Expanding Community Colleges as SNAP E&T Providers

Mapping Staff Capacity

Planning Guide #4



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This planning guide is one of a series of documents produced by ACCT with the following project partners:

APHSA American Public Human Services Association

SJI SEATTLE JOBS INITIATIVE Opening Doors to Living-Wage Careers

skills strategy CONSULTING

USDA Food & Nutrition Service

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SNAP E&T Planning Guides

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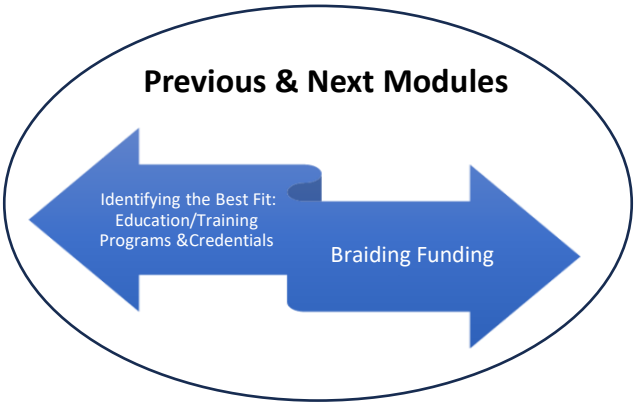
#10 Leveraging SNAP E&T Workforce Partnerships

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SNAP E&T Planning Guide #4

Mapping Staff Capacity

Summary



Mapping staff capacity is essential for SNAP E&T to be effective in providing holistic supports and coaching to SNAP-eligible students. This step involves identifying the full team that will play a role in developing new programs or services for SNAP E&T students or enhancing existing ones in place. Colleges can be reimbursed for 50% of all personnel costs associated with implementing their SNAP E&T program and supporting their SNAP E&T students – generally by enhancing or expanding what they are already doing, not adding new duties. This staff time and effort generates the 50% reimbursement that is a key driver in the ability to scale SNAP E&T over time, enabling the college to expand their offerings of additional supportive services and coaching to SNAP E&T students.

SNAP E&T is a unique program that aligns directly with state and institutional goals focused on equitable college access and completion of credentials that can support the economic wellbeing of students and meet the needs of local employers. The SNAP E&T framework is extremely flexible and can easily leverage current faculty and staff work in student success or workforce development. Colleges do not need to hire new staff or pull existing staff away from their ongoing responsibilities.

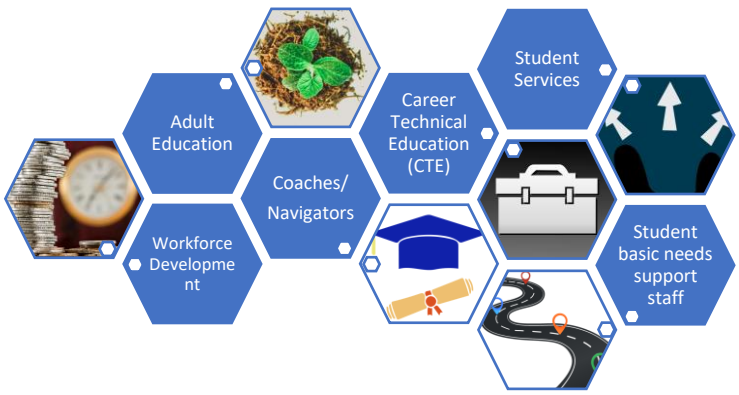
As community colleges develop SNAP E&T programs in partnership with their state or regional human service agency, their budget will be driven by staff participation. Mapping staff capacity solidifies who should play a role in the SNAP E&T program at the launch as well as in the future years as a result of scaling efforts.

Who to Invite to the Table (college internal planning)

- SNAP E&T college lead
- Executive leader sponsor
- Student services staff & leader
- CTE dean/director
- Workforce dean/director
- Adult education staff & leader
- Staff leading student basic needs support (i.e. campus food pantry, etc…)
- Career coach/navigators
- Grant staff including budget
- Financial aid leader
- Others involved in basic needs support including faculty champions

Planning Goals

1) Identify college staff and faculty that may play a role in the SNAP E&T program and in what capacity.
2) Understand how staff can leverage existing work to support SNAP-eligible students by enhancing existing programs and services or developing new ones.



Sample Community College SNAP E&T Staffing List

College Role	SNAP E&T Allocation
Executive Dean	
Dean	
Program Manager	
Success Coach/Navigator	
Career Coach/Navigator	
Business & Industry Liaison	
Data Coordinator	
Office Assistant	

Meeting Agenda Template

- Check-in regarding prior meeting action items
- Review and discuss responses to guiding questions
- Review and discuss the potential challenges
- Develop written responses for each guiding question
- Identify areas that need further research/understanding – develop specific descriptions of information still needed
- Clarify next steps, who is responsible, time frame for reporting back to team

Guiding Questions

It is important to identify early on who could play a role at the college in implementing SNAP E&T, building on existing work and initiatives that support equitable student success, and address student basic need security. It is beneficial to start small in year one and determine who can enhance existing programs or services for SNAP E&T students or develop new ones.

1) What are the college priority initiatives that support equitable student success?
2) Which student or prospective student populations are these college priority initiatives focused on?
3) How could these initiatives support students receiving SNAP benefits?
4) Which college departments and staff are already engaging with students to address basic needs insecurity, particularly those experiencing food insecurity and/or accessing SNAP?
    a. What roles/positions do they play at the college and what areas of expertise do they bring to SNAP E&T?
5) In what ways could college processes be improved to better identify and support students who could benefit from SNAP and SNAP E&T resources?
6) Who plays a role in the work to improve systems and policies and how could they be engaged?

Additional questions for mapping staff capacity:

7) What are anticipated concerns from staff and faculty about participating in SNAP E&T?
    a. What are some strategies to bring them along?
8) How can these internal college stakeholders be brought together to engage in SNAP E&T planning?
9) Here are some suggested questions that could be part of these planning conversations:
    - What can SNAP E&T build on in from existing student success efforts?

- What strength(s) does each individual bring to this collective work?
- How can these strengths be validated and leveraged for SNAP E&T?

10) What are potential next steps in mapping staff capacity?

Potential Challenges

1) Limited understanding of how SNAP E&T can align with existing student access and college completion work
2) Lack of buy in due to initiative fatigue
3) Perception that additional new staff are needed to implement SNAP E&T effectively

Planning Checklist

- ❒ 1. Identify who could be part of core team in providing new or enhanced supports (i.e. case management) to SNAP E&T students
- ❒ 2. Determine who else could play a role secondarily including administrative and leadership support
- ❒ 3. Map out the potential role that each person or college position or entity will play in SNAP E&T
- ❒ 4. Discuss projected estimates of the FTE % for each staff member included in SNAP E&T

Tools/Organizational Aids for this Module

- SJI Staff Mapping Tool

Resources

- SNAP E&T 2022 National Forum: Lessons Learned-How to Harness SNAP E&T to Build and Scale Career Pathways through Community College and Human Service Partnerships
- SNAP E&T 2022 National Forum: Intermediaries – The Path to College Partnerships

FAQ's

1) Do we need to hire new staff to provide services for SNAP E&T students?
   a. No. SNAP E&T can easily leverage existing staff who can enhance or expand existing programs and services or develop new ones for SNAP-eligible students. This includes staff in coaching, advising or navigator roles but also others engaging with employers on career services and those in administrative and leadership roles providing support.

2) How can we ask current faculty and staff to take on more when they're already stretched too thin with existing responsibilities?
   a. SNAP E&T work can align closely with existing efforts and expands access to career pathways/CTE programming and supports for a distinct population, SNAP eligible students, towards college completion and careers with economic mobility.

b. By providing expanded or enhanced programs and services for SNAP eligible students, these staff and faculty will generate SNAP E&T 50% reimbursement that could build towards additional staffing paid by the SNAP E&T reimbursement funds in future years.

3) Can SNAP E&T time and effort only be for those working directly with students?
   a. No. Both direct service staff and administrative/leadership staff can be part of the SNAP E&T team as long as they are providing support towards the SNAP E&T program. SNAP E&T providers are reimbursed for 50% of their total costs expended supporting the program, which includes planning, program and staff supervision, and operational elements.

Case Study

College XYZ is exploring SNAP E&T and has identified a few program areas to begin with. College leaders have gained a deeper understanding of how common it is for their students to experience food and housing insecurity after participating in a student basic needs survey. They've developed a food pantry on campus and have been in conversation with their human service agency about becoming a SNAP E&T third party provider.

The college doesn't have new resources to launch SNAP E&T and has been thinking about who could provide the case management and coaching for SNAP E&T students. They've developed a SNAP E&T planning team which includes the CTE dean, adult basic skills (ABS) director, the ABS resource specialist, the CTE career coach and the dean of student affairs. The planning team recognized that each of these individuals is in a position to help tweak and improve existing processes to better serve SNAP eligible students. There are also two faculty who have done important work addressing student food insecurity who would like to participate.