial assessments:* SNAP agency E&T workers, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During another meeting with an E&T case manager that is not the first meeting
  - During SNAP E&T orientation held at local SNAP office
  - During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider

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PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

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Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Transportation assistance (for example, bus passes, gas cards)
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Rent/housing assistance
- Technology support service and personal protective equipment

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Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

South Dakota SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- SNAP E&T participants served in fiscal year 2021: 51
- *Populations targeted or served:* Able-bodied adults without dependents and 18- to 21-year-old head of households in E&T counties
- *Components offered:* Supervised Job Search, job search training, education programs, work-based learning, work experience, and workfare
- *Organizations responsible for providing SNAP E&T components:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- *Policy or guidance on meeting structure:* One-on-one sessions
- *Policy or guidance on how often case managers should communicate with participants:* At least monthly
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- *Policy or guidance on modes of communication case managers should use with participants:*
  o In-person (case manager's office)
  o Telephone
  o Videoconferencing
  o Text messages
  o Email

Most E&T organizations offer the following case management services and activities:

- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
- During first meeting with E&T case manager at local SNAP office or E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Needs and barrier assessment developed by/for the State, territory, or provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Expenses associated with obtaining ID or other documentation
- Costs associated with workfare participation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Adopting new case management approach(es) or technique(s)
  - Offering new assessments
  - Case management and at least one other component are now required

Tennessee SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 2,898
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Job search training, education programs, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs and community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and University of Tennessee Extension
- *Policy or guidance on meeting structure:* If a participant is co-enrolled with another American Job Center program, they may meet with one case manager and then the staff share information about the participant.
- *Policy or guidance on how often case managers should communicate with participants:* Monthly
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- Policy or guidance on modes of communication case managers should use with participants:
  - In-person (case manager's office)
  - In-person (community location)
  - Telephone
  - Videoconferencing
  - Text messages
  - Email

Most E&T organizations offer the following case management services and activities:
• Comprehensive intake or initial assessments • Additional participant assessments • Developing individualized plans • Monitoring and assuring participants meet SNAP E&T program requirements • Tracking and monitoring participant progress and outcomes • Coordination with services providers • Providing participant reimbursements or other support services • Coaching and goal setting

Most E&T organizations use the following case management approaches or techniques:
• Employment coaching

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants and provider staff who provide case management to participants in multiple programs
- Among most SNAP E&T organizations, initial assessments should be conducted:
  - During first meeting with E&T case manager at local SNAP office or E&T provider
- During SNAP E&T orientation held at SNAP E&T provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds   - Child care assistance other than a voucher or funds (for example, referrals to child care agency)   - Transportation assistance (for example, bus passes, gas cards)   - Books or other supplies for classes   - Course tuition/fees   - Fees associated with tests, licensing, or credentialing   - Uniforms, work or interview clothing, tools, or other work equipment

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Texas SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Mandatory and voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 12,524
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, work-based learning, work experience, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs

CASE MANAGEMENT

- *Organizations responsible for providing case management*: Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- *Policy or guidance on meeting structure:* One-on-one sessions and group sessions with multiple participants
- *Policy or guidance on how often case managers should communicate with participants:* Weekly while in job search and workfare, monthly if employed
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services
- Crisis management

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments*: Local SNAP offices and Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- *Staff who conduct initial assessments:* SNAP agency eligibility workers and provider staff who provide case management to participants from multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  o During eligibility interview after client is determined eligible for SNAP E&T
  o During first meeting with E&T case manager at local SNAP office or E&T provider
  o During SNAP E&T orientation held at SNAP E&T provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- Does not have a cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
• Childcare vouchers or funds • Transportation assistance (for example, bus passes, gas cards) • Auto repair • Books or other supplies for classes • Course tuition/fees • Fees associated with tests, licensing, or credentialing • Uniforms, work or interview clothing, tools, or other work equipment • Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting) • Personal hygiene or grooming supplies • Health, dental, or eye care • Rent/housing assistance • Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Utah SNAP E&T Case Management Snapshot
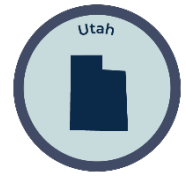
OVERVIEW OF SNAP E&T

- State administered
- Mandatory program
- *SNAP E&T participants served in fiscal year 2021:* 2,205
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, any SNAP participant, and SNAP participants that do not meet an exemption or claim good cause
- *Components offered:* Job search training, education programs, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices and Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the structure for case management meetings
- Policy or guidance gives case managers flexibility on how often they should communicate with participants
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- *Policy or guidance on modes of communication case managers should use with participants:*
    - In-person (case manager's office)
    - Telephone
    - Videoconferencing
    - Email

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices and none (assessment is self-directed)
- *Staff who conduct initial assessments:* SNAP agency E&T workers
- Among most SNAP E&T organizations, initial assessments should be conducted:
    - After participant is determined eligible for SNAP E&T, assessment is completed online

> **Types of initial assessments staff should use, according to policy or guidance:**
>
> - Self-Directed Search (SDS)

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
• A $50 reimbursement is available for any eligible support, including transportation, internet, or work attire.

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Moving from self-directed to case managed and supervised

Vermont SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 743
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- Components offered: Supervised job search, job search training, education programs, self-employment training, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, Adult Basic Education (ABE) providers, and Division of Vocational Rehabilitation and the Employee Assistance Program

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, Adult Basic Education (ABE) providers, and Division of Vocational Rehabilitation and the Employee Assistance Program
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the structure for case management meetings
- Policy or guidance gives case managers flexibility on how often they should communicate with participants
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management

Most E&T organizations offer the following case management services and activities:
• Comprehensive intake or initial assessments
• Additional participant assessments
• Developing individualized plans
• Monitoring and assuring participants meet SNAP E&T program requirements
• Tracking and monitoring participant progress and outcomes
• Coordination with services providers
• Providing participant reimbursements or other support services
• Providing referrals to other support services
• Providing referrals to other employment or training programs
• Coaching and goal setting
• Motivating or supporting participants to engage in the program
• Crisis management

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, Adult Basic Education (ABE) providers, and Division of Vocational Rehabilitation and the Employee Assistance Program
- *Staff who conduct initial assessments:* Provider staff who provide case management to participants in multiple programs, trainers or facilitators who are not also case managers, and TANF case managers
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During another meeting with an E&T case manager that is not the first meeting

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, Adult Basic Education (ABE) providers, and Vermont's Department for Children and Families Economic Services Division
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Dependent care other than child care (for example, elder care)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Health, dental, or eye care
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Expanding case management to be available to more SNAP E&T participants[a]
  - Expanding menu of available case management services
  - Adopting new case management approach(es) or technique(s)
  - Offering new assessments
  - Offering new participant reimbursements or other support services

[a] The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants.

Virgin Islands SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 0
- *Populations targeted or served:* Work registrants and any SNAP participant
- *Components offered:* Supervised job search
- *Organizations responsible for providing SNAP E&T components:* Community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community-based organizations
- *Policy or guidance on meeting structure:* One-on-one sessions, group sessions with multiple participants, and team meetings with single participant, case manager, and other professionals
- *Policy or guidance on how often case managers should communicate with participants*: Weekly
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- *Policy or guidance on modes of communication case managers should use with participants:*
  o In-person (case manager's office)
  o In-person (participant's home)
  o In-person (community location)
  o Telephone
  o Videoconferencing
  o Text messages
  o Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services
- Crisis management

Most E&T organizations use the following case management approaches or techniques:

- Employment coaching
- Teaming or case coordination
- Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP office
- *Staff who conduct initial assessments:* SNAP agency eligibility workers
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During eligibility interview after client is determined eligible for SNAP E&T

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider
- Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Dependent care other than child care (for example, elder care)
- Transportation assistance (for example, bus passes, gas cards)
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Health, dental, or eye care
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

- Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Expanding case management to be available to more SNAP E&T participants[a]

[a] The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants.

Virginia SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- County administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 6,422
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, any SNAP participant, justice-involved individuals, and veterans
- *Components offered:* Supervised job search, job search training, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- Policy or guidance gives case managers flexibility on how often they should communicate with participants
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office; participant's home; community location)
  - Telephone
  - Videoconferencing
  - Text messages
  - Online chat software
  - Email

Most E&T organizations offer the following case management services and activities:	**Most E&T organizations use the following case management approaches or techniques:**
- Comprehensive intake or initial assessments - Additional participant assessments - Developing individualized plans - Monitoring and assuring participants meet SNAP E&T program requirements - Tracking and monitoring participant progress and outcomes - Coordination with services providers - Providing participant reimbursements or other support services - Providing referrals to other support services - Providing referrals to other employment or training programs - Coaching and goal setting - Motivating or supporting participants to engage in the program - Follow-up and job retention services - Crisis management	- Trauma-informed case management - Employment coaching - Teaming or case coordination - Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices, community colleges, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, community-based organizations, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments:* SNAP agency eligibility workers, SNAP agency E&T workers, provider staff who provide case management to only SNAP E&T participants, provider staff who provide case management to participants in multiple programs, trainers or facilitators who are not also case managers, and certified professionals
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  o Within 30 days of being referred to SNAP E&T

Types of initial assessments staff should use, according to policy or guidance:
• Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
• Child care vouchers or funds
• Child care assistance other than a voucher or funds (for example, referrals to child care agency)
• Dependent care other than child care (for example, elder care)
• Transportation assistance (for example, bus passes, gas cards)
• Auto repair
• Books or other supplies for classes
• Course tuition/fees
• Fees associated with tests, licensing, or credentialing
• Uniforms, work or interview clothing, tools, or other work equipment
• Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
• Personal hygiene or grooming supplies
• Health, dental, or eye care
• Rent/housing assistance
• Expenses associated with obtaining ID or other documentation
• Legal services

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  o Expanding case management to be available to more SNAP E&T participants[a]
  o Expanding menu of available case management services
  o Adopting new case management approach(es) or technique(s)
  o Offering new assessments

[a] The 2018 Farm Bill states that case management must be provided to all SNAP E&T participants.

Washington, D.C. SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- Voluntary program
- *SNAP E&T participants served in fiscal year 2021: 1,289*
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Job search training, education programs, self-employment training, work-based learning, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, community-based organizations, and Adult Basic Education (ABE) providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, community-based organizations, Adult Basic Education (ABE) providers, and State SNAP E&T office
- *Policy or guidance on how often case managers should communicate with participants:* Monthly at a minimum, more often initially
- *Policy or guidance on modes of communication case managers should use with participants:*
  - In-person (case manager's office)
  - Telephone
  - Videoconferencing
  - Text messages
  - Email

Most E&T organizations offer the following case management services and activities:	**Most E&T organizations use the following case management approaches or techniques:**
• Comprehensive intake or initial assessments • Developing individualized plans • Monitoring and assuring participants meet SNAP E&T program requirements • Tracking and monitoring participant progress and outcomes • Coordination with services providers • Providing participant reimbursements or other support services • Providing referrals to other support services • Providing referrals to other employment or training programs • Coaching and goal setting • Motivating or supporting participants to engage in the program • Follow-up and job retention services	• Employment coaching

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices, community-based organizations, and Adult Basic Education (ABE) providers
- *Staff who conduct initial assessments:* SNAP agency E&T workers, provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
- During first meeting with E&T case manager at local SNAP office or E&T provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices, community-based organizations, and Adult Basic Education (ABE) providers
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Expenses associated with obtaining ID or other documentation
- Technology access

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Case Study Findings

1. Washington, DC provides **case management in-house** to some SNAP E&T participants. Washington, DC case managers may refer participants to a provider for services and additional case management, but still maintain contact with the participant.
2. Washington, DC case managers use an initial assessment that takes between 45 and 90 minutes to administer. They use the tool to gather information about participants' **barriers and goals** and assessment results **inform action steps and referrals to provider agencies.**
3. Staff shared that **transportation assistance** is the most common participant reimbursement provided in Washington, DC.

Washington SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 10,891
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, job retention, and life skills
- *Organizations responsible for providing SNAP E&T components:* Community colleges, community-based organizations, and tribal partners

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Community colleges, community-based organizations, and tribal partners
- *Policy or guidance on how often case managers should communicate with participants:* Monthly

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services
- Crisis management

Most E&T organizations use the following case management approaches or techniques:

- Trauma-informed case management
- Employment coaching
- Teaming or case coordination
- Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Community colleges, community-based organizations, and tribal partners
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants, and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
    - During first meeting with E&T case manager at local SNAP office or E&T provider
    - During SNAP E&T orientation held at SNAP E&T provider

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Community colleges, community-based organizations, and tribal partners
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds   - Child care assistance other than a voucher or funds (for example, referrals to child care agency)   - Transportation assistance (for example, bus passes, gas cards)   - Auto repair   - Books or other supplies for classes   - Course tuition/fees   - Fees associated with tests, licensing, or credentialing   - Uniforms, work or interview clothing, tools, or other work equipment   - Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)   - Personal hygiene or grooming supplies   - Health, dental, or eye care   - Rent/housing assistance   - Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

West Virginia SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 57
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, any SNAP participant, justice-involved individuals, and women
- *Components offered:* Supervised job search, education programs, work-based learning, and work experience
- *Organizations responsible for providing SNAP E&T components:* Local SNAP offices, and Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Local SNAP offices, and Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the structure for case management meetings
- *Policy or guidance on meeting structure*: One-on-one sessions, and team meetings with single participant, case manager, and other professionals
- Policy or guidance gives case managers flexibility on how often they should communicate with participants
- Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management
- *Policy or guidance on modes of communication case managers should use with participants:*
  o In-person (case manager's office)
  o Telephone
  o Online chat software

Most E&T organizations offer the following case management services and activities:
• Comprehensive intake or initial assessments
• Additional participant assessments
• Developing individualized plans
• Monitoring and assuring participants meet SNAP E&T program requirements
• Tracking and monitoring participant progress and outcomes
• Coordination with services providers
• Providing referrals to other support services
• Providing referrals to other employment or training programs
• Coaching and goal setting
• Motivating or supporting participants to engage in the program

Most E&T organizations use the following case management approaches or techniques:
• Employment coaching
• Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices and Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- *Staff who conduct initial assessments:* SNAP agency E&T workers and provider staff who provide case management to only SNAP E&T participants
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During eligibility interview after client is determined eligible for SNAP E&T
  - During first meeting with E&T case manager at local SNAP office or E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider
- Test for Adult Basic Education (TABE)
- WorkKeys
- Policy and guidance differ

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Local SNAP offices and Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs
- Has a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

CHANGES SINCE 2018 FARM BILL

Changes to case management since the 2018 Farm Bill went into effect in October 2019:
  - Adopting new case management approach(es) or technique(s)

Wisconsin SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- County administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 11,785
- *Populations targeted or served*: Work registrants, able-bodied adults without dependents, and any SNAP participant
- *Components offered:* Supervised job search, job search training, education programs, self-employment training, work-based learning, work experience, workfare, and job retention
- *Organizations responsible for providing SNAP E&T components:* Contracted E&T providers

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Contracted E&T providers
- *Policy or guidance on meeting structure:* One-on-one sessions, and team meetings with single participant, case manager, and other professionals
- *Policy or guidance on how often case managers should communicate with participants:* Monthly
- *Policy or guidance on modes of communication case managers should use with participants:*
  - o In-person (case manager's office)
  - o In-person (community location)
  - o Telephone
  - o Videoconferencing
  - o Text messages
  - o Online chat software
  - o Email

Most E&T organizations offer the following case management services and activities:

- Comprehensive intake or initial assessments
- Additional participant assessments
- Developing individualized plans
- Monitoring and assuring participants meet SNAP E&T program requirements
- Tracking and monitoring participant progress and outcomes
- Coordination with services providers
- Providing participant reimbursements or other support services
- Providing referrals to other support services
- Providing referrals to other employment or training programs
- Coaching and goal setting
- Motivating or supporting participants to engage in the program
- Follow-up and job retention services
- Crisis management

Most E&T organizations use the following case management approaches or techniques:

- Trauma-informed case management
- Employment coaching
- Teaming or case coordination
- Motivational interviewing

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Local SNAP offices and contracted E&T providers
- *Staff who conduct initial assessments:* SNAP agency E&T workers, provider staff who provide case management to only SNAP E&T participants, provider staff who provide case management to participants in multiple programs, and trainers or facilitators who are not also case managers
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  - During first meeting with E&T case manager at local SNAP office or E&T provider
  - During SNAP E&T orientation held at SNAP E&T provider

Types of initial assessments staff should use, according to policy or guidance:

- Background assessment developed by/for the State, territory, or provider
- Needs and barrier assessment developed by/for the State, territory, or provider
- Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Contracted E&T providers
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:

- Child care vouchers or funds
- Child care assistance other than a voucher or funds (for example, referrals to child care agency)
- Transportation assistance (for example, bus passes, gas cards)
- Auto repair
- Books or other supplies for classes
- Course tuition/fees
- Fees associated with tests, licensing, or credentialing
- Uniforms, work or interview clothing, tools, or other work equipment
- Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)
- Personal hygiene or grooming supplies
- Health, dental, or eye care
- Rent/housing assistance
- Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Wyoming SNAP E&T Case Management Snapshot

OVERVIEW OF SNAP E&T

- State administered
- Voluntary program
- *SNAP E&T participants served in fiscal year 2021:* 68
- *Populations targeted or served:* Work registrants, able-bodied adults without dependents, any SNAP participant, single mothers, and fathers
- *Components offered:* Supervised job search, education programs, work experience, and job retention
- *Organizations responsible for providing SNAP E&T components:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs and community-based organizations

CASE MANAGEMENT

- *Organizations responsible for providing case management:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs and community-based organizations

Most E&T organizations offer the following case management services and activities:
- Comprehensive intake or initial assessments - Additional participant assessments - Developing individualized plans - Monitoring and assuring participants meet SNAP E&T program requirements - Tracking and monitoring participant progress and outcomes - Coaching and goal setting - Motivating or supporting participants to engage in the program - Crisis management

Most E&T organizations use the following case management approaches or techniques:
- Employment coaching

ASSESSMENTS

- *Organizations responsible for conducting initial assessments:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs, and community-based organizations
- *Staff who conduct initial assessments:* Provider staff who provide case management to only SNAP E&T participants and provider staff who provide case management to participants in multiple programs
- *Among most SNAP E&T organizations, initial assessments should be conducted:*
  o During another meeting with an E&T case manager that is not the first meeting

Note: All findings are based on State-reported survey data collected in 2021 that has not been verified by FNS. Information may have changed in the current SNAP E&T State plan.

PARTICIPANT REIMBURSEMENTS

- *Organizations that provide participant reimbursements:* Workforce Innovation & Opportunity Act (WIOA) agency or other Department of Labor-funded workforce programs and community-based organizations
- Does not have a set cap on the value of any single reimbursement a participant can receive

Reimbursements available to participants who qualify:
- Child care vouchers or funds   - Child care assistance other than a voucher or funds (for example, referrals to child care agency)   - Transportation assistance (for example, bus passes, gas cards)   - Auto repair   - Books or other supplies for classes   - Course tuition/fees   - Fees associated with tests, licensing, or credentialing   - Uniforms, work or interview clothing, tools, or other work equipment   - Work-related expenses other than uniforms and tools (for example, union dues, drug testing, background checks, fingerprinting)   - Personal hygiene or grooming supplies   - Expenses associated with obtaining ID or other documentation

Note: Restrictions on the use of E&T funds for certain participant reimbursements may apply.

Appendix B.
Select State-by-State Survey Data Tables

Appendix B. Select State-by-State Survey Data Tables

This appendix includes individual State survey responses for select survey questions from the fifty-two State SNAP agencies that responded to the 2021 SNAP E&T Case Management Survey. New Mexico did not respond to the survey and is therefore excluded from the tables.

Table B.1. Populations targeted by SNAP E&T programs in States

	Work registrants	Able-bodied adults without dependents (ABAWDs)	Any SNAP participant
Alaska	Served but not targeted	Served but not targeted	Served but not targeted
Alabama	Served but not targeted	Served but not targeted	Served but not targeted
Arkansas	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Arizona	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
California	Not served	Targeted in some counties or by some providers	Served but not targeted
Colorado	Served but not targeted	Targeted in some counties or by some providers	Targeted in some counties or by some providers
Connecticut	Targeted State or territory-wide	Served but not targeted	Targeted State or territory-wide
Washington, D.C.	Served but not targeted	Served but not targeted	Targeted State or territory-wide
Delaware	Served but not targeted	Served but not targeted	Served but not targeted
Florida	Not served	Targeted State or territory-wide	Served but not targeted
Georgia	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Guam	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Hawaii	Targeted State or territory-wide	Targeted State or territory-wide	Served but not targeted
Iowa	Served but not targeted	Served but not targeted	Targeted State or territory-wide
Idaho	Served but not targeted	Served but not targeted	Not served
Illinois	Targeted State or territory-wide	Targeted in some counties or by some providers	Served but not targeted
Indiana	Served but not targeted	Targeted State or territory-wide	Served but not targeted
Kansas	Served but not targeted	Targeted State or territory-wide	Served but not targeted
Kentucky	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Louisiana	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Massachusetts	Served but not targeted	Targeted in some counties or by some providers	Targeted State or territory-wide
Maryland	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Maine	Targeted State or territory-wide	Targeted State or territory-wide	Served but not targeted
Michigan	Targeted State or territory-wide	Served but not targeted	Served but not targeted
Minnesota	Served but not targeted	Served but not targeted	Targeted State or territory-wide
Missouri	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Mississippi	Targeted State or territory-wide	Targeted State or territory-wide	Not served
Montana	Served but not targeted	Targeted in some counties or by some providers	Served but not targeted

Appendix B. Select State-by-State Survey Data Tables

	Work registrants	Able-bodied adults without dependents (ABAWDs)	Any SNAP participant
North Carolina	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
North Dakota	Targeted in some counties or by some providers	Targeted in some counties or by some providers	Served but not targeted
Nebraska	Served but not targeted	Served but not targeted	Targeted State or territory-wide
New Hampshire	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
New Jersey	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Nevada	Served but not targeted	Served but not targeted	Targeted State or territory-wide
New York	Targeted State or territory-wide	Targeted in some counties or by some providers	Targeted in some counties or by some providers
Ohio	Not served	Targeted State or territory-wide	Not served
Oklahoma	Served but not targeted	Targeted State or territory-wide	Targeted State or territory-wide
Oregon	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Pennsylvania	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Rhode Island	Targeted State or territory-wide	Targeted State or territory-wide	Served but not targeted
South Carolina	Served but not targeted	Served but not targeted	Targeted State or territory-wide
South Dakota	Not served	Targeted in some counties or by some providers	Not served
Tennessee	Served but not targeted	Served but not targeted	Served but not targeted
Texas	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Utah	Served but not targeted	Served but not targeted	Served but not targeted
Virginia	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Virgin Islands	Targeted State or territory-wide	Not served	Targeted State or territory-wide
Vermont	Served but not targeted	Served but not targeted	Targeted State or territory-wide
Washington	Targeted State or territory-wide	Targeted in some counties or by some providers	Targeted State or territory-wide
Wisconsin	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
West Virginia	Targeted State or territory-wide	Targeted State or territory-wide	Targeted State or territory-wide
Wyoming	Served but not targeted	Served but not targeted	Targeted in some counties or by some providers

Source: 2021 Survey of SNAP E&T Case Management.

Note: SNAP = Supplemental Nutrition Assistance Program; E&T = Employment & Training

Table B.2. SNAP E&T components currently offered in States

	Supervised job search	Job search training	Education programs	Self-employment training	Work-based learning	Work experience	Workfare	Job retention
Alaska	X	--	X	--	X	X	--	X
Alabama	X	X	X	--	X	X	--	X
Arkansas	X	X	X	--	X	X	X	X
Arizona	X	X	X	--	--	--	--	X
California	X	--	X	X	X	X	X	X
Colorado	X	X	X	X	X	X	X	X
Connecticut	X	--	X	--	--	--	--	X
Washington, D.C.	--	X	X	X	X	X	--	X
Delaware	X	X	X	--	X	--	X	X
Florida	X	X	X	--	X	X	--	X
Georgia	X	--	X	--	--	X	--	X
Guam	X	X	X	X	X	X	--	X
Hawaii	X	X	X	X	--	X	--	X
Iowa	X	--	X	--	--	--	--	X
Idaho	X	X	X	--	--	X	--	--
Illinois	X	X	X	--	--	X	X	X
Indiana	X	X	X	--	--	--	X	X
Kansas	X	--	X	--	--	--	--	X
Kentucky	--	--	X	--	--	X	X	X
Louisiana	--	X	X	--	X	X	--	X
Massachusetts	X	X	X	--	X	--	--	X
Maryland	X	X	X	--	X	X	--	X
Maine	--	X	X	--	X	--	--	X
Michigan	X	X	--	X	X	X	--	X
Minnesota	X	X	X	X	X	X	X	X
Missouri	X	X	X	X	X	X	--	X
Mississippi	X	--	X	--	X	--	X	--

Appendix B. Select State-by-State Survey Data Tables

	Supervised job search	Job search training	Education programs	Self-employment training	Work-based learning	Work experience	Workfare	Job retention
Montana	--	X	X	X	--	--	X	X
North Carolina	X	X	X	--	X	X	--	X
North Dakota	X	X	X	--	--	--	--	X
Nebraska	X	X	X	--	X	--	--	X
New Hampshire	X	X	X	--	--	--	--	--
New Jersey	X	X	X	X	X	X	X	X
Nevada	X	X	X	--	--	--	--	X
New York	X	X	X	--	X	--	X	X
Ohio	X	--	X	--	--	--	X	--
Oklahoma	X	X	X	--	--	X	--	X
Oregon	X	X	X	X	X	X	X	X
Pennsylvania	X	X	X	--	X	X	--	X
Rhode Island	X	X	X	--	X	X	--	X
South Carolina	--	--	X	--	--	X	X	X
South Dakota	X	X	X	--	X	X	X	--
Tennessee	--	X	X	--	X	X	--	X
Texas	X	X	X	--	X	X	X	X
Utah	--	X	X	--	X	X	--	X
Virginia	X	X	--	--	X	X	--	X
Virgin Islands	X	--	--	--	--	--	--	--
Vermont	X	X	X	X	X	X	--	X
Washington	X	X	X	--	--	--	--	X
Wisconsin	X	X	X	X	X	X	X	X
West Virginia	X	--	X	--	X	X	--	--
Wyoming	X	--	X	--	--	X	--	X

Source: 2021 Survey of SNAP E&T Case Management.

Note: SNAP = Supplemental Nutrition Assistance Program; E&T = Employment & Training. X = Currently offered in States; -- = Not currently offered in States

Table B.3. Entities currently providing SNAP E&T case management services in States

	Local SNAP office	Community college	WIOA agency or other DOL-funded program	Community-based organization	Adult Basic Education provider	Contracted E&T provider
Alaska	--	X	X	X	X	--
Alabama	X	--	--	X	--	--
Arkansas	--	--	--	X	--	--
Arizona	--	--	--	X	--	--
California	X	X	X	X	X	--
Colorado	X	X	X	X	--	--
Connecticut	--	X	--	X	--	--
Washington, D.C.	X	--	--	X	X	--
Delaware	--	--	--	X	--	--
Florida	--	--	--	--	--	--
Georgia	X	X	X	X	X	--
Guam	--	--	X	--	--	--
Hawaii	--	--	X	X	--	--
Iowa	--	X	--	X	--	--
Idaho	--	--	--	X	--	X
Illinois	X	--	--	X	--	--
Indiana	--	X	--	--	--	--
Kansas	X	--	--	--	--	--
Kentucky	--	X	X	X	--	X
Louisiana	--	X	--	X	X	--
Massachusetts	--	X	X	X	X	--
Maryland	--	X	--	X	X	--
Maine	--	--	--	X	--	--
Michigan	--	X	X	X	--	--
Minnesota	--	X	X	X	X	--
Missouri	--	X	X	X	X	--
Mississippi	X	X	--	X	--	--
Montana	--	--	X	X	--	--
North Carolina	X	X	--	X	--	--
North Dakota	--	X	X	--	--	--
Nebraska	--	X	X	X	--	--
New Hampshire	--	--	--	--	--	--
New Jersey	X	--	X	--	--	--
Nevada	X	X	--	--	--	--
New York	X	X	X	X	X	--
Ohio	X	--	--	--	--	--
Oklahoma	--	--	--	X	--	--
Oregon	X	X	X	X	X	--
Pennsylvania	X	X	X	X	--	--

Appendix B. Select State-by-State Survey Data Tables

	Local SNAP office	Community college	WIOA agency or other DOL-funded program	Community-based organization	Adult Basic Education provider	Contracted E&T provider
Rhode Island	--	--	--	X	X	--
South Carolina	X	X	X	X	X	--
South Dakota	--	--	X	--	--	--
Tennessee	--	--	X	X	--	--
Texas	--	--	X	--	--	--
Utah	X	--	--	--	--	--
Virginia	X	X	X	X	X	--
Virgin Islands	--	--	--	X	--	--
Vermont	X	--	X	X	X	--
Washington	--	X	--	X	--	--
Wisconsin	--	--	--	--	--	--
West Virginia	X	--	X	--	--	--
Wyoming	--	--	X	X	--	--

Source: 2021 Survey of SNAP E&T Case Management.

Note: SNAP = Supplemental Nutrition Assistance Program; E&T = Employment & Training. WIOA = Workforce Innovation and Opportunity Act; DOL = Department of Labor. X = Currently provide services in States; -- = Not currently providing services in States

Table B.4a. SNAP E&T case management services and activities currently offered by some or all providers in States

	Comprehensive intake assessments	Additional participant assessments	Developing individualized plans	Monitoring and ensuring participants meet program requirements	Tracking and monitoring participants' progress and outcomes	Coordination with service providers
Alaska	All providers	All providers	All providers	All providers	All providers	All providers
Alabama	Some providers	Some providers	Some providers	All providers	All providers	All providers
Arkansas	No response	All providers	All providers	All providers	All providers	All providers
Arizona	All providers	All providers	All providers	All providers	All providers	All providers
California	All providers	Some providers	All providers	All providers	All providers	All providers
Colorado	All providers	Some providers	All providers	All providers	All providers	All providers
Connecticut	All providers	No plans to offer	All providers	All providers	All providers	All providers
Washington, D.C.	All providers	Some providers	All providers	All providers	All providers	All providers
Delaware	Some providers	Some providers	Some providers	All providers	All providers	All providers
Florida	All providers	All providers	All providers	All providers	All providers	All providers
Georgia	Some providers	No response	Some providers	All providers	All providers	Some providers
Guam	All providers	All providers	All providers	All providers	All providers	All providers
Hawaii	All providers	All providers	All providers	All providers	All providers	All providers
Iowa	All providers	All providers	All providers	All providers	All providers	All providers
Idaho	All providers	All providers	All providers	All providers	All providers	All providers
Illinois	Some providers	All providers	All providers	All providers	Plan to offer within 2 years	Some providers
Indiana	All providers	No response	All providers	All providers	All providers	All providers
Kansas	All providers	All providers	All providers	All providers	All providers	All providers
Kentucky	All providers	Some providers	All providers	All providers	All providers	Some providers
Louisiana	All providers	All providers	All providers	All providers	All providers	All providers
Massachusetts	All providers	Some providers	Some providers	Some providers	All providers	Some providers
Maryland	All providers	Some providers	All providers	All providers	All providers	Some providers
Maine	All providers	All providers	All providers	All providers	All providers	All providers
Michigan	All providers	All providers	All providers	All providers	All providers	All providers
Minnesota	All providers	Some providers	All providers	All providers	All providers	All providers
Missouri	All providers	Some providers	All providers	All providers	All providers	All providers
Mississippi	All providers	No response	All providers	All providers	All providers	No plans to offer
Montana	No response	No response	All providers	All providers	All providers	All providers
North Carolina	No response	Offered in past	Some providers	All providers	All providers	All providers

Appendix B. Select State-by-State Survey Data Tables

	Comprehensive intake assessments	Additional participant assessments	Developing individualized plans	Monitoring and ensuring participants meet program requirements	Tracking and monitoring participants' progress and outcomes	Coordination with service providers
North Dakota	All providers	All providers	All providers	All providers	All providers	All providers
Nebraska	All providers	No plans to offer	All providers	All providers	All providers	All providers
New Hampshire	All providers	No plans to offer	All providers	All providers	All providers	All providers
New Jersey	All providers	All providers	All providers	All providers	All providers	All providers
Nevada	All providers	No plans to offer	All providers	All providers	All providers	All providers
New York	All providers	All providers	All providers	All providers	All providers	All providers
Ohio	All providers	Some providers	All providers	All providers	Some providers	Some providers
Oklahoma	All providers	Some providers	All providers	All providers	All providers	All providers
Oregon	All providers	Some providers	All providers	All providers	All providers	All providers
Pennsylvania	All providers	All providers	All providers	All providers	All providers	All providers
Rhode Island	All providers	Some providers	Some providers	All providers	All providers	All providers
South Carolina	All providers	All providers	All providers	All providers	All providers	All providers
South Dakota	Some providers	Some providers	All providers	All providers	All providers	Some providers
Tennessee	All providers	Some providers	All providers	All providers	All providers	All providers
Texas	All providers	All providers	All providers	All providers	All providers	All providers
Utah	Some providers	Some providers	Plan to offer within 2 years	Some providers	Some providers	Some providers
Virginia	All providers	Some providers	All providers	All providers	All providers	Some providers
Virgin Islands	Plan to offer within 2 years	Plan to offer within 2 years	Plan to offer within 2 years	Plan to offer within 2 years	Plan to offer within 2 years	Plan to offer within 2 years
Vermont	All providers	No response	All providers	All providers	All providers	All providers
Washington	All providers	All providers	All providers	All providers	All providers	All providers
Wisconsin	All providers	All providers	All providers	All providers	All providers	All providers
West Virginia	All providers	All providers	All providers	All providers	All providers	All providers
Wyoming	All providers	All providers	All providers	All providers	All providers	Some providers

Source: 2021 Survey of SNAP E&T Case Management.

Note: SNAP = Supplemental Nutrition Assistance Program; E&T = Employment & Training. All providers = Services are currently offered by all providers; Some providers = Services are currently offered by some providers; Offered in past = Services were offered in the past, but they are not currently being offered. No response = State did not respond to this item

B.10

Table B.4b. SNAP E&T case management services and activities currently offered by some or all providers in States (continued)

	Providing participant reimbursements or other support services	Providing referrals to other support services	Providing referrals to other employment or training programs	Coaching and goal setting	Motivating or supporting participants to engage in the program	Follow-up and job retention services	Crisis management
Alaska	All providers	All providers	All providers	All providers	All providers	All providers	All providers
Alabama	Some providers	Some providers	Some providers	Some providers	Some providers	Some providers	Some providers
Arkansas	All providers	All providers	Some providers	Some providers	All providers	All providers	Some providers
Arizona	All providers	Some providers	Some providers	All providers	All providers	Some providers	Some providers
California	All providers	Some providers	Some providers	All providers	All providers	All providers	Some providers
Colorado	All providers	All providers	All providers	All providers	All providers	All providers	Some providers
Connecticut	All providers	All providers	All providers	All providers	All providers	No plans to offer	All providers
Washington, D.C.	All providers	All providers	All providers	All providers	All providers	All providers	Some providers
Delaware	All providers	Some providers	All providers	All providers	Some providers	Some providers	Some providers
Florida	All providers	All providers	All providers	All providers	All providers	Some providers	All providers
Georgia	Some providers	All providers	All providers	Some providers	All providers	Some providers	Some providers
Guam	All providers	All providers	All providers	All providers	All providers	All providers	All providers
Hawaii	All providers	All providers	All providers	All providers	All providers	Plan to offer within 2 years	Plan to offer within 2 years
Iowa	All providers	All providers	All providers	All providers	All providers	Some providers	All providers
Idaho	All providers	All providers	All providers	All providers	All providers	No plans to offer	All providers
Illinois	All providers	All providers	Some providers	Some providers	Some providers	No plans to offer	Some providers
Indiana	All providers	All providers	All providers	All providers	All providers	All providers	All providers
Kansas	All providers	All providers	All providers	All providers	All providers	All providers	All providers
Kentucky	Some providers	All providers	Some providers	All providers	Some providers	Some providers	All providers
Louisiana	All providers	All providers	Some providers	All providers	All providers	All providers	All providers
Massachusetts	Some providers	Some providers	Some providers	Some providers	Some providers	Some providers	Some providers
Maryland	Some providers	All providers	All providers	All providers	All providers	All providers	All providers
Maine	All providers	All providers	All providers	All providers	All providers	All providers	All providers
Michigan	All providers	All providers	All providers	All providers	Some providers	All providers	All providers

Appendix B. Select State-by-State Survey Data Tables

	Providing participant reimbursements or other support services	Providing referrals to other support services	Providing referrals to other employment or training programs	Coaching and goal setting	Motivating or supporting participants to engage in the program	Follow-up and job retention services	Crisis management
Minnesota	Some providers	All providers	All providers	Some providers	Some providers	Some providers	Some providers
Missouri	Some providers	Some providers	Some providers	All providers	All providers	All providers	Some providers
Mississippi	All providers	Some providers	Some providers	No plans to offer	No plans to offer	No plans to offer	Some providers
Montana	All providers	All providers	All providers	All providers	All providers	All providers	No plans to offer
North Carolina	Some providers	Some providers	Some providers	Some providers	All providers	Some providers	Some providers
North Dakota	All providers	Some providers	Some providers	All providers	All providers	All providers	All providers
Nebraska	Some providers	All providers	All providers	All providers	All providers	All providers	No plans to offer
New Hampshire	All providers	All providers	All providers	All providers	All providers	All providers	All providers
New Jersey	All providers	Some providers	All providers	Some providers	Some providers	Some providers	Some providers
Nevada	All providers	All providers	Some providers	All providers	All providers	Some providers	Some providers
New York	All providers	All providers	All providers	All providers	Some providers	Some providers	Some providers
Ohio	All providers	Some providers	Some providers	Some providers	Some providers	Plan to offer within 2 years	Some providers
Oklahoma	All providers	All providers	Some providers	All providers	All providers	Some providers	All providers
Oregon	All providers	All providers	All providers	All providers	All providers	All providers	All providers
Pennsylvania	All providers	All providers	Some providers	All providers	All providers	Some providers	All providers
Rhode Island	All providers	All providers	All providers	All providers	All providers	Some providers	All providers
South Carolina	All providers	All providers	All providers	All providers	All providers	Some providers	All providers
South Dakota	All providers	No plans to offer	Some providers	Plan to offer within 2 years	Plan to offer within 2 years	No plans to offer	No plans to offer
Tennessee	All providers	Some providers	Some providers	Some providers	All providers	Some providers	Some providers
Texas	All providers	All providers	All providers	All providers	All providers	All providers	All providers
Utah	Some providers	Some providers	No plans to offer	Some providers	Some providers	No plans to offer	Some providers
Virginia	All providers	All providers	Some providers	Some providers	All providers	Some providers	All providers
Virgin Islands	Plan to offer within 2 years	Plan to offer within 2 years	Plan to offer within 2 years	Plan to offer within 2 years	Plan to offer within 2 years	Plan to offer within 2 years	Plan to offer within 2 years
Vermont	All providers	All providers	All providers	All providers	All providers	Some providers	All providers
Washington	All providers	All providers	All providers	All providers	All providers	Some providers	All providers

Appendix B. Select State-by-State Survey Data Tables

	Providing participant reimbursements or other support services	Providing referrals to other support services	Providing referrals to other employment or training programs	Coaching and goal setting	Motivating or supporting participants to engage in the program	Follow-up and job retention services	Crisis management
Wisconsin	All providers	All providers	All providers	All providers	All providers	All providers	All providers
West Virginia	All providers	All providers	All providers	All providers	All providers	All providers	All providers
Wyoming	Some providers	Some providers	Some providers	All providers	All providers	All providers	Some providers

Source: 2021 Survey of SNAP E&T Case Management.

Note: SNAP = Supplemental Nutrition Assistance Program; E&T = Employment & Training. All providers = Services are currently offered by all providers; Some providers = Services are currently offered by some providers; Offered in past = Services were offered in the past, but they are not currently being offered. No response = State did not respond to this item.

B.13

Table B.5. Whether States implemented changes to SNAP E&T case management since the 2018 Farm Bill

	Offering case management for the first time	Expanding existing case management to be available to more SNAP E&T participants	Expanding menu of available case management services	Adopting new case management approaches or techniques	Offering new assessments	Offering new participant reimbursements or other support services	No change
Alaska	--	X	--	--	--	X	--
Alabama	--	--	--	--	--	--	N
Arkansas	--	--	--	--	--	--	N
Arizona	--	--	--	--	--	--	N
California	--	--	--	--	--	--	N
Colorado	--	X	X	X	X	X	--
Connecticut	--	--	--	--	--	--	N
Washington, D.C.	--	--	--	--	--	--	N
Delaware	--	--	--	--	--	--	N
Florida	--	--	--	--	--	--	N
Georgia	--	X	X	X	X	--	--
Guam	--	--	--	--	--	--	N
Hawaii	--	--	--	--	--	--	N
Iowa	--	--	--	--	--	--	N
Idaho	--	--	--	X	X	X	--
Illinois	--	--	--	X	X	X	--
Indiana	--	--	--	--	--	--	N
Kansas	--	--	--	--	--	--	N
Kentucky	--	--	--	--	--	--	--
Louisiana	--	--	--	--	--	--	N
Massachusetts	--	--	--	--	--	--	--
Maryland	--	--	--	--	--	--	N
Maine	--	--	--	--	--	--	N
Michigan	--	--	--	X	--	X	--
Minnesota	--	--	--	--	--	--	N
Missouri	--	X	--	X	--	--	--
Mississippi	--	--	--	--	--	--	N
Montana	--	--	--	--	--	--	N
North Carolina	--	X	--	X	--	--	--

Appendix B. Select State-by-State Survey Data Tables

	Offering case management for the first time	Expanding existing case management to be available to more SNAP E&T participants	Expanding menu of available case management services	Adopting new case management approaches or techniques	Offering new assessments	Offering new participant reimbursements or other support services	No change
North Dakota	--	X	--	--	--	--	--
Nebraska	--	--	--	--	--	--	N
New Hampshire	--	--	--	--	--	--	N
New Jersey	--	X	X	X	X	--	--
Nevada	--	--	X	--	--	--	--
New York	--	X	--	--	--	--	--
Ohio	--	--	--	--	--	--	--
Oklahoma	--	--	--	--	--	--	N
Oregon	--	--	--	--	--	--	N
Pennsylvania	--	--	--	--	--	--	N
Rhode Island	--	X	X	X	--	X	--
South Carolina	--	--	--	--	--	--	N
South Dakota	--	--	--	X	X	--	--
Tennessee	--	--	--	--	--	--	N
Texas	--	--	--	--	--	--	N
Utah	--	--	--	--	--	--	--
Virginia	--	X	X	X	X	--	--
Virgin Islands	--	X	--	--	--	--	--
Vermont	--	X	X	X	X	X	--
Washington	--	--	--	--	--	--	N
Wisconsin	No response	No response	No response	No response	No response	No response	No response
West Virginia	--	--	--	X	--	--	--
Wyoming	--	--	--	--	--	--	N

Source: 2021 Survey of SNAP E&T Case Management.

Note: SNAP = Supplemental Nutrition Assistance Program; E&T = SNAP Employment & Training Program. X = Change was implemented by State since the 2018 Farm Bill case management requirement went into effect. States with an "X" were unable to select "No change" in the survey. N = State reported that no changes were implemented since the 2018 Farm Bill case management requirement went into effect. States that have an "N" were not able to select any other response options in the survey. -- = No change implemented by State since the 2018 Farm Bill case management requirement went into effect. Cells with "--" represent changes that were not selected by States that indicated other changes and States that reported no changes overall. No response = State did not respond to this survey item.

Table B.6. Types of provider staff who conduct initial assessments of SNAP E&T participants

	SNAP agency eligibility worker	SNAP agency E&T worker	Provider staff who provide case management to only SNAP E&T participants	Provider staff who provide case management to participants from multiple programs	Trainers or facilitators who are not also case managers	Certified professionals	E&T contracted provider staff
Alaska	--	--	X	X	--	--	--
Alabama	--	X	X	X	--	--	--
Arkansas	X	--	X	--	--	--	--
Arizona	--	--	X	X	--	--	--
California	--	X	X	X	X	X	--
Colorado	--	X	X	X	--	--	--
Connecticut	--	--	X	--	--	--	--
Washington, D.C.	--	X	X	X	--	--	--
Delaware	--	--	X	--	--	--	--
Florida	--	--	X	X	--	--	--
Georgia	--	X	X	--	--	--	--
Guam	--	--	--	X	--	--	--
Hawaii	--	--	X	--	--	--	--
Iowa	--	--	--	X	--	--	--
Idaho	--	--	--	--	--	--	X
Illinois	--	X	X	X	--	--	--
Indiana	--	--	--	X	--	--	--
Kansas	--	X	--	--	--	--	--
Kentucky	--	--	X	X	--	--	--
Louisiana	--	--	X	X	--	--	--
Massachusetts	--	--	X	X	X	X	--
Maryland	--	--	X	X	--	--	--
Maine	--	--	X	X	--	--	--
Michigan	--	--	X	X	--	--	--
Minnesota	--	--	X	X	--	--	--
Missouri	--	--	--	--	--	--	--
Mississippi	--	X	--	--	--	--	--
Montana	--	--	--	X	--	--	--
North Carolina	--	X	--	--	--	--	--

Appendix B. Select State-by-State Survey Data Tables

	SNAP agency eligibility worker	SNAP agency E&T worker	Provider staff who provide case management to only SNAP E&T participants	Provider staff who provide case management to participants from multiple programs	Trainers or facilitators who are not also case managers	Certified professionals	E&T contracted provider staff
North Dakota	--	--	X	X	--	--	--
Nebraska	--	X	X	X	--	--	--
New Hampshire	--	X	--	--	--	--	--
New Jersey	X	X	X	X	X	X	--
Nevada	--	X	X	--	--	--	--
New York	X	X	X	X	X	X	--
Ohio	--	X	--	--	--	--	--
Oklahoma	--	--	X	X	--	--	--
Oregon	X	X	X	X	--	X	--
Pennsylvania	--	X	X	X	X	X	--
Rhode Island	X	X	--	X	--	--	--
South Carolina	--	X	--	X	--	--	--
South Dakota	--	--	X	X	--	--	--
Tennessee	--	--	X	X	--	--	--
Texas	X	--	--	X	--	--	--
Utah	--	X	--	--	--	--	--
Virginia	X	X	X	X	X	X	--
Virgin Islands	X	--	--	--	--	--	--
Vermont	--	--	--	X	X	--	--
Washington	--	--	X	X	--	--	--
Wisconsin	--	X	X	X	X	--	--
West Virginia	--	X	X	--	--	--	--
Wyoming	--	--	X	X	--	--	--

Source: 2021 Survey of SNAP E&T Case Management.

Note: SNAP = Supplemental Nutrition Assistance Program; E&T = SNAP Employment & Training Program. X = Currently provide services in the State; -- = Not currently providing services in the State

Table B.7. Types of initial assessment tools specified by States' policy or guidance or used in practice by States' SNAP E&T programs

	Needs and barriers assessments	Mental and physical ability tests	Aptitude and abilities assessments	Interest measures	Work and personal values measures	Personality inventories	Multiple types
Alaska	X	No response	--	No response	No response	No response	No response
Alabama	X	--	X	--	--	--	--
Arkansas	X	No response	X	No response	No response	No response	No response
Arizona	X	--	--	--	--	--	--
California	X	No response	No response	No response	No response	No response	No response
Colorado	X	--	X	X	--	X	X
Connecticut	X	--	X	--	--	--	--
Washington, D.C.	--		X	X	No response	No response	No response
Delaware	X	--	X	--	X	--	--
Florida	X	--	--	--	--	--	--
Georgia	X	--	X	--	--	--	--
Guam	X	--	X	X	--	--	--
Hawaii	X	--	X	X	X	X	--
Iowa	X	--	--	--	--	--	--
Idaho	X	--	--	--	--	--	--
Illinois	--	No response	No response	No response	No response	No response	No response
Indiana	X	--	--	--	X	--	--
Kansas	X	--	X	X	--	--	--
Kentucky	X	--	--	--	--	--	--
Louisiana	X	--	--	--	--	--	--
Massachusetts	X	--	X	X	X	X	X
Maryland	X	No response	No response	No response	No response	No response	No response
Maine	X	No response	No response	No response	No response	No response	No response
Michigan	X	--	X	--	--	--	X
Minnesota	X	--	No response	No response	No response	No response	No response
Missouri	X	No response	No response	No response	No response	No response	No response
Mississippi	X	--	--	--	--	--	--
Montana	X	--	--	--	--	--	--
North Carolina	X	--	--	--	--	--	--
North Dakota	X	No response	No response	No response	No response	No response	No response

Appendix B. Select State-by-State Survey Data Tables

	Needs and barriers assessments	Mental and physical ability tests	Aptitude and abilities assessments	Interest measures	Work and personal values measures	Personality inventories	Multiple types
Nebraska	X	--	X	X	--	--	--
New Hampshire	X	--	X	X	--	--	--
New Jersey	X	--	X	--	--	--	--
Nevada	X	--	X	--	--	--	--
New York	X	No response	X	No response	No response	No response	No response
Ohio	No response	No response	No response	No response	No response	No response	No response
Oklahoma	X	No response	No response	No response	No response	No response	No response
Oregon	X	--	--	--	--	--	--
Pennsylvania	--	--	X	--	X	--	--
Rhode Island	--	No response	X	X	No response	No response	No response
South Carolina	X	--	X	--	--	--	--
South Dakota	X	--	--	--	--	--	--
Tennessee	X	--	X	X	--	--	--
Texas	X	No response	No response	No response	No response	No response	No response
Utah	X	--	--	X	--	--	--
Virginia	X	--	--	--	--	--	--
Virgin Islands	X	--	--	--	--	--	--
Vermont	X	No response	No response	No response	No response	No response	No response
Washington	--	No response	No response	No response	No response	No response	No response
Wisconsin	X	--	--	--	--	--	--
West Virginia	X	X	X	--	--	--	--
Wyoming	X	No response	X	No response	No response	No response	No response

Source: 2021 Survey of SNAP E&T Case Management.

Note: SNAP = Supplemental Nutrition Assistance Program; E&T = SNAP Employment & Training Program. X = Initial assessment tool included in policy or guidance or reported as being used in practice by local SNAP offices or E&T providers; -- = Initial assessment tool not included in policy or guidance or reported as being used in practice by local SNAP offices or E&T providers. No response = State did not respond to this survey item.

Table B.8a. Participant reimbursements available to SNAP E&T participants in States

	Child care vouchers	Other child care assistance	Other dependent care	Transportation assistance	Auto repair	Books or other supplies for classes	Course tuition or fees	Fees associated with tests, licensing, or credentialing
Alaska	Not available	Not available	Not available	Available to all	Not available	Available to all	Available to all	Available to all
Alabama	Not available	Available to some	Not available	Available to some	Not available	Available to some	Available to all	Available to some
Arkansas	Available to some	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all
Arizona	Available to all	Not available	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
California	Available to all	Available to all	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
Colorado	Not available	Available to all	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
Connecticut	Available to all	Not available	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
Washington, D.C.	Available to all	Available to all	Not available	Available to all	Not available	Available to all	Available to all	Available to all
Delaware	Available to all	No response	No response	Available to all	No response	Available to all	Available to some	Available to all
Florida	Not available	Not available	Not available	Available to all	Not available	Not available	Available to some	Not available
Georgia	Available to some	Available to all	Not available	Available to all	Available to some	Available to all	Available to all	Available to all
Guam	Available to all	Available to all	Not available	Available to all	Available to all	Available to all	No response	Available to all
Hawaii	Available to all	Available to all	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
Iowa	Available to all	Available to all	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
Idaho	Not available	Available to all	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
Illinois	Available to some	Available to some	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
Indiana	Available to all	No response	No response	Available to all	No response	No response	Available to all	Available to all
Kansas	Available to all	Available to all	Not available	Available to all	Available to some	Available to all	Available to all	Available to all
Kentucky	Available to some	Available to some	Not available	Available to all	Not available	Available to some	Available to some	Available to some
Louisiana	Available to all	Available to all	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
Massachusetts	Available to some	Available to all	Available to some	Available to all	Available to some	Available to some	Available to some	Available to some

Appendix B. Select State-by-State Survey Data Tables

	Child care vouchers	Other child care assistance	Other dependent care	Transportation assistance	Auto repair	Books or other supplies for classes	Course tuition or fees	Fees associated with tests, licensing, or credentialing
Maryland	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some
Maine	Available to all	Available to all	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
Michigan	Available to some	Available to all	Not available	Available to all	Available to some	Available to all	Available to all	Available to all
Minnesota	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some
Missouri	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some
Mississippi	Available to all	Available to all	Available to all	Available to all	Not available	Available to all	Not available	Not available
Montana	Not available	No response	No response	Available to all	Not available	Available to all	Available to all	Available to all
North Carolina	Available to some	Not available	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some
North Dakota	Not available	Available to all	Not available	Available to all	Not available	Available to all	Available to all	Available to all
Nebraska	Not available	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all
New Hampshire	Not available	Not available	Not available	Available to all	Not available	Not available	Not available	Not available
New Jersey	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to some	Available to all
Nevada	Not available	Available to some	Not available	Available to all	Available to some	Available to some	Available to some	Available to all
New York	Available to all	Available to all	Available to some	Available to all	Available to all	Available to all	Available to all	Available to all
Ohio	Available to some	Available to some	Available to all	Available to some	Available to some	Available to some	Available to some	Available to some
Oklahoma	Available to all	No response	No response	Available to all	Available to all	Available to all	Available to all	Available to all
Oregon	Available to some	Available to some	Not available	Available to some	Not available	Available to some	Available to some	Available to some
Pennsylvania	Available to all	Available to all	Not available	Available to all	Available to all	Available to all	Not available	Available to all
Rhode Island	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all
South Carolina	Available to all	Not available	Not available	Available to all	Not available	Available to all	Available to all	Available to all
South Dakota	Available to all	Available to all	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
Tennessee	Available to all	Available to all	Not available	Available to all	Not available	Available to all	Available to all	Available to all
Texas	Available to all	Not available	Not available	Available to all	Available to all	Available to all	Available to all	Available to all

Appendix B. Select State-by-State Survey Data Tables

	Child care vouchers	Other child care assistance	Other dependent care	Transportation assistance	Auto repair	Books or other supplies for classes	Course tuition or fees	Fees associated with tests, licensing, or credentialing
Utah	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available
Virginia	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all
Virgin Islands	Available to all	Available to some	Available to some	Available to some	Not available	Available to some	Available to some	Available to some
Vermont	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all
Washington	Available to all	Available to all	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
Wisconsin	Available to all	Available to all	Not available	Available to all	Available to all	Available to all	Available to all	Available to all
West Virginia	Not available	Available to all	Not available	Available to all	Not available	Available to some	Available to some	Available to some
Wyoming	Available to some	Available to all	Not available	Available to all	Available to some	Available to all	Available to all	Available to all

Source: 2021 Survey of SNAP E&T Case Management.

Note: SNAP = Supplemental Nutrition Assistance Program; E&T = SNAP Employment & Training Program. Available to all = Participant reimbursement is available to all participants who qualify; Available to some = Participant reimbursement is available to some participants who qualify; Not available = Participant reimbursement is not available; No response = State did not respond to this item.

Table B.8b. Participant reimbursements available to SNAP E&T participants in States (continued)

	Uniforms, work or interview clothing, tools, or other work equipment	Other work-related expenses	Personal hygiene or grooming supplies	Health, dental, or eye care	Rent or housing assistance	Expenses associated with obtaining ID or other documentation	Legal services
Alaska	Available to all	Available to all	Not available	Not available	Available to some	Available to all	Not available
Alabama	Available to some	Available to some	Available to some	Available to some	Not available	Available to some	Not available
Arkansas	Available to all	Available to all	Available to all	Not available	Not available	Available to all	Not available
Arizona	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all
California	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	No response
Colorado	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all
Connecticut	Available to all	Available to all	Not available	Available to all	Available to all	Available to all	Not available
Washington, D.C.	Available to all	Available to all	Not available	Not available	Not available	Available to all	Not available
Delaware	Available to all	Available to all	No response	Available to all	No response	Available to all	No response
Florida	Available to some	Available to some	Not available	Not available	Not available	Not available	Not available
Georgia	Available to all	Available to all	Not available	Available to some	Available to some	Available to all	Available to all
Guam	Available to all	Available to all	Not available	Not available	Not available	Available to all	Not available
Hawaii	Available to all	Available to all	Available to all	Not available	Not available	Available to all	Not available
Iowa	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Not available
Idaho	Available to all	Available to all	Available to all	Available to all	Not available	Available to all	Not available
Illinois	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to some
Indiana	Available to all	Available to all	No response	No response	No response	No response	No response
Kansas	Available to all	Available to all	Available to some	Available to some	Available to some	Available to all	Not available
Kentucky	Available to some	Available to some	Not available	Not available	Not available	Not available	Not available
Louisiana	Available to all	Available to all	Available to all	Not available	Available to all	Available to all	Not available
Massachusetts	Available to some	Available to some	Available to some	Not available	Available to some	Available to some	Not available
Maryland	Available to some	Available to some	Available to some	Available to some	Not available	Available to some	Not available
Maine	Available to all	Available to all	Available to all	Available to all	Available to some	Available to all	Not available

B.23

Appendix B. Select State-by-State Survey Data Tables

	Uniforms, work or interview clothing, tools, or other work equipment	Other work-related expenses	Personal hygiene or grooming supplies	Health, dental, or eye care	Rent or housing assistance	Expenses associated with obtaining ID or other documentation	Legal services
Michigan	Available to all	Available to some	Available to some	Not available	Not available	Available to all	Not available
Minnesota	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some	Not available
Missouri	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some
Mississippi	Available to all	Not available	Not available	Not available	Not available	Not available	Not available
Montana	Available to all	Available to all	Not available	Not available	Not available	Available to all	Available to all
North Carolina	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some
North Dakota	Available to all	Available to all	Available to all	Not available	Not available	Not available	Not available
Nebraska	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all
New Hampshire	Not available	Not available	Not available	Not available	Not available	Not available	Not available
New Jersey	Available to all	Available to all	Available to all	Available to some	Available to some	Available to all	Not available
Nevada	Available to all	Available to all	Available to all	Not available	Available to some	Available to all	Not available
New York	Available to all	Available to all	Available to all	Not available	Not available	Available to all	Not available
Ohio	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some
Oklahoma	Available to all	Available to all	No response	Available to all	No response	Available to all	No response
Oregon	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some	Available to some
Pennsylvania	Available to all	Available to all	Available to some	Not available	Not available	Available to some	Available to all
Rhode Island	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Not available
South Carolina	Available to all	Available to all	Not available	Not available	Available to all	Not available	Not available
South Dakota	Available to all	Available to all	Available to all	Not available	No response	Available to all	Not available
Tennessee	Available to all	Not available	Not available	Not available	Not available	Not available	Not available
Texas	Available to all	Available to all	Available to all	Available to all	Available to some	Available to all	Not available
Utah	Not available	Not available	Not available	Not available	Not available	Not available	Not available
Virginia	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all
Virgin Islands	Available to some	Available to some	Not available	Available to some	Not available	Available to some	Not available

Appendix B. Select State-by-State Survey Data Tables

	Uniforms, work or interview clothing, tools, or other work equipment	Other work-related expenses	Personal hygiene or grooming supplies	Health, dental, or eye care	Rent or housing assistance	Expenses associated with obtaining ID or other documentation	Legal services
Vermont	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Not available
Washington	Available to all	Available to all	Available to all	Available to all	Available to all	Available to all	Not available
Wisconsin	Available to all	Available to all	Available to all	Available to some	Available to some	Available to some	Not available
West Virginia	Available to some	Not available	Not available	Not available	Not available	Not available	Not available
Wyoming	Available to all	Available to all	Available to some	Not available	Not available	Available to some	Not available

Source: 2021 Survey of SNAP E&T Case Management.

Note: SNAP = Supplemental Nutrition Assistance Program; E&T = SNAP Employment & Training Program. Available to all = Participant reimbursement is available to all participants who qualify; Available to some = Participant reimbursement is available to some participants who qualify; Not available = Participant reimbursement is not available; No response = State did not respond to this survey item.

Table B.9. Total amount paid by States in participant reimbursements and number of SNAP E&T participants that received at least one participant reimbursement in FY 2020

	Total amount paid ($) in participant reimbursements	Number of participants that received at least one participant reimbursement
Alaska	No response	No response
Alabama	130,000	No response
Arkansas	10,000	250
Arizona	175,751	No response
California	1,100,000	50,106
Colorado	203,834	4,933
Connecticut	32,796	800
Washington, D.C.	100,000	700
Delaware	49,770	1,300
Florida	126,544	6,801
Georgia	No response	No response
Guam	No response	No response
Hawaii	160,000	No response
Iowa	152,375	306
Idaho	165,067	919
Illinois	223,448	3,839
Indiana	2,740	120
Kansas	98,067	327
Kentucky	208,991	845
Louisiana	No response	5,963
Massachusetts	150,721	479
Maryland	1,800,000	1,200
Maine	No response	No response
Michigan	50,000	300
Minnesota	514,222	No response
Missouri	55,000	4,070
Mississippi	143,259	2,421
Montana	12,000	75
North Carolina	208,639	No response
North Dakota	3,003	25
Nebraska	No response	208
New Hampshire	3,428	29
New Jersey	827,681	5,863
Nevada	8,091	77
New York	6,919,259	No response
Ohio	No response	No response
Oklahoma	No response	No response
Oregon	1,093,758	31,262
Pennsylvania	2,516,779	8,091

Appendix B. Select State-by-State Survey Data Tables

	Total amount paid ($) in participant reimbursements	Number of participants that received at least one participant reimbursement
Rhode Island	47,323	816
South Carolina	16,530	331
South Dakota	No response	No response
Tennessee	200	110
Texas	753,180	8,356
Utah	24,533	996
Virginia	208,394	1,165
Virgin Islands	0	0
Vermont	91,256	613
Washington	145,333,624	No response
Wisconsin	3,527,200	No response
West Virginia	6,000	150
Wyoming	1,422	20

Source: 2021 Survey of SNAP E&T Case Management.

Note: FY = Fiscal Year; SNAP = Supplemental Nutrition Assistance Program; E&T = Employment & Training Program. No response = State did not respond to this survey item.

Appendix C.
Data Collection Instruments

OMB NUMBER: 0584-0665
EXPIRATION: DATE 6/30/2024

SURVEY OF SNAP E&T CASE MANAGEMENT

SNAP Agency Survey

April 2020

Introduction: Program overview and section assignments

Welcome to the SNAP E&T case management survey! This survey focuses on State or territory policy, guidance, and experiences with SNAP Employment and Training (E&T) case management. The goal of the survey is to collect information about the policies and guidance your agency provides at the State- or territory-level. Although we will ask you some questions about how SNAP E&T is implemented at the local-level in general, the aim is not to capture the full depth and breadth of how case management is implemented across your State or territory.

This survey is part of an exploratory study sponsored by the Food and Nutrition Service (FNS) to better understand how States and territories have implemented the new case management requirement. This survey is not part of any monitoring or auditing activities by FNS. The results of the survey will be used for research purposes only. Most information collected about each State in the survey will be publicly reported. However, information will not be attributed to survey respondents, and information about the respondents will not be made public.

It will take approximately 45 minutes to respond to this survey; this includes the time it will take to read instructions, gather resources and search existing data sources. The survey includes an introductory section that will take about 6 minutes to complete and three main sections that will take about 13 minutes each to complete: (1) case management, (2) assessments, and (3) participant reimbursements and support services.

You may complete all three main survey sections yourself or assign other agency staff to complete sections 1, 2, or 3. In the introductory section, you will be able to provide contact information for the person within your agency who is best able to complete each of the other sections. We will send notifications to those people to ask them to complete their assigned sections.

Personally identifiable information (PII) will not be used to retrieve survey records or data.

For more information

If you have any questions or concerns about the survey, please contact the Mathematica study team at [fill study email address] or the FNS project officer, Kristen Corey, at Kristen.Corey@usda.gov.

Thank you in advance for your assistance in completing this survey.

First, please answer three background questions about your agency's SNAP E&T program.

ALL

i1. **Which of the following populations does your SNAP E&T program target?**
PROGRAMMER: CODE ONE PER ROW

Select one per row

Population	Targeted State- or territory-wide	Targeted in some counties or by some providers	Served but not targeted	Not served
a. Work registrants	1 ○	2 ○	3 ○	0 ○
b. Able-bodied adults without dependents (ABAWDs)	1 ○	2 ○	3 ○	0 ○
c. Any SNAP participant	1 ○	2 ○	3 ○	0 ○
d. Other (specify)	1 ○	2 ○	3 ○	

(STRING 100)

ALL

i2. **Which SNAP E&T components do you currently offer in your State or territory?**

Select all that apply

☐ Supervised job search 1

☐ Job search training 2

☐ Education programs (includes basic/foundational skills instruction; career/technical education programs or other vocational training; English language acquisition; integrated education and training/bridge programs; and work readiness training) 3

☐ Self-employment training 4

☐ Work-based learning (includes internship; on-the-job training; subsidized employment; and apprenticeships) 5

☐ Work experience 6

☐ Workfare 7

☐ Job retention 8

☐ Other (specify) 99

○ _____ Specify

(STRING 250)

ALL

i3. **Which entities currently provide SNAP E&T components in your State or territory?**

Select all that apply

☐ Local SNAP office 1

☐ Community college 2

☐ Workforce Innovation & Opportunity Act (WIOA) agency or other
Department of Labor–funded workforce programs... 3

☐ Community-based organization... 4

☐ Adult Basic Education (ABE) provider.. 5

☐ Other (specify) 99

○ Specify [   ] (STRING 250)

ALL

i4. **Next, please review the topics covered in each of the three SNAP E&T case management survey sections in the table below and indicate who will respond to each section. You can indicate that you will respond to the questions in the section yourself or designate someone else to respond to these sections.**

You may designate only one person per section, so please select the person who is best suited to answer questions related to each section's topics. Section respondents may ask other SNAP agency staff to assist them with answering questions, if needed.

***Please designate only State-level or territory-level SNAP staff to complete survey sections*. Please do not designate local office or provider staff; we are seeking a State-level perspective.**

	Topics covered	Staff who might be able to respond	Select if you want to respond to this section	Select if you want to designate someone else to respond to this section
a. Section 1: Case management	• Policy and guidance on case management for SNAP E&T participants • Entities and staff responsible • Case management frequency, format, mode, services, and techniques • Caseload size • Number served • Implementation and response to 2018 Farm Bill case management requirement • *Please note:* In this section, you will be asked to provide data on caseload size and the number of E&T participants who attended a case management meeting in FY 2020.	• SNAP director • SNAP E&T director • SNAP policy staff	₁ ○	₂ ○
b. Section 2: Assessments	• Policy and guidance on assessments for SNAP E&T participants • Types of assessments • Entities and staff responsible • Expected assessment timing and length • Assessment tool(s) used • Selection and use of assessments	• SNAP director • SNAP E&T director • SNAP policy staff	₁ ○	₂ ○
c. Section 3: Participant reimbursements and support services	• Policy and guidance on participant reimbursements and support services • Types of available participant reimbursements and support services • How participants are informed of reimbursements and other supports • Caps and qualifications • Share of participants receiving reimbursements • *Please note:* In this section, you will be asked to provide data on the total amount paid in participant reimbursements and the total number of participants receiving reimbursements	• SNAP director • SNAP E&T director • SNAP policy staff • SNAP financial staff	₁ ○	₂ ○

SECTION 1: CASE MANAGEMENT

I4A=2

i5. **Please provide contact information for the person within your agency best suited to complete Section 1 on case management.**

First Name: (STRING 100)

Last Name: (STRING 100)

Agency: (STRING 100)

Title: (STRING 100)

Email address: (STRING 100)

Telephone number: (STRING 100)

Additional telephone number: (STRING 100)

SECTION 2: ASSESSMENTS

I4B=2

i6. **Please provide contact information for the person within your agency best suited to complete Section 2 on assessments.**

First Name: (STRING 100)

Last Name: (STRING 100)

Agency: (STRING 100)

Title: (STRING 100)

Email address: (STRING 100)

Telephone number: (STRING 100)

Additional telephone number: (STRING 100)

SECTION 3: PARTICIPANT REIMBURSEMENTS AND SUPPORT SERVICES

I4C=2

i7. **Please provide contact information for the person within your agency best suited to complete Section 3 on participants reimbursements and support services.**

First Name: (STRING 100)

Last Name: [ ] (STRING 100)

Agency: [ ] (STRING 100)

Title: [ ] (STRING 100)

Email address: [ ] (STRING 100)

Telephone number: [ ] (STRING 100)

Additional telephone number: [ ] (STRING 100)

SECTION 1: CASE MANAGEMENT

This section of the survey asks general questions about your State or territory's approach to case management for SNAP E&T participants. You also will be asked to provide data on caseload size and the number of E&T participants who attended a case management meeting in FY2020.

If you are unsure about any of your answers, please consult with other SNAP staff as necessary. For questions that ask about how policy is implemented by local offices or providers, please answer to the best of your understanding.

<div style="border:1px solid #000;">

What do we mean by case management? Case management might look different across different agencies. By case management, we mean those services and supports provided directly to SNAP E&T participants by a case manager or other direct-service staff person after participants are referred to E&T. This does not include providing activities—such as workshop instruction, education or training, or supervised job search or job placement assistance. Case management activities often include:

- Assessing participants
- Creating individualized services, employment, or development plans
- Linking participants to participant reimbursements or other support services
- Monitoring progress and program requirements
- Coordinating with service providers

"Case manager" is a general name and might include staff with other titles such as counselors, coaches, or navigators.

</div>

ALL

A1.   **What entities are currently responsible for providing SNAP E&T case management services in your State or territory?**

Select all that apply

☐ Local SNAP office.. 1

☐ Community college 2

☐ Workforce Innovation & Opportunity Act (WIOA) agency or other
Department of Labor–funded workforce programs... 3

☐ Community-based organization... 4

☐ Adult Basic Education (ABE) provider.. 5

☐ Other (specify) 99

○ Specify ⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚ (STRING 100)

CASE MANAGEMENT FREQUENCY, MEETING STRUCTURE, AND MODE

The next questions ask about whether your agency provides either *policy* or *guidance* to local SNAP offices or E&T providers on how to provide case management to SNAP E&T participants.

By *policy*, we mean your agency's written rules on how to properly execute the SNAP E&T program that are shared with local SNAP offices or E&T providers via policy directives or contracts.

By *guidance*, we mean supplemental, non-binding information your agency provides to local SNAP offices or E&T providers in writing or verbally to help them implement the SNAP E&T program.

ALL

A2. **Does your agency provide <u>policy</u> or <u>guidance</u> on how frequently case managers must communicate with SNAP E&T participants?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

Select one only

❍ Yes, policy only.. 1

❍ Yes, guidance only 2

❍ Yes, policy and guidance... 3

❍ No, neither policy nor guidance 0

IF A2 = YES (1, 2, 3)
IF A2=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE SPECIFY DIFFERENT FREQUENCIES"

A2a. **How frequently does policy or guidance specify that case managers should communicate with SNAP E&T participants?**

Select one only

❍ Multiple times per week 1

❍ Weekly 2

❍ Monthly 3

❍ Quarterly 4

❍ As needed... 5

❍ Other frequency (specify) 99

❍ Specify [   ]   (STRING 250)

❍ Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding how frequently case managers should communicate with SNAP E&T participants 6

❍ [DISPLAY IF A2=3: Policy and guidance specify different frequencies] 7

IF A2A=7 ("POLICY AND GUIDANCE SPECIFY DIFFERENT FREQUENCIES")

A2b. **How do policy and guidance on how frequently case managers should communicate with SNAP E&T participants differ from one another?**

○ [   ]
(STRING 250)

ALL

A3. **Does your agency provide <u>policy</u> or <u>guidance</u> on the meeting structure for case management meetings (for example, one-on-one sessions, group sessions, team meetings) with SNAP E&T participants?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

Select one only

○ Yes, policy only 1

○ Yes, guidance only 2

○ Yes, policy and guidance 3

○ No, neither policy nor guidance 0

IF A3 = YES (1, 2, 3)

IF A3=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE SPECIFY DIFFERENT MEETING STRUCTURES"

A3a. **Which meeting structure does policy or guidance specify for case management meetings?**

Select all that apply

☐ One-on-one sessions 1

☐ Group sessions with multiple participants 2

☐ Team meetings with single participant, case manager, and other professionals.. 3

☐ Other structure(s) (specify)... 99

○ Specify [   ] (STRING 250)

☐ Policy or guidance gives local SNAP offices or E&T providers flexibility in the structure for case management meetings 4

☐ [DISPLAY IF A3=3: Policy and guidance specify different meeting structures] 5

IF A3A=5 ("POLICY AND GUIDANCE SPECIFY DIFFERENT MEETING STRUCTURES")

A3b. **How do policy and guidance on case management meeting structure differ from one another?**

❍ [   ]

(STRING 250)

ALL

A4. **Does your agency provide <u>policy</u> or <u>guidance</u> on the modes of communication case managers use to conduct case management (for example, in-person or telephone meetings) with SNAP E&T participants?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

Select one only

❍ Yes, policy only... 1

❍ Yes, guidance only 2

❍ Yes, policy and guidance.. 3

❍ No, neither policy nor guidance 0

IF A4 = YES (1, 2, 3, 4)

IF A4=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE SPECIFY DIFFERENT MODES OF COMMUNICATION TO CONDUCT CASE MANAGEMENT"

A4a. **Which mode or modes of communication does policy or guidance specify case managers use to conduct case management with SNAP E&T participants?**

Select all that apply

☐ In-person meetings in the case manager's office... 1

☐ In-person meetings in the participant's home.. 2

☐ In-person meeting in a community location 3

☐ Telephone.. 4

☐ Videoconferencing 5

☐ Text messages 6

☐ Online chat software 7

☐ Email.. 8

☐ Other mode(s) (specify)... 99

❍ Specify [   ] (STRING 250)

☐ Policy or guidance gives local SNAP offices or E&T providers flexibility in the modes of communication case managers use to conduct case management.. 9

☐ [DISPLAY IF A4=3: Policy and guidance specify different modes of communication to conduct case management]... 10

IF A4A=10 ("POLICY AND GUIDANCE SPECIFY DIFFERENT MODES OF COMMUNICATION TO CONDUCT CASE MANAGEMENT")

A4b. **How do policy and guidance about the modes of communication case managers use to conduct case management differ from one another?**

❍ [   ]

(STRING 250)

ALL

A5. **Does your agency provide <u>policy</u> or <u>guidance</u> on the maximum number of SNAP E&T participants assigned (maximum caseload size) to each case manager?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

Select one only

❍ Yes, policy only 1

❍ Yes, guidance only 2

❍ Yes, policy and guidance 3

❍ No, neither policy nor guidance 0

IF A5 = YES (1, 2, 3)

IF A5=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE INDICATE DIFFERENT MAXIMUM CASELOAD SIZES"

A5a. **What is the maximum caseload size indicated by policy or guidance?**

❍ [   ]

❍ MAXIMUM CASELOAD SIZE
   (RANGE 1-1000)

❍ [DISPLAY IF A5=3: Policy and guidance indicate different maximum caseload sizes] 1

IF A5A=1 ("POLICY AND GUIDANCE INDICATE DIFFERENT MAXIMUM CASELOAD SIZES")

A5b. **How do policy and guidance about maximum caseload sizes differ from one another?**

❍ [   ]

(STRING 250)

ALL

A6. **Does your agency provide <u>policy</u> or <u>guidance</u> on whether SNAP E&T participants work with just one case manager or with multiple case managers simultaneously?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

Select one only

- ◯ Yes, policy only 1
- ◯ Yes, guidance only 2
- ◯ Yes, policy and guidance... 3
- ◯ No, neither policy nor guidance 0

IF A6 = YES (1, 2, 3)

IF A6=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE DIFFER ON WHETHER SNAP E&T PARTICIPANTS WORK WITH JUST ONE OR MULTIPLE CASE MANAGERS"

A6a. **What is the policy or guidance on whether SNAP E&T participants work with just one or multiple case managers?**

Select all that apply

- ☐ Participants work with one case manager at a time who is assigned to them 1
- ☐ Participants work with one case manager at a time but do not have an assigned case manager (for example, they meet with any case manager who is available when they need case management)... 2
- ☐ Participants work with multiple case managers who fill different functions at the same time (for example, a teaming case management approach)............... 3
- ☐ Other arrangement (specify).. 99
- ◯ Specify [＿＿＿＿＿＿＿＿＿] (STRING 250)
- ☐ Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding whether SNAP E&T participants are assigned to or work with just one or multiple case managers 4
- ☐ [DISPLAY IF A6=3: Policy and guidance differ on whether SNAP E&T participants work with just one or multiple case managers] 5

IF A6A=5 ("POLICY AND GUIDANCE DIFFER ON WHETHER SNAP E&T PARTICIPANTS WORK WITH JUST ONE OR MULTIPLE CASE MANAGERS")

A6b. **How do policy and guidance on whether SNAP E&T participants work with just one or multiple case managers differ from one another?**

- ◯ [＿＿＿＿＿＿＿＿＿＿＿＿]

(STRING 250)

IMPLEMENTATION OF SNAP E&T CASE MANAGEMENT SERVICES AND ACTIVITIES

The next questions ask about the extent to which <u>case management</u> services and activities are currently offered to SNAP E&T participants in your State or territory.

[DEFINITION OF "CASE MANAGEMENT" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERM]

ALL

A7. **For each of the following case management services and activities, please indicate the extent to which the service or activity is currently offered in your State or territory's SNAP E&T program.**
PROGRAMMER: RANDOMIZE ORDER OF RESPONSE OPTIONS A-M; OTHER SPECIFY SHOULD ALWAYS BE LAST

Select one per row

	No current plans to offer	Offered in the past, but not currently offering	Plan to offer in the next two years	Currently offered by some providers	Currently offered by all providers
a. Comprehensive intake assessments or initial assessments *[Hover over text: Comprehensive intake assessments or initial assessments might include assessments of participants' needs, barriers, and work readiness]*	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
b. Subsequent participant assessments *[Hover over text: Subsequent participant assessments include mental and physical ability tests, aptitude/abilities assessments, work interest measures, work and personal values measures, and personality inventories]*	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
c. Developing individualized plans (for example, individual employment plans, individual services plans, individual development plans)	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
d. Monitoring and assuring participants meet SNAP E&T program requirements	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
e. Tracking and monitoring participant progress and outcomes	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
f. Coordination with services providers	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
g. Providing participant reimbursements or other support services (for example, transportation or child and dependent care)	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
h. Providing referrals to other support services (for example, mental or behavioral health services)	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
i. Providing referrals to other employment or training programs	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
j. Coaching and goal setting	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
k. Motivating or supporting participants to engage in the program (for example, contacting clients to check on progress, reminding clients of appointments, accompanying clients to appointments)	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
l. Follow-up and job retention services (as a part of case management; not as an E&T component)	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
m. Crisis management (for example, assessing if participant is in immediate crisis, linking participant to services to address crisis)	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$
n. Other case management service(s) (specify)	0 $\bigcirc$	1 $\bigcirc$	2 $\bigcirc$	3 $\bigcirc$	4 $\bigcirc$

(STRING 250)

ALL

A8. **When did your agency start offering the following case management services and activities in your SNAP E&T program?**

PROGRAMMER: CODE ONE PER ROW

[PROGRAMMER: DISPLAY ONLY SERVICES AND ACTIVITIES INDICATED AS "CURRENTLY OFFERED BY SOME PROVIDERS" AND "CURRENTLY OFFERED BY ALL PROVIDERS" IN QA7; DISPLAY IN SAME ORDER AS QA7]

Select one per row

		Before December 2018	Between December 2018 and October 2019	After October 2019
a.	Comprehensive intake assessments or initial assessments *[Hover over text: Comprehensive intake assessments or initial assessments might include assessments of participants' needs, barriers, and work readiness]*	1 ○	2 ○	3 ○
b.	Subsequent participant assessments *[Hover over text: Subsequent participant assessments include mental and physical ability tests, aptitude/abilities assessments, work interest measures, work and personal values measures, and personality inventories]*	1 ○	2 ○	3 ○
c.	Developing individualized plans (for example, individual employment plans, individual services plans, individual development plans)	1 ○	2 ○	3 ○
d.	Monitoring and assuring participants meet SNAP E&T program requirements	1 ○	2 ○	3 ○
e.	Tracking and monitoring participant progress and outcomes	1 ○	2 ○	3 ○
f.	Coordination with services providers	1 ○	2 ○	3 ○
g.	Providing participant reimbursements or other support services (for example, transportation or child and dependent care)	1 ○	2 ○	3 ○
h.	Providing referrals to other support services (for example, mental or behavioral health services)	1 ○	2 ○	3 ○
i.	Providing referrals to other employment or training programs	1 ○	2 ○	3 ○
j.	Coaching and goal setting	1 ○	2 ○	3 ○
k.	Motivating or supporting participants to engage in the program (for example, contacting clients to check on progress, reminding clients of appointments, accompanying clients to appointments)	1 ○	2 ○	3 ○
l.	Follow-up and job retention services (as a part of case management; not as an E&T component)	1 ○	2 ○	3 ○
m.	Crisis management (for example, assessing if participant is in immediate crisis, linking participant to services to address crisis)	1 ○	2 ○	3 ○
n.	Other case management service(s) (specify)	1 ○	2 ○	3 ○

(STRING 250)

POLICY AND GUIDANCE ON SNAP E&T CASE MANAGEMENT SERVICES, ACTIVITIES, AND APPROACHES

The next questions ask about whether your agency provides either policy or guidance to local SNAP offices or E&T providers on case management services, activities, and approaches for SNAP E&T participants.

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

ALL

A9. **Does your agency provide policy or guidance on which case management services and activities must be provided to SNAP E&T participants?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

Select one only

❍ Yes, policy only.. 1

❍ Yes, guidance only 2

❍ Yes, policy and guidance... 3

❍ No, neither policy nor guidance 0

IF A9 = YES (1, 2, 3)

IF A9=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE SPECIFY DIFFERENT CASE MANAGEMENT SERVICES AND ACTIVITIES"

A9a. **What SNAP E&T case management services and activities does your policy or guidance include?**

Select all that apply

[PROGRAMMER: DISPLAY ONLY SERVICES AND ACTIVITIES INDICATED "CURRENTLY OFFERED BY SOME PROVIDERS" AND "CURRENTLY OFFERED BY ALL PROVIDERS" IN QA7; DISPLAY IN SAME ORDER AS QA7]

☐ Comprehensive intake assessments or initial assessments *[Hover over text: Comprehensive intake assessments or initial assessments might include assessments of participants' needs, barriers, and work readiness]*......................1

☐ Subsequent participant assessments *[Hover over text: Subsequent participant assessments include mental and physical ability tests, aptitude/abilities assessments, interest measures, work and personal values measures, and personality inventories]*..2

☐ Developing individualized plans (for example, individual employment plans, individual services plans, individual development plans).....................................3

☐ Monitoring and assuring participants meet SNAP E&T program requirements ...4

☐ Tracking and monitoring participant progress and outcomes 5

☐ Coordination with services providers..6

☐ Providing participant reimbursements or other support services (for example, transportation or child and dependent care)..7

☐ Providing referrals to other support services (for example, mental or behavioral health services)...8

☐ Providing referrals to other training or employment programs 9

☐ Coaching and goal setting 10

☐ Motivating or supporting participants to engage in the program (for example, contacting clients to check on progress, reminding clients of appointments, accompanying clients to appointments) 11

☐ Follow-up and job retention services (as a part of case management; not an E&T component)...12

☐ Crisis management (for example, assessing if participant is in immediate crisis, linking participant to services to address crisis)...13

☐ Other case management service(s) (specify)...99

○ Specify [_____] (STRING 250)

☐ Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding what specific case management services and activities to offer 14

☐ [DISPLAY IF A9=3: Policy and guidance specify different case management services and activities]...15

IF A9A=15 ("POLICY AND GUIDANCE SPECIFY DIFFERENT TYPES OF CASE MANAGEMENT SERVICES AND ACTIVITIES")

A9b. **How do policy and guidance on SNAP E&T case management services and activities differ from one another?**

○ [_____]

(STRING 250)

ALL

A10. **In a complex program like SNAP E&T, how the program is implemented in practice might sometimes differ from what is specified by policy or guidance.**

To the best of your understanding, in practice, roughly what share of local SNAP offices or E&T providers offer the following types of case management services and activities to SNAP E&T participants?

PROGRAMMER: [DISPLAY RESPONSE OPTIONS IN SAME ORDER AS QA7; DISPLAY ALL RESPONSE OPTIONS REGARDLESS OF RESPONSE TO QA7]

Select one per row

	1-24%	25-49%	50-74%	75-100%	Not currently offered	Don't know
a. Comprehensive intake assessments or initial assessments *[Hover over text: Comprehensive intake assessments or initial assessments might include assessments of participants' needs, barriers, and work readiness]*	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
b. Subsequent participant assessments *[Hover over text: Subsequent participant assessments include mental and physical ability tests, aptitude/abilities assessments, work interest measures, work and personal values measures, and personality inventories]*	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
c. Developing individualized plans (for example, individual employment plans, individual services plans, individual development plans)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
d. Monitoring and assuring participants meet SNAP E&T program requirements	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
e. Tracking and monitoring participant progress and outcomes	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
f. Coordination with services providers	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
g. Providing participant reimbursements or other support services (for example, transportation or child and dependent care)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
h. Providing referrals to other support services (for example, mental or behavioral health services)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
i. Providing referrals to other employment or training programs	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
j. Coaching and goal setting	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
k. Motivating or supporting participants to engage in the program (for example, contacting clients to check on progress, reminding clients of appointments, accompanying clients to appointments)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
l. Follow-up and job retention services (as a part of case management; not as an E&T component)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
m. Crisis management (for example, assessing if participant is in crisis, linking participant to services to address crisis)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
n. Other case management service(s) (specify)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○

(STRING 250)

ALL

A11. **Does your agency provide <u>policy</u> or <u>guidance</u> on specific case management approaches or techniques (for example, motivational interviewing, trauma-informed case management) to use with SNAP E&T participants?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

Select one only

❍ Yes, policy only.. 1

❍ Yes, guidance only 2

❍ Yes, policy and guidance.. 3

❍ No, neither policy nor guidance 0

IF A11 = YES (1, 2, 3)
IF A11=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE SPECIFY DIFFERENT CASE MANAGEMENT APPROACHES OR TECHNIQUES"

A11a. **What SNAP E&T case management approaches or techniques does your policy or guidance include?**

Select all that apply

☐ Trauma-informed case management *[Hover over text: Trauma-informed case management techniques include recognizing the effects of trauma on participants, addressing trauma with participants, and offering strategies to overcome the effects of trauma and move toward goals.]* 1

☐ Employment coaching *[Hover over text: Employment coaching involves partnering with participants to define and move toward their employment goals, including goal setting, developing plans to achieve goals, and supporting and motivating participants to work toward goals.]*............................ 2

☐ Teaming or case coordination *[Hover over text: Teaming or case coordination involves bringing together professionals working with the participant or family in different domains (for example, mental health, employment) and/or systems (for example, income maintenance, workforce) to discuss services strategies and coordinate services.]*.................... 3

☐ Motivational interviewing *[Hover over text: Motivational interviewing is a specific technique that uses conversational tactics like open-ended questions, reflective listening, empathy, affirmations, and reinforcements to help clients resolve ambivalent feelings and generate motivation to change.]*.. 4

☐ Other case management approaches or technique(s) (specify) 99

❍ Specify [   ] (STRING 250)

☐ Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which case management approaches or techniques to use.................. 5

☐ [DISPLAY IF A11=3: Policy and guidance specify different case management approaches or techniques] 6

IF A11A=6 ("POLICY AND GUIDANCE SPECIFY DIFFERENT CASE MANAGEMENT APPROACHES OR TECHNIQUES")

A11b. **How do policy and guidance about SNAP E&T case management approaches or techniques differ from one another?**

○ [   ]

   (STRING 250)

ALL

A12. **In a complex program like SNAP E&T, how the program is implemented in practice might sometimes differ from what is specified by policy or guidance.**

To the best of your understanding, in practice, roughly what share of local SNAP offices or E&T providers use the following case management approaches or techniques with SNAP E&T participants?

PROGRAMMER: CODE ONE PER ROW

Select one per row

	1-24%	25-49%	50-74%	75-100%	Not currently offered	Don't know
a. Trauma-informed case management *[Hover over text: Trauma-informed case management techniques include recognizing the effects of trauma on participants, addressing trauma with participants, and offering strategies to overcome the effects of trauma and move towards goals.]*	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
b. Employment coaching *[Hover over text: Employment coaching involves partnering with participants to define and move toward their employment goals, including goal setting, developing plans to achieve goals, and supporting and motivating participants to work toward goals.]*	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
c. Teaming or case coordination *[Hover over text: Teaming or case coordination involves bringing together professionals working with the participant or family in different domains (for example, mental health, employment) and/or systems (for example, income maintenance, workforce) to discuss services strategies and coordinate services.]*	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
d. Motivational interviewing *[Hover over text: Motivational interviewing is a specific technique that uses conversational tactics like open-ended questions, reflective listening, empathy, affirmations, and reinforcements to help clients resolve ambivalent feelings and generate motivation to change.]*	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
e. Other case management approaches or technique(s) (specify) [ ] (STRING 250)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○

THE 2018 FARM BILL CASE MANAGEMENT REQUIREMENT

The Agricultural Improvement Act of 2018 (2018 Farm Bill) (enacted December 2018) added a requirement that SNAP E&T programs provide case management to all E&T participants. The case management requirement went into effect in October 2019. The next questions ask about your agency's experiences with this requirement.

ALL

A13. **How has case management for SNAP E&T participants in your E&T program changed since the 2018 Farm Bill case management requirement went into effect in October 2019?**

Select all that apply

○ No change [IF SELECTED, DO NOT ALLOW ANY OTHER RESPONSE OPTIONS TO BE SELECTED]... 0   GO TO A15

☐ Offering case management for the first time 1

☐ Expanding existing case management to be available to more SNAP E&T participants 2

☐ Expanding menu of available case management services 3

☐ Adopting new case management approach(es) or technique(s).......................... 4

☐ Offering new assessments 5

☐ Offering new participant reimbursements or other support services.................... 6

☐ Other change(s) (specify)... 99

○ Specify [   ]   (STRING 250)

A13=1, 2, 3, 4, 5, 6, 99 (SKIP IF A13=0 "NO CHANGE")

A14. **What motivated these changes?**

Select all that apply

☐ Passage of the 2018 Farm Bill 1

☐ Direction from FNS to implement case management requirement in the 2018 Farm Bill.. 2

☐ State government legislation or directive 3

☐ Review of best practices or research 4

☐ Other motivation(s) (specify) 99

○ Specify [   ]   (STRING 250)

ALL

A15. **In response the 2018 Farm Bill, what, if any, additional resources has your State or territory already invested—or plans to invest—in case management for SNAP E&T participants?**

PROGRAMMER: CODE ONE PER ROW

Select one per row

	Already invested	Already invested and more planned	Investment planned	No additional or new investment made or planned
a. Add SNAP agency staff	1 ○	2 ○	3 ○	0 ○
b. Increase SNAP agency staff hours devoted to implementing case management	1 ○	2 ○	3 ○	0 ○
c. Add new or expand existing facilities	1 ○	2 ○	3 ○	0 ○
d. Add new E&T provider agencies	1 ○	2 ○	3 ○	0 ○
e. Expand existing E&T provider contracts to add or expand case management	1 ○	2 ○	3 ○	0 ○
f. Provide new training for SNAP agency staff	1 ○	2 ○	3 ○	0 ○
g. Provide new training for E&T provider agency staff	1 ○	2 ○	3 ○	0 ○

CASE MANAGEMENT DATA

ALL

A16. **Does your agency collect data on the following?**

PROGRAMMER: CODE ONE PER ROW

Select one per row

	YES	NO
a. Whether an individual receives case management?	1 ○	0 ○
b. Which case management services an individual receives?	1 ○	0 ○
c. How frequently an individual receives case management services?	1 ○	0 ○

A16A=1

A17. **How many SNAP E&T participants attended at least one SNAP E&T case management meeting in fiscal year (FY) 2020?**

	ABAWD *[Hover over text: Able bodied adult without dependents]*	Non-ABAWD	Total
	SNAP E&T participants	SNAP E&T participants	SNAP E&T participants
a. Number attended at least one SNAP E&T case management meeting in FY 2020			

A16A=1 AND [A16B=1 OR A16C=1]

A18. **Does your agency track SNAP E&T participant outcomes associated with the type or intensity of case management SNAP E&T participants receive?**

For this question, we are interested in learning about outcomes that are associated with case management, separate from outcomes associated with receiving SNAP E&T components.

❍ Yes.. 1

❍ No 0

IF A18 = 1

A18a. **Which participant outcomes associated with the type or intensity of case management does your agency track?**

Select all that apply

☐ Number of credentials obtained... 1

☐ Number of jobs obtained 2

☐ Number of participants exiting SNAP 3

☐ Other outcome(s) (specify) 99

❍ Specify [   ] (STRING 250)

ALL

A19. **Does your agency conduct research or evaluation to assess the effects of the type or intensity of case management on SNAP E&T participant outcomes?**

❍ Yes.. 1

❍ No 0

IF A19 = 1

A19a. **Which participant outcomes associated with the type or intensity of case management are measured through research or evaluation?**

Select all that apply

☐ Number of credentials obtained.. 1

☐ Number of jobs obtained 2

☐ Number of participants exiting SNAP 3

☐ Other outcome(s) (specify) 99

○ Specify [   ] (STRING 250)

ALL

A20. **Is there anything about how your agency provides case management to SNAP E&T participants that you would like to highlight as innovative or unique (for example, a particular case management technique, staffing structure, use of evidence-based practice)?**

○ Yes... 1

○ No 0

IF A19 = 1

A20a. **Please describe what you would like to highlight as innovative or unique in the way your agency provides case management.**

○ [   ]
(STRING 1000)

ALL

A_END. **Thank you for completing this survey section. If you have additional information you would like to share about case management for SNAP E&T participants in your State or territory, please share it in the box below.**

○ [   ]

(STRING 1000)

SECTION 2: ASSESSMENTS

Assessments are often a component of case management. This section asks about the policies or guidance your State or territory provides to local offices or providers about assessing SNAP E&T participants.

If you are unsure about any of your answers, please consult with other SNAP staff as necessary. For questions that ask about how policy is implemented by local offices or providers, please answer to the best of your understanding.

INITIAL ASSESSMENT

The next questions ask about whether your agency provides either *policy* or *guidance* to local SNAP offices or E&T providers on how to assess SNAP E&T participants after they are referred to E&T.

By *policy*, we mean your agency's written rules on how to properly execute the SNAP E&T program that are shared with local SNAP offices or E&T providers via policy directives or contracts.

By *guidance*, we mean supplemental, non-binding information your agency provides to local SNAP offices or E&T providers in writing or verbally to help them implement the SNAP E&T program.

ALL

B1. **Does your agency provide <u>policy</u> or <u>guidance</u> that specifies that SNAP E&T participants must be given an initial assessment after referral to E&T?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

By initial assessment, we mean the first assessment of SNAP E&T participants who have <u>already</u> been determined to be eligible or required to participate in the E&T program (that is, referred to SNAP E&T). Initial assessments might include assessments of participants' backgrounds, needs, barriers, and work readiness.

Select one only

❍ Yes, policy only 1

❍ Yes, guidance only 2

❍ Yes, policy and guidance 3

❍ No, neither policy nor guidance 0

IF B1 = YES (1, 2, 3)

B2. **Does policy or guidance specify that local SNAP offices or E&T providers use a particular assessment tool or tools for initial assessments of SNAP E&T participants?**

Select one only

❍ Yes, policy only 1

❍ Yes, guidance only 2

❍ Yes, policy and guidance 3

❍ No, neither policy nor guidance 0

IF B2 = YES (1, 2, 3)
IF B2=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE SPECIFY DIFFERENT ASSESSMENT TOOLS"

B2a. **Which initial assessment tool or tools are specified by policy or guidance?**

Select all that apply

[RANDOMIZE ORDER OF RESPONSE OPTIONS 3-24; OTHER SPECIFY AND RESPONSE OPTIONS 25 AND 26 ALWAYS APPEAR LAST]

☐ Participant background assessment tool developed by or for the State, territory, or provider 1

☐ Needs and barrier assessment tool developed by or for the State, territory or provider... 2

☐ Acuplacer.. 3

☐ Career Orientation Inventory (COI) 4

☐ CareerScope.. 5

☐ Campbell Interest and Skills Survey.. 6

☐ Candidate Physical Ability Test 7

☐ Comprehensive Adult Student Assessment System (CASAS) 8

☐ COPSystem... 9

☐ Holland Self-Assessment Interest Survey 10

☐ Human Metrics.. 11

☐ JobFit 12

☐ Keirsey Temperament Sorter 13

☐ My Next Move.. 14

☐ Myers-Briggs Type Indicator.. 15

☐ O*NET Ability Profiler 16

☐ O*NET Interest Profiler... 17

☐ ProveIt! 18

☐ Self-Directed Search (SDS).. 19

☐ Skillscan.. 20

☐ Test for Adult Basic Education (TABE) 21

☐ When I Grow Up 22

☐ World of Work Inventory (WOWI).. 23

☐ WorkKeys 24

☐ Other tool or tools (specify all that apply).. 99

○ Specify [_____]   (STRING 250)

☐ Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which assessment tool or tools to use for initial assessments of SNAP E&T participants 25

☐ [DISPLAY IF B2=3: Policy and guidance specify different assessment tools] 26

B2A=1

B2b. **What is the name of the participant background assessment tool developed by or for the State, territory, or provider?**

○ [   ]

(STRING 250)

B2A=2

B2c. **What is the name of the needs and barrier assessment tool developed by or for the State, territory, or provider?**

○ [   ]

(STRING 250)

B2A=26 ("POLICY AND GUIDANCE SPECIFY DIFFERENT ASSESSMENT TOOLS")

B2d. **How do the policy and guidance about initial assessment tools differ from one another?**

○ [   ]

(STRING 250)

ALL

B3. **In a complex program like SNAP E&T, how the program is implemented in practice might sometimes differ from what is specified in policy or guidance or from provider to provider.**

To the best of your understanding, in practice, roughly what share of local SNAP offices or E&T providers are using the following assessment tools for initial assessments?

PROGRAMMER: CODE ONE PER ROW

PROGRAMMER: [USE SAME RESPONSE OPTION ORDER AS QB2A]

Select one per row

		1-24%	25-49%	50-74%	75-100%	Not currently offered	Don't know
a.	Participant background assessment tool developed by or for the State or territory	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
b.	Needs and barrier assessment tool developed by or for the State or territory	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
c.	Acuplacer	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
d.	Career Orientation Inventory (COI)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
e.	CareerScope	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
f.	Campbell Interest and Skills Survey	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
g.	Candidate Physical Ability Test	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
h.	Comprehensive Adult Student Assessment System (CASAS)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
i.	COPSystem	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
j.	Holland Self-Assessment Interest Survey	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
k.	Human Metrics	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
l.	JobFit	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
m.	Keirsey Temperament Sorter	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
n.	My Next Move	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
o.	Myers-Briggs Type Indicator	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
p.	O*NET Ability Profiler	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
q.	O*NET Interest Profiler	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
r.	ProveIt!	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
s.	Self-Directed Search (SDS)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
t.	Skillscan	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
u.	Test for Adult Basic Education (TABE)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
v.	When I Grow Up	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
w.	World of Work Inventory (WOWI)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
x.	WorkKeys	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
y.	Other tool (specify)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
	(STRING 250)						
z.	Other tool (specify)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
	(STRING 250)						
aa.	Other tool (specify)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
	(STRING 250)						

ALL

B4. **Which entities are responsible for conducting initial assessments of SNAP E&T participants?**

Select all that apply

☐ Local SNAP office 1

☐ Community college 2

☐ Workforce Innovation & Opportunity Act (WIOA) agency or other
Department of Labor–funded workforce programs 3

☐ Community-based organization 4

☐ Adult Basic Education (ABE) provider 5

☐ Other (specify) 99

○ Specify [   ]   (STRING 250)

○ Not applicable .... na

ALL

B5. **Among most local SNAP offices or E&T providers, which types of staff conduct initial
assessments of SNAP E&T participants?**

Select all that apply

☐ SNAP agency eligibility worker 1

☐ SNAP agency E&T worker 2

☐ Provider staff who provide case management to only SNAP E&T
participants 3

☐ Provider staff who provide case management to participants from multiple
programs 4

☐ Trainers or facilitators who are not also case managers 5

☐ Certified professionals (for example, certified to provide the Myers-Briggs
assessment) 6

☐ Other staff (specify) 99

○ Specify [   ] (STRING 250)

○ Not applicable .... na

ALL

B6. **Among most local SNAP offices or E&T providers, what is the expected timing of initial assessments of SNAP E&T participants?**

Select all that apply

☐ During eligibility interview after client is determined eligible for or referable to SNAP E&T 1

☐ During first meeting with an E&T case manager at a local SNAP office or E&T provider... 2

☐ During another meeting with an E&T case manager that is not the first meeting 3

☐ During SNAP E&T orientation held at local SNAP office 4

☐ During SNAP E&T orientation held at SNAP E&T provider 5

☐ Other timing (specify) 99

○ Specify [   ]   (STRING 250)

○ Not applicable .... na

ADDITIONAL ASSESSMENT(S)

The next questions ask about whether your agency provides either *policy* or *guidance* to local SNAP offices or E&T providers on how to assess SNAP E&T participants—beyond the initial assessment.

By *policy*, we mean your agency's written rules on how to properly execute the SNAP E&T program that are shared with local SNAP offices or E&T providers via policy directives or contracts.

By *guidance*, we mean supplemental, non-binding information your agency provides to local SNAP offices or E&T providers in writing or verbally to help them implement the SNAP E&T program.

ALL

B7. **Does your agency provide policy or guidance that specifies that SNAP E&T participants be given additional assessments—beyond the initial assessment?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

Additional assessments might include mental and physical ability tests, aptitude/abilities assessments, interest measures, work and personal values measures, and personality inventories.

Select one only

○ Yes, policy only... 1

○ Yes, guidance only 2

○ Yes, policy and guidance.. 3

○ No, neither policy nor guidance.. 0

IF B7 = YES (1, 2, 3)

B8. **Does your agency's policy or guidance indicate the <u>types</u> of additional assessments that should be given or the <u>specific assessment tools</u> local SNAP offices or providers should use?**

Select one only

○ Yes, policy or guidance indicates the types of additional assessments to be given 1

○ Yes, policy or guidance indicates specific assessment tools to be used 2

○ Yes, policy or guidance indicates <u>both</u> the types of additional assessments to be given <u>and</u> the specific assessment tools to be used 3

○ No, policy or guidance does not indicate the types of additional assessments to be given or the specific assessment tools to be used................ 0

IF B8 = YES (1, 3)

IF B7=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE SPECIFY DIFFERENT TYPES OF ADDITIONAL ASSESSMENTS"

B8a. **Which types of additional assessments are indicated by policy or guidance?**

Select all that apply

☐ Needs and barrier assessments.. 1

☐ Mental and physical ability tests (for example, Candidate Physical Ability Test)... 2

☐ Aptitude/abilities assessments (for example, O*NET Ability Profiler, Test for Adult Basic Education (TABE), Skillscan, WorkKeys)... 3

☐ Interest measures (for example, Campbell Interest and Skills Survey, Holland Self-Assessment Interest Survey, O*NET Interest Profiler, My Next Move).. 4

☐ Work and personal values measures (for example, COPSystem, CareerScope) 5

☐ Personality inventories (for example, Human Metrics, Keirsey Temperament Sorter, Myers-Briggs Type Indicator)... 6

☐ Occupation-specific assessments (for example, ProveIt!, JobFit) 7

☐ Other type(s) of additional assessment (specify) 99

○ Specify [   ] (STRING 250)

☐ [DISPLAY IF B7=4: Policy and guidance specify different types of additional assessments] 8

IF B8a=8 ("POLICY AND GUIDANCE SPECIFY DIFFERENT TYPES OF ADDITIONAL ASSESSMENTS")

B8b. **How do the policy and guidance about the types of assessments differ from one another?**

○ [   ]
(STRING 250)

IF B8 = YES (2, 3)
IF B7=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE SPECIFY DIFFERENT ASSESSMENT TOOLS"

B8c. **Which assessment tool or tools are specified by policy or guidance?**

Select all that apply

PROGRAMMER: [USE SAME RESPONSE OPTION ORDER AS QB2A]

☐ Participant background assessment tool developed by or for the State, territory, or provider 1

☐ Needs and barrier assessment tool developed by or for the State, territory, or provider 2

☐ Acuplacer 3

☐ Career Orientation Inventory (COI) 4

☐ CareerScope 5

☐ Campbell Interest and Skills Survey 6

☐ Candidate Physical Ability Test 7

☐ Comprehensive Adult Student Assessment System (CASAS) 8

☐ COPSystem 9

☐ Holland Self-Assessment Interest Survey 10

☐ Human Metrics 11

☐ JobFit 12

☐ Keirsey Temperament Sorter 13

☐ My Next Move 14

☐ Myers-Briggs Type Indicator 15

☐ O*NET Ability Profiler 16

☐ O*NET Interest Profiler 17

☐ ProveIt! 18

☐ Self-Directed Search (SDS) 19

☐ Skillscan 20

☐ Test for Adult Basic Education (TABE) 21

☐ When I Grow Up 22

☐ World of Work Inventory (WOWI) 23

☐ WorkKeys 24

☐ Other tool or tools (specify all that apply) 99

○ Specify ⬚ (STRING 250)

☐ [DISPLAY IF B7=3: Policy and guidance specify different assessment tools] 25

IF B8C=25 ("POLICY AND GUIDANCE SPECIFY DIFFERENT ASSESSMENT TOOLS")

B8d. **How do the policy and guidance about which assessment tools to use differ from one another?**

○ ⬚
(STRING 250)

ALL

B9. **In a complex program like SNAP E&T, how the program is implemented in practice might sometimes differ from what is specified in policy and guidance or from provider to provider.**

To the best of your understanding, in practice, roughly what share of local SNAP offices or E&T providers is using the following tools for additional assessments?

PROGRAMMER: [USE SAME RESPONSE OPTION ORDER AS QB2A]

Select one per row

		1-24%	24-49%	50-74%	75-100%	Not currently offered	Don't know
a.	Participant background assessment tool developed by or for the State or territory	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
b.	Needs and barrier assessment tool developed by or for the State or territory	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
c.	Acuplacer	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
d.	CareerScope	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
e.	Career Orientation Inventory (COI)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
f.	Campbell Interest and Skills Survey	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
g.	Candidate Physical Ability Test	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
h.	Comprehensive Adult Student Assessment System (CASAS)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
i.	COPSystem	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
j.	Holland Self-Assessment Interest Survey	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
k.	Human Metrics	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
l.	JobFit	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
m.	Keirsey Temperament Sorter	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
n.	My Next Move	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
o.	Myers-Briggs Type Indicator	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
p.	O*NET Ability Profiler	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
q.	O*NET Interest Profiler	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
r.	ProveIt!	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
s.	Self-Directed Search (SDS)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
t.	Skillscan	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
u.	Test for Adult Basic Education (TABE)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
v.	When I Grow Up	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
w.	World of Work Inventory (WOWI)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
x.	WorkKeys	1 ○	2 ○	3 ○	4 ○	0 ○	d ○
y.	Other tool (specify)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○

(STRING 250)

z.	Other tool (specify)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○

(STRING 250)

aa.	Other tool (specify)	1 ○	2 ○	3 ○	4 ○	0 ○	d ○

(STRING 250)

ALL

B10. **What entities are responsible for conducting additional assessments of SNAP E&T participants?**

Select all that apply

☐ Local SNAP office.. 1

☐ Community college 2

☐ Workforce Innovation & Opportunity Act (WIOA) agency or other
Department of Labor–funded workforce programs.. 3

☐ Community-based organization... 4

☐ Adult Basic Education (ABE) provider.. 5

☐ Other (specify) 99

○ Specify [   ] (STRING 250)

○ No entities... 0

ALL

B11. **Among most local SNAP offices or E&T providers, which types of staff conduct additional assessments of SNAP E&T participants?**

Select all that apply

☐ SNAP agency eligibility worker... 1

☐ SNAP agency E&T worker 2

☐ Provider staff who provide case management to only SNAP E&T
participants 3

☐ Provider staff who provide case management to participants from multiple
programs.. 4

☐ Trainers or facilitators who are not also case managers 5

☐ Certified professionals (for example, certified to provide the Myers-Briggs
assessment) 6

☐ Other staff (specify) 99

○ Specify [   ] (STRING 250)

○ Not applicable .... na

ALL

B12. **Among most local SNAP offices or E&T providers, what is the expected timing of additional assessments of SNAP E&T participants?**

Select all that apply

☐ During eligibility interview after client is determined eligible for or referable to SNAP E&T 1

☐ During first meeting with an E&T case manager at a SNAP E&T provider 2

☐ During another meeting with an E&T case manager that is not the first meeting 3

☐ During SNAP E&T orientation held at a local SNAP office 4

☐ During SNAP E&T orientation held at SNAP E&T provider 5

☐ On a regular basis, for example monthly or quarterly 6

☐ Before being referred to a service component 7

☐ After completing a service component 8

☐ At the discretion of the case manager 9

☐ Other timing (specify) 99

○ Specify [＿＿＿＿＿＿＿＿＿＿＿] (STRING 250)

○ Not applicable .... na

SELECTION AND USE OF ASSESSMENTS

The next questions ask about whether your agency provides either *policy* or *guidance* to local SNAP offices or E&T providers on how to select and use assessments with SNAP E&T participants.

By *policy*, we mean your agency's written rules on how to properly execute the SNAP E&T program that are shared with local SNAP offices or E&T providers via policy directives or contracts.

By *guidance*, we mean supplemental, non-binding information your agency provides to local SNAP offices or E&T providers in writing or verbally to help them implement the SNAP E&T program.

ALL

B13. **If multiple assessment tools are available to case managers, does your agency provide <u>policy</u> or <u>guidance</u> that specifies how case managers should select among these tools to identify the most appropriate one for each SNAP E&T participant?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

Select one only

○ Yes, policy only 1

○ Yes, guidance only 2

○ Yes, policy and guidance 3

○ No, neither policy nor guidance 0

○ Multiple assessment tools are not available 4

> IF B13 = YES (1, 2, 3)
>
> IF B13=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE DIFFER ON HOW CASE MANAGERS SHOULD SELECT AMONG MULTIPLE ASSESSMENT TOOLS"

B14a. **How does policy or guidance specify case managers select among multiple assessment tools?**

Select all that apply

☐ Personal case manager preference or discretion 1

☐ Based on participant interest areas, barriers, and so on 2

☐ Using guidance provided by the provider 3

☐ Based on assessment required by the program or component the participant is interested in 4

☐ Other method (specify) 99

○ Specify [   ] (STRING 250)

☐ Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding how case managers select among multiple assessment tools 5

☐ [DISPLAY IF B13=3: Policy and guidance differ on how case managers should select among multiple assessment tools] 6

> IF B14A=6 ("POLICY AND GUIDANCE DIFFER ON HOW CASE MANAGERS SHOULD SELECT AMONG MULTIPLE ASSESSMENT TOOLS")

B14b. **How do policy and guidance differ from one another on how case managers select among multiple assessment tools to identify the most appropriate one for each SNAP E&T participant?**

○ [   ]

(STRING 250)

ALL

B15. **Does <u>policy</u> or <u>guidance</u> specify that SNAP E&T participants complete or pass an assessment before beginning the following E&T components?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

PROGRAMMER: CODE ONE PER ROW

[PROGRAMMER: DISPLAY COMPONENTS SELECTED IN i2; DISPLAY IN SAME ORDER AS i2.]

Select one per row

		Yes, participants must <u>complete</u> an assessment	Yes, participants must <u>pass</u> an assessment	Policy or guidance gives the office or provider discretion to decide if participants must complete or pass an assessment	No, neither policy nor guidance require an assessment	Don't know
a.	Supervised job search	1 ○	2 ○	3 ○	4 ○	d ○
b.	Job search training	1 ○	2 ○	3 ○	4 ○	d ○
c.	Education programs (includes basic/foundational skills instruction; career/technical education programs or other vocational training; English language acquisition; integrated education and training/bridge programs; and work readiness training)	1 ○	2 ○	3 ○	4 ○	d ○
d.	Self-employment training	1 ○	2 ○	3 ○	4 ○	d ○
e.	Work-based learning (includes internship; on-the-job training; subsidized employment; and apprenticeships)	1 ○	2 ○	3 ○	4 ○	d ○
f.	Work experience	1 ○	2 ○	3 ○	4 ○	d ○
g.	Workfare	1 ○	2 ○	3 ○	4 ○	d ○
h.	Job retention	1 ○	2 ○	3 ○	4 ○	d ○
i.	Other (specify)	1 ○	2 ○	3 ○	4 ○	d ○

(STRING 250)

IF B15A-B17H = (1, 2, 3) ("YES, COMPLETE AN ASSESSMENT," "YES, PASS AN ASSESSMENT," OR "AT OFFICE OR PROVIDER DISCRETION PER POLICY OR GUIDANCE" INDICATED FOR ANY COMPONENT IN B15)

B15a. **If policy and guidance differ from one another on whether SNAP E&T participants complete or pass an assessment before beginning any of the E&T components, please specify how.**

○ [   ]

(STRING 250)

ALL

B16. **Does your agency provide <u>policy</u> or <u>guidance</u> on how case managers or other staff should use the results of assessments to match SNAP E&T participants to activities, components, and participant reimbursements or other support services?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

Select one only

❍ Yes, policy only 1

❍ Yes, guidance only 2

❍ Yes, policy and guidance 3

❍ No, neither policy nor guidance 0

IF B16 = YES (1, 2, 3)

IF B16=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE DIFFER ON HOW CASE MANAGERS USE THE RESULTS OF ASSESSMENTS"

B16a. **How does policy or guidance direct case managers or other staff to use the results of assessments?**

Select all that apply

☐ Use to inform the development of an individualized plan (for example, individualized services plan or individualized employment plan) 1

☐ Use in a discussion between the case manager or other staff and participant about service interests and needs 2

☐ Use to identify the programs or components for which a participant is eligible or qualified 3

☐ Use to identify participant reimbursements or support services needs or qualification 4

☐ Other uses (specify) 99

❍ Specify [   ] (STRING 250)

☐ Policy or guidance gives local SNAP offices or E&T providers flexibility in how case managers or other staff use the results of assessments 5

☐ [DISPLAY IF B16=3: Policy and guidance differ on how case managers use the results of assessments] 6

IF B16A=6 ("POLICY AND GUIDANCE DIFFER ON HOW CASE MANAGERS USE THE RESULTS OF ASSESSMENTS")

B16b. **How do policy and guidance differ from one another on how case managers or other staff use the results of assessments to match SNAP E&T participants to activities, components, and participant reimbursements?**

❍ [   ]

(STRING 250)

ALL

B17. **Is there anything about your agency's approach to assessment for SNAP E&T participants that you would like to highlight as innovative or unique (for example, assessment tool, use of evidence-based practice)?**

❍ Yes.. 1

❍ No 0

IF B17 = 1

B17a. **Please describe what about your agency's approach to assessment for SNAP E&T participants that you would like to highlight as innovative or unique.**

❍ [   ]

(STRING 1000)

ALL

B_END. **In addition to your responses to this survey section, please submit <u>one</u> initial assessment tool by email. See instructions below. We will also email you these instructions.**

To better understand the types of assessment that are being provided in SNAP E&T programs, we are collecting assessment tools that States and territories use. Please email us one initial assessment tool commonly used in [State name] to assess SNAP E&T participants' needs and/or work readiness after they are referred to the program. We understand that you might need to reach out to an E&T provider for a copy of an assessment tool. The tool you select should:

- **Be an initial assessment tool that assesses participants' needs, work readiness, or both.** This would be the first assessment the participant would take after being referred to E&T. It might assess educational attainment, work experience, basic skills, barriers to employment, or service needs.

- **Be the most commonly used initial assessment tool in your State or territory**, either by the number of local SNAP offices or E&T providers that use it or the number of participants who take it.

- **NOT be a purchased, propriety aptitude or interest inventory assessment** like CASAS or ACT WorkKeys.

Please email a PDF or Microsoft Word version of your assessment tool to [fill study email address] within one week. In your email, please include a brief explanation of (1) how the assessment is used, (2) who administers it, and (3) when in the process it is administered.

ALL

B_END. **Thank you for completing this survey section. If you have additional information you would like to share about assessments of SNAP E&T participants in your State or territory, please share it in the box below.**

[   ]

(STRING 1000)

SECTION 3: PARTICIPANT REIMBURSEMENTS AND SUPPORT SERVICES

This section of the survey asks about the policies or guidance your State or territory provides to local offices or providers about participant reimbursements and support services for SNAP E&T participants. You will also be asked to provide data on the total amount paid in participant reimbursements and the total number of participants receiving reimbursements.

If you are unsure about any of your answers, please consult with other SNAP staff as necessary. For questions that ask about how policy is implemented by local offices or providers, please answer to the best of your understanding.

PARTICIPANT REIMBURSEMENTS

ALL

C1. **What participant reimbursements are available to SNAP E&T participants in your State or territory?**

PROGRAMMER: CODE ONE PER ROW

Select one per row

		Available to ALL participants who qualify	Available to SOME participants who qualify	Not available
a.	Child care vouchers or funds	1 ◯	2 ◯	0 ◯
b.	Other child care assistance (for example, referrals to child care agency)	1 ◯	2 ◯	0 ◯
c.	Other dependent care (for example, elder care)	1 ◯	2 ◯	0 ◯
d.	Transportation assistance (for example, bus passes, gas cards)	1 ◯	2 ◯	0 ◯
e.	Auto repair	1 ◯	2 ◯	0 ◯
f.	Books or other supplies for classes	1 ◯	2 ◯	0 ◯
g.	Course tuition/fees	1 ◯	2 ◯	0 ◯
h.	Fees associated with tests, licensing, or credentialing	1 ◯	2 ◯	0 ◯
i.	Uniforms, work or interview clothing, tools, or other work equipment	1 ◯	2 ◯	0 ◯
j.	Other work-related expenses (for example, union dues, drug testing, background checks, fingerprinting)	1 ◯	2 ◯	0 ◯
k.	Personal hygiene or grooming supplies	1 ◯	2 ◯	0 ◯
l.	Health, dental, or eye care	1 ◯	2 ◯	0 ◯
m.	Rent/housing assistance	1 ◯	2 ◯	0 ◯
n.	Expenses associated with obtaining ID or other documentation	1 ◯	2 ◯	0 ◯
o.	Legal services	1 ◯	2 ◯	0 ◯
p.	Other (specify)	1 ◯	2 ◯	0 ◯

(STRING 250)

ALL

C2. **What entities are responsible for providing participant reimbursements to SNAP E&T participants?**

Select all that apply

☐ Local SNAP office.. 1

☐ Community college 2

☐ Workforce Innovation & Opportunity Act (WIOA) agency or other
Department of Labor–funded workforce program 3

☐ Community-based organization... 4

☐ Adult Basic Education (ABE) provider... 5

☐ Other (specify) 99

○ Specify [   ]   (STRING 250)

ALL

C3. **Does your agency provide <u>policy</u> or <u>guidance</u> on how SNAP E&T participants are informed of available participant reimbursements (for example, who does the informing and at what point after referral to E&T)?**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

Select one only

○ Yes, policy only... 1

○ Yes, guidance only 2

○ Yes, policy and guidance.. 3

○ No, neither policy nor guidance... 0

IF C3 = YES (1, 2, 3)
IF C3=3, DISPLAY REPONSE OPTION "POLICY AND GUIDANCE DIFFER ON HOW PARTICIPANTS ARE INFORMED OF AVAILABLE PARTICIPANT REIMBURSEMENTS"

C4. **Which staff are directed by policy or guidance to inform SNAP E&T participants of available reimbursements?**

Select all that apply

☐ SNAP eligibility worker 1

☐ Local SNAP office staff (other than eligibility worker) 2

☐ Case manager 3

☐ SNAP E&T provider staff (other than case manager) 4

☐ Other staff (specify) 99

  ○ [   ] Specify

  (STRING 250)

☐ Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding which staff inform participants of available participant reimbursements 5

☐ [DISPLAY IF C3=3: Policy and guidance differ on which staff inform participants of available participant reimbursements] 6

IF C3 = YES (1, 2, 3)
PROGRAMMER NOTE: DISPLAY COLUMNS ASSOCIATED WITH RESPONSES TO C4. IF C4=1, DISPLAY COLUMN 1. IF C4=2, DISPLAY COLUMN 2, ETC. ALWAYS DISPLAY DOES NOT APPLY COLUMN. IF C4=5 OR IF C4=6, DISPLAY ALL COLUMNS.

C5. **When does policy or guidance direct those staff to inform SNAP E&T participants of available participant reimbursements?**

9 ○ Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding when staff inform participants of available reimbursements

10 ○ Policy and guidance differ on when participants are informed of available participant reimbursements [PROGRAMMER NOTE: GO TO C5A]

PROGRAMMER: CODE ALL THAT APPLY

Select all that apply per row

	SNAP eligibility worker	Local SNAP office staff (other than eligibility worker)	Case manager	SNAP E&T provider staff (other than case manager)	Other staff	Does not apply
a. During the certification or referral process	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
b. During SNAP E&T orientation	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
c. At intake (after referral to E&T)	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
d. When staff person or assessment uncovers a need or barrier	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
e. When participant expresses a need or barrier	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
f. When participant provides evidence of a need or barrier (for example, documenting that the participant lives X miles from the provider or employer)	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
g. Other (specify)	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
(STRING 250)						

IF C4=6 OR IF C5=10 ("POLICY AND GUIDANCE DIFFER")

C5a. **How do policy and guidance differ from one another on how staff (which staff and when) inform SNAP E&T participants of available participant reimbursements?**

○ [_____]

(STRING 250)

ALL

C6. **In a complex program like SNAP E&T, how the program is implemented in practice might sometimes differ from what is specified by policy or guidance.**

To the best of your understanding, in practice, which staff inform most SNAP E&T participants of available participant reimbursements?

Select all that apply

☐ SNAP eligibility worker 1

☐ Local SNAP office staff (other than eligibility worker) 2

☐ Case manager 3

☐ SNAP E&T provider staff (other than case manager) 4

☐ Other staff (specify) 99

○ Specify [_____] (STRING 250)

ALL

PROGRAMMER NOTE: DISPLAY COLUMNS ASSOCIATED WITH RESPONSES TO C6. IF C6=1, DISPLAY COLUMN 1. IF C6=2, DISPLAY COLUMN 2, ETC. ALWAYS DISPLAY "MOST PARTICIPANTS NOT INFORMED" COLUMN.

C7. **To the best of your understanding, in practice, when do those staff inform most SNAP E&T participants of available participant reimbursements?**

PROGRAMMER: CODE ALL THAT APPLY

Select all that apply per row

		SNAP eligibility worker	Local SNAP office staff (other than eligibility worker)	Case manager	SNAP E&T provider staff (other than case manager)	Other staff	Most participants not informed at this time
a.	During the certification or referral process	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
b.	During SNAP E&T orientation	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
c.	At intake (after referral to E&T)	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
d.	When staff person or assessment uncovers a need or barrier	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
e.	When participant expresses a need or barrier	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
f.	When participant provides evidence of a need or barrier (for example, documenting that the participant lives X miles from the provider or employer)	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○
g.	Other (specify)	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	0 ○

[_____] (STRING 250)

ALL

C8. **Does your agency provide <u>policy</u> or <u>guidance</u> that specifies a method for participant reimbursements to SNAP E&T participants? (For example, vouchers or in-kind assistance.)**

[DEFINITIONS OF "POLICY" AND "GUIDANCE" WILL DISPLAY WHEN RESPONDENT HOVERS OVER UNDERLINED TERMS]

Select one only

○ Yes, policy only...1

○ Yes, guidance only 2

○ Yes, policy and guidance..3

○ No, neither policy nor guidance 0

IF C8 = YES (1, 2, 3)

IF C8=3, DISPLAY RESPONSE OPTION "POLICY AND GUIDANCE SPECIFY DIFFERENT METHODS FOR PARTICIPANT REIMBURSEMENTS"

C8a. **Which method does policy or guidance specify for participant reimbursements?**

Select all that apply

☐ Cash 1

☐ Voucher(s) (for example, child care voucher or gas card) 2

☐ Reimbursement (for example, check to participant) for expenses paid by participant 3

☐ In-kind assistance (for example, work clothing or supplies directly provided) 4

☐ Varies by type of participant reimbursement 5

☐ Other format (specify)...99

○ Specify[_____] (STRING 250)

☐ Policy or guidance gives local SNAP offices or E&T providers flexibility in deciding the format for participant reimbursements 6

☐ [DISPLAY IF C8=3: Policy and guidance specify different methods for participant reimbursements] 7

IF C8A=7 ("POLICY AND GUIDANCE SPECIFY DIFFERENT METHODS FOR PARTICIPANT REIMBURSEMENTS")

C8b. **How do policy and guidance about the methods for participant reimbursements differ from one another?**

○ [   ]

(STRING 250)

ALL

C9. **Does your agency provide participants information about participant reimbursements in writing?**

Select all that apply

☐ Yes, in a notice sent to participants 1

☐ Yes, in an E&T brochure or flyer 2

☐ Yes, on a website 3

☐ Yes, on a poster 4

☐ Yes, in another written format (specify) 5

○ [   ] Specify
(STRING 250)

○ No 0

☐ Local SNAP offices or E&T providers have discretion to provide this information to participants in writing 6

ALL

C10. **Does your agency set a cap on the value of any single participant reimbursement a SNAP E&T participant can receive? A cap is the maximum value of reimbursements a participant can receive within a certain time frame or by type of service.**

For example, a program may cap the reimbursement for a single car repair at $500, but may allow a participant to receive that reimbursement more than once.

○ Yes 1

○ No 0

C10 = 1

C10a. Please indicate any caps on any single reimbursement.

PROGRAMMER: [FILL WITH PARTICIPANT REIMBURSEMENTS AVAILABLE TO SOME OR ALL PARTICIPANTS, AS INDICATED IN C1, C1A-C1P = (1, 2), ALWAYS DISPLAY "COMBINED CAP FOR ALL PARTICIPANT REIMBURSEMENTS"]

CODE ONE PER ROW

Select one per row

Individual caps for each participant reimbursement	Under $50	$50–$100	$101–$250	$251–500	$501–$1,000	Over $1,000	Other cap (specify)	No cap or limit
a. Child care vouchers or funds	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
b. Other child care assistance (for example, referrals to child care agency)	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
c. Other dependent care (for example, elder care)	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
d. Transportation assistance (for example, bus passes, gas cards)	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
e. Auto repair	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
f. Books or other supplies for classes	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
g. Course tuition/fees	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
h. Fees associated with tests, licensing, or credentialing	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
i. Uniforms, work or interview clothing, tools, or other work equipment	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
j. Other work-related expenses (for example, union dues, drug testing, background checks, fingerprinting)	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
k. Personal hygiene or grooming supplies	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
l. Health, dental, or eye care	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
m. Rent/housing assistance	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
n. Expenses associated with obtaining ID or other documentation	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
o. Legal services	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○
p. Other (specify)	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	☐	0 ○

(STRING 250)

> ALL

C11. **Does your agency set a <u>monthly</u> cap on the value of any participant reimbursement a SNAP E&T participant can receive? A cap is the maximum value of reimbursements a participant can receive within a certain time frame or by type of service.**

❍ Yes... 1

❍ No 0

> IF C11 = 1

C11a. **Please indicate any <u>monthly</u> caps.**

PROGRAMMER: [FILL WITH PARTICIPANT REIMBURSEMENTS AVAILABLE TO SOME OR ALL PARTICIPANTS, AS INDICATED IN C1, C1A-C1P = (1, 2), ALWAYS DISPLAY "COMBINED CAP FOR ALL PARTICIPANT REIMBURSEMENTS"]

CODE ONE PER ROW

Select one per row

Individual caps for each participant reimbursement	Under $50	$50–$100	$101–$250	$251–500	$501–$1,000	Over $1,000	Other cap (specify)	No cap or limit
a. Child care vouchers or funds	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
b. Other child care assistance (for example, referrals to child care agency)	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
c. Other dependent care (for example, elder care)	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
d. Transportation assistance (for example, bus passes, gas cards)	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
e. Auto repair	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
f. Books or other supplies for classes	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
g. Course tuition/fees	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
h. Fees associated with tests, licensing, or credentialing	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
i. Uniforms, work or interview clothing, tools, or other work equipment	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
j. Other work-related expenses (for example, union dues, drug testing, background checks, fingerprinting)	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
k. Personal hygiene or grooming supplies	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
l. Health, dental, or eye care	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
m. Rent/housing assistance	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
n. Expenses associated with obtaining ID or other documentation	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
o. Legal services	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍
p. Other (specify)	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍

(STRING 250)

	Under $50	$50–$100	$101–$250	$251–500	$501–$1,000	Over $1,000	Other cap (specify)	No cap or limit
q. Combined cap for all participant reimbursements	1 ❍	2 ❍	3 ❍	4 ❍	5 ❍	6 ❍	☐	0 ❍

ALL

C12. **Does your agency set an <u>annual</u> cap on the value of any participant reimbursement a SNAP E&T participant can receive? A cap is the maximum value of reimbursements a participant can receive within a certain time frame or by type of service.**

◯ Yes.. 1

◯ No 0

IF C12 = 1

C12a. **Please indicate any <u>annual</u> caps.**

PROGRAMMER: [FILL WITH PARTICIPANT REIMBURSEMENTS AVAILABLE TO SOME OR ALL PARTICIPANTS, AS INDICATED IN C1, C1A-C1P = (1, 2), ALWAYS DISPLAY "COMBINED CAP FOR ALL PARTICIPANT REIMBURSEMENTS"]

CODE ONE PER ROW

Select one per row

Individual caps for each participant reimbursement	Under $50	$50–$100	$101–$250	$251–500	$501–$1,000	Over $1,000	Other cap (specify)	No cap or limit
a. Child care vouchers or funds	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
b. Other child care assistance (for example, referrals to child care agency)	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
c. Other dependent care (for example, elder care)	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
d. Transportation assistance (for example, bus passes, gas cards)	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
e. Auto repair	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
f. Books or other supplies for classes	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
g. Course tuition/fees	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
h. Fees associated with tests, licensing, or credentialing	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
i. Uniforms, work or interview clothing, tools, or other work equipment	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
j. Other work-related expenses (for example, union dues, drug testing, background checks, fingerprinting)	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
k. Personal hygiene or grooming supplies	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
l. Health, dental, or eye care	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
m. Rent/housing assistance	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
n. Expenses associated with obtaining ID or other documentation	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
o. Legal services	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
p. Other (specify)	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯
(STRING 250)								
q. Combined cap for all participant reimbursements	1 ◯	2 ◯	3 ◯	4 ◯	5 ◯	6 ◯	[____]	0 ◯

ALL

C13. **Does your agency set a <u>lifetime</u> cap on the value of any participant reimbursement a SNAP E&T participant can receive? A cap is the maximum value of reimbursements a participant can receive within a certain time frame or by type of service.**

○ Yes... 1

○ No 0

C13 = 1

C13a. **Please indicate any <u>lifetime</u> caps.**

PROGRAMMER: [FILL WITH PARTICIPANT REIMBURSEMENTS AVAILABLE TO SOME OR ALL PARTICIPANTS, AS INDICATED IN C1, C1A-C1P = (1, 2), ALWAYS DISPLAY "COMBINED CAP FOR ALL PARTICIPANT REIMBURSEMENTS"]

CODE ONE PER ROW

Select one per row

Individual caps for each participant reimbursement	Under $50	$50–$100	$101–$250	$251–500	$501–$1,000	Over $1,000	Other cap (specify)	No cap or limit
a. Child care vouchers or funds	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
b. Other child care assistance (for example, referrals to child care agency)	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
c. Other dependent care (for example, elder care)	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
d. Transportation assistance (for example, bus passes, gas cards)	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
e. Auto repair	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
f. Books or other supplies for classes	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
g. Course tuition/fees	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
h. Fees associated with tests, licensing, or credentialing	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
i. Uniforms, work or interview clothing, tools, or other work equipment	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
j. Other work-related expenses (for example, union dues, drug testing, background checks, fingerprinting)	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
k. Personal hygiene or grooming supplies	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
l. Health, dental, or eye care	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
m. Rent/housing assistance	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
n. Expenses associated with obtaining ID or other documentation	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
o. Legal services	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
p. Other (specify)	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○
(STRING 250)								
q. Combined cap for all participant reimbursements	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○	▭	0 ○

ALL

C14. **What qualifications, if any, does your agency place on the following participant reimbursements?**

PROGRAMMER: [FILL WITH PARTICIPANT REIMBURSEMENTS AVAILABLE TO SOME OR ALL PARTICIPANTS, AS INDICATED IN C1, C1A-C1P = (1, 2)]

SELECT ALL THAT APPLY

Select all that apply per row

		Participant must be employed	Participant must meet attendance requirement(s)	Participant must be in compliance with other SNAP E&T program requirements	Participant reimbursement must not be available to participant through another program or source	Other qualification (specify)	No qualifications
a.	Child care vouchers or funds	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
b.	Other child care assistance (for example, referrals to child care agency)	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
c.	Other dependent care (for example, elder care)	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
d.	Transportation assistance (for example, bus passes, gas cards)	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
e.	Auto repair	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
f.	Books or other supplies for classes	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
g.	Course tuition/fees	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
h.	Fees associated with tests, licensing, or credentialing	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
i.	Uniforms, work or interview clothing, tools, or other work equipment	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
j.	Other work-related expenses (for example, union dues, drug testing, background checks, fingerprinting)	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
k.	Personal hygiene or grooming supplies	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
l.	Health, dental, or eye care	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
m.	Rent/housing assistance	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
n.	Expenses associated with obtaining ID or other documentation	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
o.	Legal services	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○
p.	Other (specify)	1 ☐	2 ☐	3 ☐	4 ☐	☐	0 ○

(STRING 250)

ALL

C15. **In FY 2020, roughly what share of SNAP E&T participants received each of the following participant reimbursements?**

PROGRAMMER: FILL WITH PARTICIPANT REIMBURSEMENTS AVAILABLE TO SOME OR ALL PARTICIPANTS, AS INDICATED IN C1, C1A-C1P = (1, 2)

FOR NONE: *[Hover over text: Select if participant reimbursement is available but no participants received this reimbursement in FY 2020]*

FOR NA: *[Hover over text: Select if participant reimbursement not available in FY 2020]*

Select one per row

		None	1-24%	25-49%	50-74%	75-100%	Don't know
a.	Child care vouchers or funds	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
b.	Other child care assistance (for example, referrals to child care agency)	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
c.	Other dependent care (for example, elder care)	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
d.	Transportation assistance (for example, bus passes, gas cards)	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
e.	Auto repair	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
f.	Books or other supplies for classes	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
g.	Course tuition/fees	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
h.	Fees associated with tests, licensing, or credentialing	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
i.	Uniforms, work or interview clothing, tools, or other work equipment	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
j.	Other work-related expenses (for example, union dues, drug testing, background checks, fingerprinting)	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
k.	Personal hygiene or grooming supplies	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
l.	Health, dental, or eye care	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
m.	Rent/housing assistance	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
n.	Expenses associated with obtaining ID or other documentation	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
o.	Legal services	0 ○	1 ○	2 ○	3 ○	4 ○	d ○
p.	Other (specify)	0 ○	1 ○	2 ○	3 ○	4 ○	d ○

(STRING 250)

ALL

C16. **In FY 2020, what was the total amount your agency paid in participant reimbursements to SNAP E&T participants?**

❍ ☐

DOLLARS

(RANGE 0-10,000,000)

ALL

C17. **In FY 2020, how many SNAP E&T participants received at least one participant reimbursement?**

❍ ☐

NUMBER SNAP E&T PARTICIPANTS

(RANGE 0-300,000)

ALL

C18. **In FY 2020, approximately what share of work registrants were exempted from participating in SNAP E&T because your agency was unable to provide them the necessary participant reimbursements?**

Select one only

❍ None 0

❍ 1-24% 1

❍ 25-49% 2

❍ 50-74% 3

❍ 75-100% 4

❍ Not applicable .... na

❍ Don't know .... d

SUPPORT SERVICES

In addition to participant reimbursements, case managers might provide or refer participants to other support services. The next questions ask about these additional support services.

ALL

C19. **Roughly what share of local SNAP offices or E&T providers offer the following additional support services (including referrals) to SNAP E&T participants?**

PROGRAMMER: CODE ONE PER ROW

Select one per row

		None	1-24%	25-49%	50-74%	75-100%	Don't know
a.	Child care vouchers or funds	0	1	2	3	4	d
b.	Other child care assistance (for example, referrals to child care agency)	0	1	2	3	4	d
c.	Other dependent care (for example, elder care)	0	1	2	3	4	d
d.	Transportation assistance (for example, bus passes, gas cards)	0	1	2	3	4	d
e.	Auto repair	0	1	2	3	4	d
f.	Books or other supplies for classes	0	1	2	3	4	d
g.	Course tuition/fees	0	1	2	3	4	d
h.	Fees associated with tests, licensing, or credentialing	0	1	2	3	4	d
i.	Tutoring	0	1	2	3	4	d
j.	Uniforms, work or interview clothing, tools, or other work equipment	0	1	2	3	4	d
k.	Other work-related expenses (for example, union dues, drug testing, background checks, fingerprinting)	0	1	2	3	4	d
l.	Health, dental, or eye care	0	1	2	3	4	d
m.	Mental health, substance abuse, or domestic violence services	0	1	2	3	4	d
n.	Rent/housing assistance	0	1	2	3	4	d
o.	Assistance applying for other government benefits	0	1	2	3	4	d
p.	Expenses associated with obtaining ID or other documentation	0	1	2	3	4	d
q.	Legal services	0	1	2	3	4	d
r.	Services for participants' children or other family members (for example, services to address child behavior issues)	0	1	2	3	4	d
s.	Other (specify)	0	1	2	3	4	d

(STRING 250)

ALL

C20. **To the best of your understanding, among most local SNAP offices or E&T providers, which staff inform SNAP E&T participants of available additional support services?**

Select all that apply

   ₁ ☐   SNAP eligibility worker

   ₂ ☐   Local SNAP office staff (other than eligibility worker)

   ₃ ☐   Case manager

   ₄ ☐   SNAP E&T provider staff (other than case manager)

  ₉₉ ☐   OTHER STAFF (specify)

  ○   [_____] Specify
     (STRING 250)

ALL

PROGRAMMER NOTE: DISPLAY COLUMNS ASSOCIATED WITH RESPONSES TO C20. IF C20=1, DISPLAY COLUMN 1. IF C20=2, DISPLAY COLUMN 2, ETC. ALWAYS DISPLAY "MOST PARTICIPANTS NOT INFORMED" COLUMN.

C21. **Among most local SNAP offices or E&T providers, when do those staff inform SNAP E&T participants of available additional support services?**

PROGRAMMER: CODE ALL THAT APPLY

Select all that apply per row

	SNAP eligibility worker	Local SNAP office staff (other than eligibility worker)	Case manager	SNAP E&T provider staff (other than case manager)	Other staff	Most participants not informed at this time
a. During the certification or referral process	₁ ☐	₂ ☐	₃ ☐	₄ ☐	₅ ☐	₀ ○
b. During SNAP E&T orientation	₁ ☐	₂ ☐	₃ ☐	₄ ☐	₅ ☐	₀ ○
c. At intake (after referral to E&T)	₁ ☐	₂ ☐	₃ ☐	₄ ☐	₅ ☐	₀ ○
d. When staff person or assessment uncovers a need or barrier	₁ ☐	₂ ☐	₃ ☐	₄ ☐	₅ ☐	₀ ○
e. When participant expresses a need or barrier	₁ ☐	₂ ☐	₃ ☐	₄ ☐	₅ ☐	₀ ○
f. When participant provides evidence of a need or barrier (for example, documenting that the participant lives X miles from the provider or employer)	₁ ☐	₂ ☐	₃ ☐	₄ ☐	₅ ☐	₀ ○
g. Other (specify) [_____ (STRING 250)]	₁ ☐	₂ ☐	₃ ☐	₄ ☐	₅ ☐	₀ ○

ALL

C22. **Is there anything about your agency's approach to providing participant reimbursements or other support services for SNAP E&T participants that you would like to highlight as innovative or unique (for example, services provided, use of evidence-based practice)?**

○ Yes... 1

○ No 0

IF C22 = 1

C22a. Please describe what about your agency's approach to providing participant reimbursements or other support services for SNAP E&T participants that you would like to highlight as innovative or unique.

○ [ ]

(STRING 1000)

ALL

C_END. **Thank you for completing this survey section. If you have additional information you would like to share about participant reimbursements or other support services for SNAP E&T participants in your State or territory, please share it in the box below.**

○ [ ]

(STRING 1000)

SURVEY OF SNAP E&T CASE MANAGEMENT
CASE MANAGEMENT OBSERVATION GUIDE

Use this form when you are observing a case management meeting. Use a different form for each case management meeting observation you are conducting.

Introduction and consent

[Use separately for both case manager and participant; if participant is accompanied by a friend or family member 18 years old or older, ask for their consent as well. At the end of the group activity, provide your business card to participants.]

My name is [NAME] and I am from a company called [Mathematica/SPR], which is a [describe organization]. We were hired by the Food and Nutrition Service at the U.S. Department of Agriculture to help conduct a study on SNAP E&T case management. With your verbal consent, we would like to observe and record this meeting to learn more about how case management works in this program in order to create research findings that can help improve the program for future participants. The study is voluntary and the decision to participate in the study is up to you. There are no penalties if you chose not to participate. If you give your consent to participate, you can choose to stop participating at any time. All information that is collected about you through the observation will be kept private to the extent permitted by law and will be used for research purposes only. Your names will never be used in any reports and no information will be reported in any way that can identify you, except as otherwise required by law. If you are uncomfortable at any time during the observation, please let us know and we will leave the room. If you decide you would no longer like to be observed, nothing will happen to any benefits you are receiving, and it will not affect your eligibility to participate in the program. Do you consent to have me observe your meeting?

[If participant or case manager says no:] Okay, thank you for your consideration. *[Site visitor should leave the meeting space and wait for the next case manager and client to observe.]*

[*If participant or case manager says yes*:] Great, thank you!

I would like to record the observation so I don't miss anything. No one will hear the recording except for researchers. Is it okay with you if I record your meeting? If you want me to turn the recorder off for any reason or at any time, just say so.

[If participant or case manager says no:] Okay, thank you for your consideration. *[Site visitor should leave the meeting space and wait for the next case manager and client to observe.]*

[If participant and case manager say yes:] Great, thank you!

[IF PARTICIPANT AND CASE MANAGER CONSENT, TURN ON THE RECORDER.] Do you have any questions?

Observation number: _____ Date: _____ Site visitor: _____

Site name: _____

Start time: _____ End time: _____

<u>Setting for the meeting (privacy, virtual vs. physical setting, type of space, comfort):</u>

☐ In person   ☐ Live web/video session (e.g., Skype)

☐ By phone   ☐ Other: _____

Describe the meeting space (e.g., private office, cubicle, conference room, open space)
_____
_____
_____

Is the setting appropriate for the nature of the discussion (e.g., sufficient privacy, quiet)? Y/N
Why/why not?
_____
_____

Describe how the case manager and participant are positioned (e.g., across a desk from one another, next to each other at a table, case manager behind a computer screen)
_____
_____

If virtual setting is used, was a camera used by the participant and/or the case manager? Y/N
Were there technical issues with the connection (e.g., ability to see or hear each other)? Y/N
_____
_____
_____

Notes during the meeting

[*Note: Site visitor should use hand-written notes during observation rather than computer to minimize background noise.*]

1. Is anyone present at the meeting besides the case manager and the participant? Y/N

    If yes, describe: _____

2. Does the meeting content include: (*Circle all that apply*)
    a. Program orientation/intake
    b. Assessment administration
    c. Assessment results review
    d. Goal setting
    e. Goal review
    f. Service planning
    g. Service plan review
    h. Participant reimbursement provision
    i. Referrals. Specify type: _____
    j. Progress monitoring
    k. Program compliance
    l. Follow-up and retention services
    m. Other. Describe: _____

3. If assessments are given or discussed, which type of assessment: (*Circle all that apply*)
    a. Informal (e.g., conversational)
    b. Specific formal assessment (e.g., TABE, WorkKeys)

        Specify name of tool: _____

    c. Initial assessment
    d. Reassessment

4. If setting or reviewing goals or plans, is an individual plan (e.g., individual development plan or individual employment plan) tool used? Y/N

    a. If yes, describe the discussion and how to the tool is used (e.g., does the case manager fill out the tool on paper or on her computer, does the participant fill it out by hand, do they review it together on paper or on the computer)

        _____
        _____
        _____

5. Are other specific case management tools or forms used? Y/N   If yes, which ones and how are they used?

_____
_____
_____

6. If referrals to other partner or community programs are made:

   a. To which programs? _____

   b. How much assistance is provided with the referral (e.g., is the participant simply given a name and address or does the case manager set up an appointment for the participant with the referral agency?)

   _____
   _____
   _____

7. If participant reimbursements are discussed:

   a. Which types? _____

   b. How are they described?

   _____
   _____

   c. Are funding amounts or limits discussed? Describe:

   _____
   _____

8. If other support services are discussed:

   a. Which types? _____

   b. How are they described?

   _____
   _____

9. If selecting SNAP E&T components is discussed:

   a. Which components?

   _____
   _____

   b. What guidance or advice does the case manager provide on selecting a component?

   _____
   _____

   c. To what degree is the participant choice being honored?

   _____
   _____

   d. Are any agreements reached?

   _____
   _____

e. What is the basis for those agreements (e.g., information provided by staff, assessment results)?

_____

_____

f. Is there any evidence that the participant wants to make a choice (e.g., select a training or educational program) with which the case manager disagrees? Vice versa? Is the disagreement resolved? If so, how?

_____

_____

10. What next steps are suggested to occur after the meeting?

_____

_____

_____

_____

11. Does the participant appear satisfied with the meeting? Describe:

_____

_____

_____

12. Does the participant seem to need or want additional assistance that is not being provided? Describe: _____

_____

_____

13. Assess the extent of the relationship between the participant and the case manager:

a. Describe the body language and facial expressions you observe of both the case manager and the participant.

b. How comfortable with each other do they seem?

c. Is the participant forthcoming about his or her circumstances or issues?

d. Does the participant appear to trust the case manager?

e. Does the participant appear engaged?

f. Is the case manager sensitive/supportive of the participant's needs?

g. How courteous are they to one another?

_____

_____

_____

_____

_____

_____

_____

14. What case management approaches or techniques do you observe? (*Circle all that apply*)
    a. Directive case management (e.g., case manager prescribing activities for the participant)
    b. Motivational interviewing (e.g., using open-ended questions, reflective questions, and empathy)
    c. Teaming (e.g., staff from different organizations or agency units working together)
    d. Coaching (e.g., nondirective interactions focused on goal setting and participants interests)
    e. Other. Specify:

    _____

    For each circled, provide examples of what you observed:

    _____
    _____
    _____
    _____
    _____
    _____

15. Were there distractions during the meeting (e.g., office noises, children present)? Y/N
    Describe:

    _____
    _____
    _____

After the meeting

If possible, have a short debrief with the case manager after the observation. Ask the case manager about anything in the meeting you did not completely understand (e.g., unfamiliar acronyms, unclear procedures that were discussed). Then ask:

- What did you expect to happen at your meeting today?
- Did it meet your expectations?
- Was this a typical type of meeting? If not, what was different?
- [*If applicable*] Why was a virtual setting selected for the meeting?
- How long have you been working with this participant?
- Was this a typical meeting with this participant? If not, what was different?

_____
_____
_____
_____

_____

_____

<u>Additional notes</u>

_____

_____

_____

_____

_____

_____

_____

SURVEY OF SNAP E&T CASE MANAGEMENT

GROUP ACTIVITY OBSERVATION GUIDE

Use this form when you are observing group activities. Use a different form for each group activity observation you are conducting.

Introduction and consent

[Note to site visitor – At the beginning of the group activity, introduce yourself to the group, explain the purpose of the observation, and obtain verbal consent. At the end of the group activity, provide your business card to participants.]

My name is [NAME] and I am from a company called [Mathematica/SPR], which is a [describe organization]. We were hired by the Food and Nutrition Service at the U.S. Department of Agriculture to help conduct a study on SNAP E&T case management. With your verbal consent, we would like to observe this activity in order to create research findings that can help improve the program for future participants. We are not evaluating this activity, just observing it to learn more about available program services. We will not collect your name or any personal information about you during the observation. No information will be reported in any way that can identify you, except as otherwise required by law. If you are uncomfortable at any time during the observation, please let us know and we will leave the room. If you decide you would no longer like to be observed, nothing will happen to any benefits you are receiving, and it will not affect your eligibility to participate in the program. Do you have any questions?

[Respond to any questions from the group.]

Do you consent to have me observe your meeting?

[If any group member says no:] Okay, thank you for your consideration. *[Site visitor should leave the activity space.]*

[*If yes:*] Great, thank you!

Date: _____   **Site visitor:** _____

Start time: _____   **End time:** _____   **Full activity observed: Y/N**

Site Name: _____

Purpose of activity:

☐ SNAP E&T Orientation. Specify: _____

☐ Assessment. Specify: _____

☐ General career counseling/job search assistance (not specifically training related). Specify:
_____

☐ Work placement assistance (e.g., internship, community service). Specify:
_____

☐ Training. Specify:
_____

☐ Other. Specify:
_____

Physical setting for the activity (type of space, privacy, comfort, how the staff and participants are positioned in the room):

_____
_____
_____
_____

Is the setting appropriate for the nature of the activity (e.g., sufficient privacy, enough space, etc.)? Y/N
Why/why not? _____

Were there distractions during the activity (e.g., office noises, children present)? Y/N

Notes during the activity

1. How many participants are present? _____

2. Describe the participants (e.g., approximate ages, ethnicities, and gender) [Note: Do not include participant names.]

_____
_____
_____
_____

3. Describe the number and type of staff present (e.g., titles/roles)?

   _____

   _____

4. Do the staff appear diverse and/or representative of the participant group? Y/N
   Describe:_____

   _____

   _____

5. Describe the focus and content of the activity:

   - What is the goal of the activity?

   - What are participants and staff doing?

   - What topics are discussed?

   - What forms or tools are used? How?

   _____

   _____

   _____

   _____

   _____

   _____

6. Describe the structure of the activity.

   - Are staff presenting materials?

   - Are staff and participants interacting?

   - Is the activity self-initiated or guided?

   - Do participants work alone or in groups?

   - Did the activity start and stop on time?

   - Was there sufficient equipment or materials for the activity?

   - Was attendance taken?

   _____

   _____

   _____

_____

_____

7. Describe the interactions between participants and staff.

   • How engaged are participants with the staff?

   • Do staff appear competent, caring, positive, and respectful in their interactions with participants?

   _____

   _____

   _____

   _____

8. Describe the interactions of participants with each other.

   _____

   _____

   _____

   _____

9. How engaged do participants appear with the activity (e.g., are they focused on the tasks or talking amongst themselves, are they asking questions)?

   _____

   _____

   _____

   _____

   _____

10. Summarize the strengths and weaknesses of the activity you observed.
    • Is the activity well-structured and defined?

    • Do participants appear to understand the purpose of the activity?

    • How satisfied with the activity do participants appear?

    • Is time allotted for questions and answers?

    • Is time allotted for small group work or individualization of tasks?

    • Are staff respectful of participants?

    • Do staff make it clear what the next steps are for participants (if applicable)?

_____

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_____

<u>After the activity</u>

If possible, have a short debrief with the staff after the activity. Ask the staff about anything that happened during the activity that you did not completely understand (e.g. unfamiliar acronyms, unclear procedures that were discussed). Then ask:

- Were all the participants SNAP recipients or SNAP E&T participants? If not, who were the other participants?

- Was this how the activity typically occurs? If not, what was different?

- Was participation tracked or logged or was any additional information documented about participants who attended the activity?

- How were participant reimbursements handled for attending this activity (if applicable)?

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Additional notes

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Appendix D.
Analysis Methods and Technical Specifications

This appendix describes the study's (1) research design, (2) approach to data collection, (3) steps to prepare the survey data and assess data quality, and (4) analysis methods for both the survey and case study data.

A. Overview of research design

To give FNS a comprehensive picture of case management in SNAP E&T, the design of this study included two main components: (1) a survey of all 53 SNAP directors and (2) in-depth case studies of four States.

1. Survey instrument

The survey was organized into three separate topical modules – case management, assessment, and participant reimbursements – in addition to an initial module that collected general background information about the State.

- **Case management**. The case management module collected information on the case management services States specify in policy or guidance about what local SNAP offices or E&T providers should offer to E&T participants and whether and how the States made changes over time to implement the 2018 Farm Bill case management requirement. The case management module also requested information about how States define case management, whether State policy or guidance specifies any case management approaches or techniques to be used, and which techniques or approaches States know are being used by case managers.

- **Assessment.** The assessment module requested information on what State policy and guidance says about when and how case managers use assessments to match participants to activities and participant reimbursements, which assessments are used, who administers the assessments, and how much time it takes to administer them. It also asked about the types of assessment tools States know that case managers are using in practice. Within this module the survey requested that respondents send an example of an initial assessment tool commonly used in the State to assess E&T participants' needs or work readiness after they are referred to the program.

- **Participant reimbursements.** The participant reimbursements module asked about the availability and use of participant reimbursements and other supports, such as child care and transportation, including when and how they are used, how participants are informed about available participant reimbursements, how participants are expected to access them, average amounts provided, average take-up rates, whether there are any caps on the amount participants can receive, and the format they are provided in.

2. Case study instruments

For the case studies, the study team used semi-structured interview discussion guides and observation guides to gather in-depth information about each case study location. The team developed a master discussion guide with sections flagged for (1) State administrators, (2) local office or E&T provider directors, (3) local office or E&T provider supervisors, and (4) local office or E&T provider staff, including case managers. The topics covered in the guide included:

- State's overall approach to case management, assessment, and participant reimbursements and other supports

- State policy and guidance

- Training

- Staffing

- Providers

- Case management service provision

- Data collection and reporting

- Successes, challenges, and lessons learned

As the guides were semi-structured, not all discussions covered all topics.

In addition to the semi-structured discussion guides, the study team developed an observation guide for recording the content of and impressions of one-on-one intake, assessment, and case management sessions. The observations helped answer the research questions and enabled the study team to compare information gathered during case manager interviews to actual practice. The guide gathered information about:

- length of the session

- session mode (in-person, phone, live web session)

- physical space, including the level of privacy

- attendees present at the meeting

- activities conducted during the session, including assessment, service planning and coordination, goal setting, support service provision, referrals, and any tools or forms used

- amount of time spent on each activity

- interactions between the case manager and participant, including the perceived level of comfort, body language, and facial expressions (if conducted in-person or via live web)

The team also developed an observation guide for recording the content and impressions of group activities, including orientations and formal assessments (such as the TABE). The guide gathered information about (1) the type of activity, (2) the number of participants and staff present, (3) the length of the activity, (4) the content of the activity, and (5) the physical setting where the activity was conducted.

B. Approach to data collection

1. Survey data collection procedures

The study team administered the survey over the web using Confirmit software. The study team also prepared an electronic PDF version of the survey that States could use to complete their survey if that was their preference.

The survey data collection took place from July 21, 2021, to November 15, 2021. The study team sent the SNAP directors an email invitation, which included a direct, unique URL to access the survey. SNAP directors had the ability to assign different staff in their agency to complete the three survey modules. If new assignments were made, the study team sent an introductory email to the newly assigned staff. Over

the course of a 16-week data collection period, we followed up with 13 reminders to reach a near 100 percent response rate.

The assessments module of the survey requested that respondents send an example of an initial assessment tool commonly used in the State to assess referred E&T participants' needs or work readiness. Survey respondents were encouraged to email the study team their assessment after they completed this section of the survey. If we did not receive the assessment within a week of survey completion, the study team emailed the States' assigned respondents for this module to remind them.

Survey response rates. Fifty-two of the 53 State SNAP agencies (which include the 50 States, the District of Columbia, the U.S. Virgin Islands, and Guam) completed the survey, for a 98 percent response rate. Of the 52 responding States, 45 responded via the web and 7 opted to fill out the electronic PDF. Forty-three States submitted an initial assessment.

2. Case study data collection procedures

FNS purposively selected locations it determined to be good candidates for highlighting as part of this study based on their case management practices. The four case study locations that FNS chose and that agreed to participate were Arkansas, Kentucky, New York City, and Washington, DC.

The study team conducted four virtual site visits between October 2021 and March 2022 in each of the four locations. Each visit included phone interviews with State SNAP staff and, in some locations, local SNAP staff, who were knowledgeable about E&T case management, assessment, and participant reimbursements. The visits also included interviews with two to three E&T providers that were selected in collaboration with the State SNAP staff based on: (1) the number of E&T participants served; (2) the length of time the entity had provided case management to E&T participants; and (3) whether the agency had implemented or piloted new or unique case management techniques, assessment tools or approaches, or participant reimbursements and other supports.

In addition to the interviews, the study team also conducted observations of case management meetings and group activities, as available. The case management observations were conducted using video conference software and the meeting content was audio recorded for analysis. The study team selected the local entity for the case management observations in collaboration with the State or local SNAP agencies, based on (1) whether the local entity had implemented new or unique case management strategies or assessment tools or approaches that would be interesting to observe; (2) whether the entity had a high number of daily scheduled case management meetings between case managers and participants; and (3) the number of case managers that could be observed. The study team sought to observe ongoing group activities at the SNAP agencies or providers that were participating in the interviews.

In total, the study team conducted 70 interviews and 25 case management observations (Table D.1). Group observation opportunities were rare due to the COVID-19 pandemic and the study team only completed one group observation in Washington, DC.

Table D.1. Number of completed case study data collection activities

	SNAP agency staff interviews	E&T provider staff interviews	E&T provider organizations visited	Case management observations
Arkansas	3	13	3	5

	SNAP agency staff interviews	E&T provider staff interviews	E&T provider organizations visited	Case management observations
Kentucky	8	8	2	4
New York City	5	15	3	10
Washington, DC	8	10	3	6
Total	**24**	**46**	**11**	**25**

The study team also collected aggregate administrative data from the States to help describe how they provide case management. We requested aggregate data on receipt of case management, assessments, and participant reimbursements in FY 2019 and FY 2020. Each location except New York City provided aggregate data for the study. The study team also requested program documents, such as case manager handbooks and policy documents, that would help explain the States' policies and procedures for E&T case management. All locations submitted documents for review.

C. Data Preparation and Analysis

1. Processing the survey data

To prepare the survey data for analysis, the study team completed three main steps. First, the team reviewed the data quality. Overall, the quality of the data was high, with a 100 percent response rate on about 83 percent of the 99 survey questions. Three questions were missing more than 20 percent of the expected responses, however, and the results of these questions should be interpreted with caution. These questions were:

- Question A17: How many SNAP E&T participants attended at least one SNAP E&T case management meeting in FY 2020

- B15a: Of States that specified their policy and guidance differ from each other on whether SNAP E&T participants complete or pass an assessment before beginning any of the E&T components, how they differ

- C17: In FY 2020, how many SNAP E&T participants received at least one participant reimbursement

Second, after reviewing the data quality, the study team cleaned the data using a multi-step process. The team applied labels to the variables and categorical values, creating a map between the survey instrument and the data. Next, we coded missing data to indicate whether a respondent was not asked a question, indicated that a question was not applicable, or refused to answer a question. In cases where respondents were not asked certain questions, we confirmed that these questions were correctly skipped using the logic of the instrument. Then, the team back coded write-in responses, creating new item responses that contained edited versions of the respondent's answers. In cases where the write-in responses corresponded to a survey item, we back coded the relevant responses. Prior to finalizing the State profiles, we reached out to States and asked them to review any questions we had about their profiles and other specified responses. We also used back coding to make changes if respondents issued corrections to their original responses. Lastly, we merged on data from other sources, such as SNAP E&T State plans.

Third, after the data cleaning, we removed contact information variables from the analysis file. We saved analysis files for the full sample, as well as certain subgroups (discussed below).

2. Additional checks completed of the data

The study team also cross-checked State and territory survey responses against their FY 2020 SNAP E&T State plans. Through these checks, the study team noted any discrepancies between survey data and the State plans. While drafting the final report, we followed up with Sates and territories to ensure the survey data were complete and accurate based on any discrepancies we found. If State agency responses indicated that information provided in the survey was inaccurate, we updated the relevant survey responses.

D. Analysis methodology

1. Survey analysis

Outputting means and percentages

We analyzed numeric, categorical, and continuous survey items. For each numeric survey item, we generated an Excel output containing summary statistics. For categorical items, the output displayed the number of responses and percentage of respondents who selected each category. For continuous items, the output contains the mean, range, median, and interquartile range. This output was created for the full sample, as well as the following subgroups: E&T case management provider type, mandatory E&T program status, and E&T caseload size. More information about the subgroup categories can be found below.

Many survey questions gave States the option of filling in "other" responses when none of the possible survey responses fit. Where appropriate, we give examples of these responses in the tables, and we checked that responses were a reasonable answer to the question before we included them in the "other" category.

Constructed subgroup categories

We report some descriptive findings by subgroups, including E&T case management provider type, mandatory E&T program status, and E&T caseload size.

- **E&T case management provider type**. We divided States into the following two categories: States whose providers are local SNAP offices and other providers, or just local SNAP offices; and States whose providers are those other than local SNAP offices. This variable is based on an existing survey item (A1) that asks respondents what entities are currently responsible for providing SNAP E&T case management services, such as community-based organizations and local SNAP offices.

- **Mandatory E&T program status**. Using information provided by FNS, this subgroup compares States that operate voluntary SNAP E&T programs to States that offer either mandatory or both voluntary and mandatory programs in FY 2021. We use two categories instead of three because only one State operated a mandatory program in FY 2021, yielding too small of a sample size.

- **E&T caseload size**. We use FY 2021 SNAP E&T Program Activity Report (FNS-583) data—a dataset that includes information on the number of work registrants, E&T participation, component registration, and individual participation—to create two categories of States: (1) small States that had fewer than 1,300 total E&T participants and (2) large States that had 1,300 or more total E&T participants. We use 1,300 total participants because it is near the median of the sample.

We do not examine whether characteristics are statistically significantly different by subgroups. Instead, we present descriptive findings by these subgroups. The sample sizes of these subgroups may be small depending on the survey response and size of the subgroup (Table D.2).

Table D.2. Sample sizes for constructed subgroup categories

	Sample sizes
Case management provider type	
Providers are local SNAP offices and other providers, or just local SNAP offices	22
Providers are those other than local SNAP offices	30
Mandatory E&T program status	
Voluntary	43
Mandatory or both voluntary and mandatory	9
E&T caseload size	
Fewer than 1,300 total E&T participants	27
1,300 or more total E&T participants	25

Coding of initial assessments provided by States

As a part of the survey, States submitted an initial assessment tool that E&T participants complete as part of case management. The States also provided qualitative information on how the assessment is used, who administers it, and when it is administered. We first reviewed the submitted assessments to identify emerging themes and determine descriptive codes. Then, using Excel, we coded all the assessments according to our pre-determined descriptive categories, including length of assessment, categories of information collected (for example, intake information and barriers information), and content areas (for example, demographic information, education history, or employment goals).

2. Case study data analysis

We analyzed interview and observation data separately.

- **Interview data.** After conducting each site visit, study team members cleaned their interview notes and input them into an Excel database, organized by topic, for analysis. The team then reviewed the notes for each case study location to develop a detailed description of how case management, assessment, and participant reimbursements and other supports are implemented in each location and to identity themes across interviews. The study team also reviewed the aggregate data and program documents and noted additional details to enhance the description of the States' case management policy and practice.

- **Case management observations**. A study team member listened to the audio recorded observations and coded the content of the discussions and the approach used during the interactions. The team member coded (1) the meeting content, including assessment and goal setting; (2) the types of assessments used; (3) the types of participant reimbursements provided or discussed; (4) case management approaches or techniques used, such as motivational interviewing; and (5) the approach to interactions, such as whether the coach used a friendly tone of voice and was supportive of the participant's needs. They then input the codes into Excel and calculated counts and percentages across the observations in each location.