Expanding Community Colleges as SNAP E&T Providers

Budget Development

Planning Guide #6



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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

#1 Assembling the Team

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What is Your SNAP Agency Looking For?

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#5 Braiding Funding

→ **#6 Budget Development**

#7 Student Outreach, Engagement, Enrollment

#8 Case Management

#9 Support Services (Participant Reimbursements)

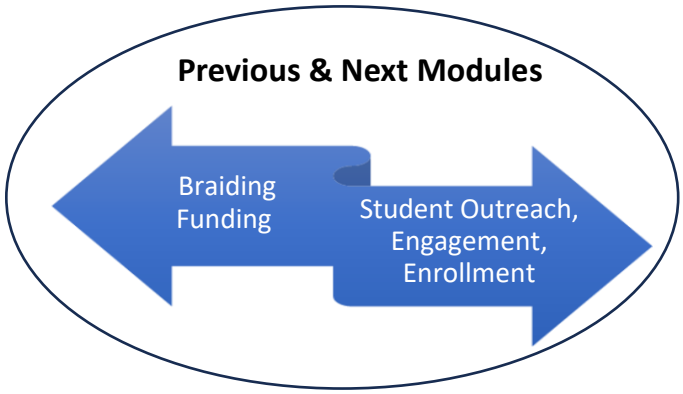
#10 Leveraging SNAP E&T Workforce Partnerships

#11 Program Administration and Strategic Expansion

SNAP E&T Planning Guide #6

Budget Development

Summary



Developing a SNAP E&T budget is an important part of the program planning process, as the projections shape the services and support services the college can offer students and how much the revenue grows over time. Annually, the budget will be submitted to and approved by the state or regional human service agency, either directly or through a third-party intermediary (such as a community college association or lead college).

Similar to other grant budgets, the SNAP E&T budget is comprised of personnel (see Mapping Staff Capacity module), participant support services, scholarships and operating expenses, including indirect expenses. Community colleges will develop SNAP E&T programs in partnership with their state or regional human service agency. Colleges can be reimbursed 50% of their personnel expenses for staff involved in developing, supporting or implementing their SNAP E&T program that are paid out of non-federal funding streams and who are not being matched in other grants. Engaging existing staff in the SNAP E&T program– generally by enhancing or expanding what they are already doing—can improve program impact and generate new revenue. This staff time and effort generates the 50% reimbursement that can be put back into the program. This reinvestment is key in allowing colleges to grow SNAP E&T over time, enabling the college to expand their offerings and offer 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

Who to Invite to the Table (college internal planning)

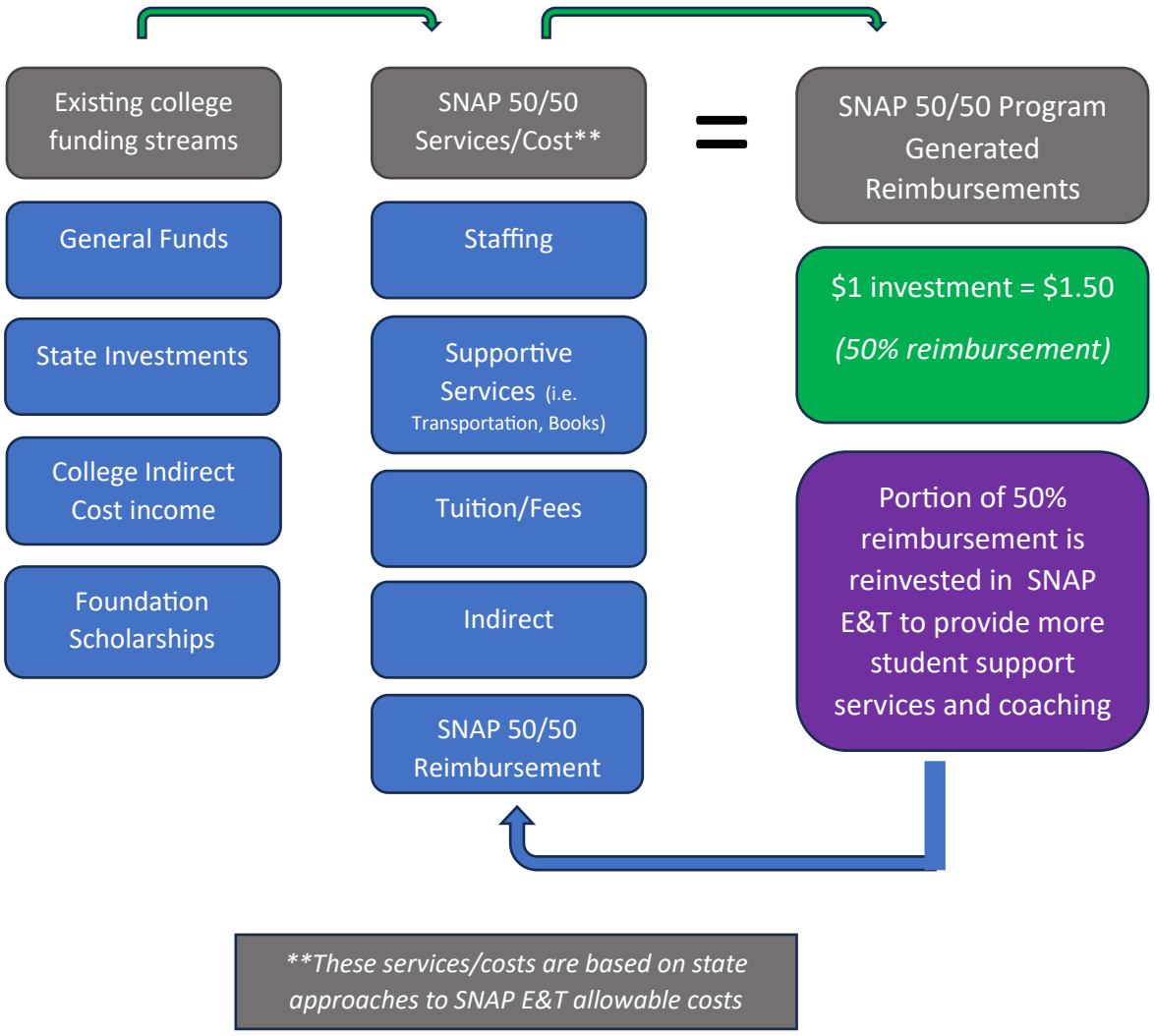
- SNAP E&T college lead
- Executive leader sponsor
- Finance/Budget office
- Grant office staff including budget
- Development staff (i.e. college foundation)
- Leaders from following areas with oversight of budget (as needed):
  - Student services (i.e. advising, financial aid, student basic needs)
  - Career & Technical Education
  - Workforce development
  - Adult education

Planning Goals

1) Establish how to develop a SNAP E&T program budget that enhances equitable student success efforts
2) Design budget to best position the SNAP E&T program for growth and sustainability
3) Identify existing non-federal funding sources that could potentially be leveraged for SNAP E&T with new or enhanced programs and services
4) Determine what college staff could support SNAP E&T students and programs to generate reimbursement

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.

SNAP E&T Funding Process



***These services/costs are based on state approaches to SNAP E&T allowable costs*

Guiding Questions

1) What existing college programs and services have positively impacted equitable student success by increasing college access and credential completion leading to careers with economic mobility for new majority learners?
2) What student support services have been provided that could be enhanced or expanded? What new student support services are needed?
3) What non-federal funding sources (not matched in other grants could be leveraged to generate SNAP E&T reimbursement?
    a. How can you identify other non-federal sources you may not be aware of (i.e. funding streams flowing through college foundation or other departments)?
4) What are the related expenses to expand, enhance or develop new programs and services for students receiving SNAP (i.e. personnel, support services, scholarships, operating expenses, etc...)?
5) What other funding streams could support the SNAP E&T work but are not allowable for SNAP 50/50 reimbursement (i.e. WIOA Title I, Perkins, Title III funds, etc...) ?

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
- Create a detailed list of questions for technical assistance
- Clarify next steps, who is responsible, and a timeframe for reporting back to team

Additional questions with regard to budget development:

6) Who plays a role in the work to improve systems and policies and how could they be engaged?
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) What are potential next steps in the SNAP E&T budget analysis?

Potential Challenges

1) The most common misconception amongst colleges is that new funding streams are required. Instead, colleges can identify and strategically leverage non-federal funding towards the SNAP E&T program through careful allocation and braiding of resources to support students that can generate 50% reimbursement.

2) Colleges may not maximize the opportunity to scale the program and grow revenue over time unless they reinvest their reimbursement funding (which is not considered federal funds) back in the grant.

3) Over the first few years, it can be challenging to accurately estimate expenditures for a SNAP E&T program. It is important to remember that unlike most grant or college budgets, the SNAP E&T budget is the best projection of what the college will spend. Early on it can be hard to predict what services, support services, and staff will be most involved. SNAP E&T allows room for this flexibility, unlike most other budgets that require them to be spent down as projected.

4) SNAP E&T requires third-party providers to balance the need to have tight systems in tracking SNAP E&T expenditures while remaining student centered and flexible in offering individualized and equitable (not equal) services and supports.

Planning Checklist

- ❒ 1) Determine what college programs and services that have positively impacted equitable student success will be a part of SNAP E&T
- ❒ 2) Identify what non-federal funding sources are currently paying for these student success efforts and could be leveraged to support SNAP E&T
- ❒ 3) Determine what new student support services could be developed and/or existing services enhanced or expanded for SNAP E&T
- ❒ 4) Establish what the related expenses are to expand, enhance or develop new programs and services for students receiving SNAP (i.e. personnel, support services, scholarships, operating expenses, etc…)
- ❒ 5) Identify other existing funding sources that can support SNAP E&T work but not allowable for 50/50 reimbursement (i.e. WIOA Title I, Perkins, WIOA Title II, etc...)
- ❒ 6) Based on timeline guidance and expectations from the intermediary or human service agency, develop budget using SNAP E&T templates or processes provided by them.

Tools/Organizational Aids for this Module

- Sample Community College Workforce SNAP E&T Budget Development Tool

Resources

- FNS SNAP E&T Program Toolkit funding section - pages 63-100

FAQ's

1) Should SNAP E & T budget be zeroed out annually?

   It is most strategic NOT to zero out the SNAP E&T budget annually as it limits the ability to reinvest the 50% reimbursement in the budget for the following budget year. The 50% reimbursement is not considered federal funding so can be put back into the program and reinvested by the college the next year, generating additional reimbursement and revenue for the program.

2) What budget tools should colleges use to build their SNAP E&T budget?

   The state or county's SNAP E&T handbook and/or application tools should provide guidance on the proper budget templates. When in doubt, check with the SNAP E&T oversight organization.

3) How can college indirect funds be utilized as part of SNAP E&T program and investments?

   Colleges can and should claim their full federally negotiated indirect rate (or de minimis if the college does not have a federally approved rate) on all allowable costs in the SNAP E&T budget (e.g. personnel, operating expenses, travel, etc...) to receive 50% reimbursement on these expenses.

Case Study

College XYZ is putting together their SNAP E&T application for the next federal fiscal year. This will be their second year participating as a third-party provider. They had a small budget their first year and have gained better insights on what support services are most critical for students receiving SNAP. They identified state funds that cover the costs for a career navigator in career pathways stackable credential programs in addition to some general fund supported personnel. They plan to reinvest 40% of their reimbursement funds for the next year to grow the program further. Additionally, the college foundation has been part of the SNAP E&T budget planning and has been talking with a private philanthropic organization interested in supporting college programs or initiatives that serve parenting and low-income students to cover holistic supports for these students. The prospective funder is very enthralled by the potential for the college to receive 50% return on their investment through SNAP E&T so the college is including this in their budget. This will allow the college to expand SNAP E&T capacity in terms of programs and coaching supports in the next year.