

## **Humanim's Proposed Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) Project**

### **Overview of Program/Purpose**

Humanim provides a classroom-based customer service training as well as a contextual training model to assist SNAP E&T Eligible Food Stamp Recipients in preparing for, obtaining and maintaining subsidized and unsubsidized employment. This program is intended to teach the target population job search techniques, address any employment barriers they may have and develop the appropriate soft and customer service skills needed for successful employment placement and retention. The targeted populations for this project will include low-income adults and young adults (recent high school graduates) living in East Baltimore City neighborhoods surrounding Humanim's American Brewery headquarters.

### **Scope of Services**

There are nine activities associated with Humanim's 6-week job training program BEST (Baltimore Elite Service Training):

Recruitment – BEST offers four sessions per year. Recruitment takes place year round and occurs in multiple ways. First, within one month of a new training session Humanim staff drops off flyers at key East Baltimore locations including: One Stops, Department of Social Services, schools, churches, etc. Second, as Humanim staff participates in resource fairs, workshops and other events they also market and promote the training collecting names and contact information of interested people. Prior to the training, staff reaches out to people who have expressed interest to remind them of the next orientation. Most recently, Humanim mailed postcards to a list of SNAP clients to describe the training and invite them to participate. Finally, Humanim is working with staff at the State Department of Human Resources (DHR) and with the Baltimore City Department of Social Services to identify additional recruitment opportunities (see attached).

Orientation – Two weeks prior to the start of a training session, interested parties attend an orientation where they receive an overview of the program, eligibility and rules of participation. They meet the full Humanim team and learn about their roles and services (including barrier removal). During the orientation, prospective clients will also learn about tools and services that can help them in their job search as well as the reimbursement process for qualified expenses. Lastly, participants learn about our placement and retention rates so they understand what it takes to be successful in the BEST Customer Service Training Program. Attendees that want to participate in the training will complete a short application and sign-up for an interview.

Interview/Intake – Orientation participants who wish to move forward in our process will be asked to attend a one-hour interview with the training facilitator and case manager. During the first half of the interview clients discuss their employment interests, skills and goals. Clients also complete two assessments where they identify any known or perceived

barriers to employment including their attitude about their ability to obtain gainful employment. In the second half of the interview, clients discuss their current level of stability across 15 dimensions. Clients also complete the long application that provides details into the 15 dimensions. These steps allow the facilitator and case manager to identify barriers that need to be addressed over the course of the training to support successful placement and long-term job retention.

TANF check – In addition to assessments and applications clients give consent for Humanim staff to check their eligibility and enrollment status in SNAP and TANF benefits. Clients who are SNAP only will be tracked throughout the duration of the training and their results will be reported to DHR on a quarterly basis.

Job Training – All participants will receive up to three (3) weeks of job readiness classes (60 hours, 20 hours a week for 3weeks). During the employability development component, participants will learn valuable worker traits and behaviors such as attendance and punctuality, appropriate attire, following instructions, accepting constructive criticism, effective interpersonal skills, conflict management, time management, organizational skills and money management skills. Participants will also learn and practice various means of searching for employment and will develop the skills necessary to effectively complete employment related paperwork, build a resume and complete the interviewing process (i.e. drug screens and background checks as part of the interviewing process). As part of the employability development /job readiness component all participants will receive job search instruction and will be expected to take an active role in the job search process. In addition, part of job readiness might include Humanim administering (at the participant's consent) Maryland State background checks on selected participants to assist him/her in knowing what is on their state record. This will assist with identifying appropriate employment opportunities.

Following job readiness participants can either continue to seek employment with the assistance of a Humanim job developer or enter into one of Humanim's hard-skills training program if they meet the eligibility. Humanim currently has 2 skills training programs:

1)- 3-week retail/hospitality occupational skills training leading toward a National Professional Certification in Customer Service from the National Retail Federation. This certification captures core customer service duties for a broad range of entry-level through first line supervisory positions across the sales/service industries. This certification is an industry-driven and endorsed credential that helps employers distinguish and recognize qualified customer service professionals. By earning the professional certification in customer service, candidates can demonstrate their knowledge and skills in work area that employers value, and exhibit commitment to professional growth;

2) 640 hour Deconstruction Training (please see attached document outlining the training objectives and outcomes.)

Barrier Removal/Case Management – Throughout the duration of their participation, participants will receive intensive counseling and support services through Humanim's,

professionally trained case managers. Case Managers will work closely with each participant to assist in successfully removing barriers prior to entering the workforce and will provide basic financial literacy/education. Case Managers will work collaboratively with local partners and will refer customers to outside agencies as needed; issues such as child care, housing, financial assistance, benefits counseling, substance abuse and legal assistance will receive close attention.

Case Managers will also support clients in identifying job preparation expenses that are eligible for reimbursement by the state and in submitting the appropriate paperwork to receive their reimbursements.

Assessments – All participants will exit the employability/job readiness component of the program with a full understanding of the skills and behaviors necessary to successfully obtain and maintain employment. Humanim will administer a pre and post-test to all participants to ensure comprehension of the content. At the end of the training clients also complete anonymous satisfaction surveys to help Humanim identify any areas for improvement.

Placement – Each participant in the SNAP E&T Program will be expected to take an active role in job seeking and will utilize the skills they learned in the job readiness/employability component. In addition, a Humanim job developer will be assigned to assist participants with securing employment based on participant's interests, preferences and abilities.

Retention – Once employed, in an effort to assist with job retention and job maintenance Humanim will provide three months of job support /follow-up services.

### **Outcome Measures**

Humanim will provide quarterly reports to DHR that describe, in qualitative and quantitative terms, our performance against the following outcome measures. We will also describe any challenges, successes and lessons learned in the service delivery process.

- Enrollment (40 clients annually)
- Completion (73% of enrolled)
- Certification (83% of completers)
- Barriers Removed (100% of completers will remove at least one barrier)
- Placement (50% of completers)
- 3 Month Retention (94% of completers)

## **SNAP E & T Referral Process** **Baltimore City DSS to Humanim**

The on-site referral process for SNAP participants in Baltimore City will involve a combination of options A (recruitment of Ready by 21 participants) and B (on-site recruitment at Baltimore City District Office).

### **OPTION A: READY BY 21 RECRUITMENT**

Ready by 21 participants, the DHR program for youth who are transitioning from foster care in Maryland, will be recruited and referred to Humanim. The Ready by 21 population usually transitions to TCA and Food Stamp benefits. Ready by 21 will supply a list of participants that will transition to Food Stamps only. Those participants will be assessed and referred to the SNAP E&T program.

### **OPTION B: ON-SITE RECRUITMENT AT BALTIMORE CITY DISTRICT OFFICE**

- Utilize Dunbar-Orangeville DSS office as the recruitment site
- BCDSS will make a booth available for the vendor to utilize for recruitment.
- SNAP customers will be referred daily to Humanim as appropriate. In addition, Humanim will be available 3 days during the week to recruit SNAP participants. The vendor will also recruit SNAP participants at the Dunbar-Orangeville location the second and third week after the initial referral three days throughout each week.
  - SAIL case manager will inform all Food Stamp ONLY applicants as they are going through the application process that there is a program available to them that will assist in their job search.
  - SAIL case manager will complete the SNAP Referral Log (Google Doc) and give the customer a referral form to take to the designated booth for all interested applicants.
  - SAIL case manager will then tell the customer if they are interested they can see the person in the designated booth.
  - The SNAP Referral Log (Google Doc) will be monitored on a weekly basis to ensure referrals are being made to Humanim.
- The vendor will set up a meeting with DSS a week prior to the referral of participants to review the program, training and assessment process.
- Orientation sessions will be held at the vendor site the second and third week after the initial referral.

# Lutheran Social Services of the National Capital Area (LSS/NCA) Refugee and Immigrant Services (RIS) Suburban Washington Resettlement Center (SWRC)

## Step Toward Overcoming Poverty (STOP) Project FY2016

**Introduction:** For fiscal year 2016, Lutheran Social Services of the National Capital Area (LSS/NCA) proposes to serve SNAP clients from the Suburban Washington Resettlement Area (SWRC). LSS/NCA will use lessons learned from the first year of the project and the acquired expertise to strengthen its project, called Step Toward Overcoming Poverty (STOP), and to better serve SWRC clients in FY2016. This year's LSS/NCA work with SNAP clients has demonstrated that the lack of employment is the main factor behind clients' reliance on SNAP. As a result, LSS/NCA proposes to make some staffing adjustments that will lead to the addition of another Job Developer (JD); this will not result in any increase in terms of funding. Furthermore, LSS/NCA will have its Job Developers focus primarily on getting clients employed. As a result, LSS/NCA will task its Volunteer Coordinator and Community Resource Developer (VCCRD) to take the lead in helping raise the match, recruiting volunteer and mentors, while the Job Developers work on getting clients employed.

**Describe your target population:** According to the Corporation for Enterprise Development, between 2008 and 2013, nationwide, the number of individuals on SNAP has passed from approximately 22 to over 45 million. A study by Feeding America shows that 76% of SNAP households included a child, an elderly person, or a disabled person. The study also highlights the fact that these vulnerable households receive 83% of all SNAP benefits. Furthermore, the data show that as the number of unemployed increased by 94% between 2007 and 2011, the number of SNAP increased by 70%. These correlations between high unemployment and jump in SNAP show that an effective approach in reducing SNAP dependency must target employable adults in these households—by addressing barriers to employment—as well as the Able-bodied adults without dependents (ABAWDs). Through the STOP (Step Toward Overcoming Poverty) project, LSS/NCA proposes to target these groups as well as employed SNAP beneficiaries for job upgrades. Although all refugees face barriers upon resettlement, these barriers are more acute with SNAP clients because of the very reasons outlined above. LSS/NCA will target refugees<sup>1</sup> that meet those criteria and that are within the 5 year resettlement window. LSS/NCA proposes to serve refugees of the Suburban Washington Resettlement Center (SWRC) that reside in Prince George's and Montgomery counties. The SWRC is the primary home of asylees in the state and has the second highest refugee numbers; MORA data also show a much higher number of refugees on SNAP.

**Describe program activities:** Each year, the LSS/NCA's Refugee and Immigrant Services (RIS) touches the lives of over 1,200 refugees and provides over 1,000 jobs. For FY2016, LSS/NCA will continue to work with MORA to determine clients on SNAP and require all assigned non-exempt SNAP recipients to register with the employment programs. LSS/NCA has a long history of working with employers to help individuals find meaningful employment. LSS/NCA will use an assessment tool to help identify the reasons that are hindering employment, and that justify reliance on SNAP. LSS/NCA will then work with the client to remove those hurdles. LSS/NCA utilizes the Family Self-Sufficiency Plan (FSSP) developed by MORA; this tool will be a collaborative effort of the Job Developers, the program participant, and the Resettlement Agency caseworker when applicable. The plan will detail the client's goals, strengths, and barriers. The plan will also detail the action steps necessary for the participant to overcome those barriers identified in the assessment and to move toward self-sufficiency. If a need for vocational training is identified in the FSSP, the Job Developer will work with the client for access to the training; both staff will research free to low-cost vocational training geared towards helping STOP clients gain or sharpen skills needed for employment and self-sufficiency. The FSSP plan will serve as motivation for the client and as a monitoring tool for STOP project.

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<sup>1</sup> For the purpose of STOP project, the term refugee encompasses all eligible individuals per ORR guidelines

Years of providing employment services have shown a direct linkage between finding and retaining employment, and financial health. STOP proposes to combine its Pre-Employment Training and the Financial Literacy (PET/FL) courses. All clients are required to complete a six (6) hour course (5 hours each day) which assists clients in learning about the United States workplace. Items covered include general workplace information such as American work culture, how to appropriately communicate with supervisors, and sexual harassment. Clients learn how to search for jobs, how to create a resume, and how to prepare for interviews by participating in mock interviews with fellow participants. The Financial Literacy component topics include understanding paychecks, how to use paycards, basic tax information, budgeting, and how to use an ATM. PET/FL will prepare clients for a very competitive job market and will help to build job skills. The ultimate goal will be to show clients that employment is more beneficial than reliance on SNAP. STOP will use existing materials that will be tailored to meet program participants' specific needs. Previously, after participants have completed the training, Job Developers have noted that participants have an increased confidence and a readiness to take reasonable jobs and keep them. PET/FL will use a variety of materials and will be offered once a week at the Suburban Washington Resettlement Center (SWRC).

Childcare is another common barrier to employment. The lack of reliable childcare can either prevent obtaining or retaining employment. Childcare will be addressed through the PET/FL class, which will describe childcare options, and through one-on-one meetings with LSS/NCA staff, who will help clients brainstorm solutions. STOP will invite speakers with knowledge of childcare issues and resources to address program participants when applicable. Participants will be working with the Job Developers for assistance with exploring all childcare options. These options will range from having household members alternate childcare internally or externally with relatives, seeking congregations that can help with childcare by enrolling children into existing programs to seeking low cost childcare for employed full-time parents from the date of placement until the employed STOP participant receives his/her first paycheck. The JD will work individually with STOP participants to reduce barriers to attending training and participating in the job search process. The JD will serve all program participant clients regardless of which agency resettled them. All childcare efforts will be documented in case notes in the participant's file.

Because the cost of transportation remains a constant barrier to refugees accessing services, the Job Developers will accompany clients to and from job interviews when necessary and will focus on jobs that are accessible by public transportation. Additionally, depending on the situation, STOP may offer transportation assistance to clients after the situation has been assessed. STOP will seek carpooling options among refugees placed with the same employer. LSS/NCA will ensure that job search and training are offered in a culturally and linguistically sensitive manner; LSS/NCA has the expertise and the staff to meet that goal.

**Proposed program outputs and outcomes:** LSS/NCA will require all non-exempt SNAP recipients to register with the employment programs. LSS/NCA has a long history working with employers to help individuals find meaningful employment. LSS/NCA outputs will include staff/interns, supplies/equipment, office space, volunteers, mentors, donors (monetary & in-kind), community partners, staff development/training, and enrollees (numbers). For the first year of STOP project, LSS/NCA proposes the outcomes below:

**STOP Proposed Outcomes for FY2016 (October 1, 2015-September 30, 2016)**

<b>Performance measurements</b>	<b>Goals</b>
Enrollment	150
Pre-Employment Training/Financial Literacy classes-PET/FL (85% of non-exempt)	96
Entered Employment (75% of STOP caseload)	113
Full-time (75% of job placements)	85
Part-time (25% of job placements)	28
Reduction/termination in SNAP reliance due to employment (65% of FT placements)	55
Provision of transportation support (20% of eligible employable STOP participants)	30
90-day employment retention (75% of all job placements)	85
Average hourly wage at placement	\$10.00
Entered employment with available health benefits (75% of full-time placements)	64
Participation in workshops related to finding job upgrades (100% of non-exempt)	113

Clients who adhere to the steps outlined in the FSSP by the Job Developers are anticipated to overcome hurdles to employment and find meaningful employment within two to three months of enrollment into STOP. Individual client progress will be reviewed during bi-weekly staff meetings between the Job Developers. Meetings between these two staff will also serve as the formal time for them to discuss priority cases and to take urgent steps to remedy any issue hindering employment. Clients who have not found a job after three months will be considered high priority cases; the Job Developers will consult with the Resettlement Manager regarding ways to expedite the case. STOP staff will communicate regularly with SWRC partners and meet with their designees to discuss progress and challenges facing cases referred to LSS/NCA. For its quality assurance, each STOP participant will have a file kept in a secure place to record all activities. Staff will enter case notes after each contact made with a STOP participant or on his/her behalf. These files will be monitored internally by the Resettlement Manager or the Program Director. MORA or its designee can access files at any time upon request. STOP staff will complete monthly reports that include data and narrative to be shared with Resettlement Manager and Program Director. The STOP staff will measure clients' progress via the following key indicators and timeframes:

<b>Key Indicators of Progress</b>	<b>Time Frame</b>
<b>Towards Self-Sufficiency</b>	
Receive Referral from DSS/VOLAGS	Contact client within 3 days
Complete FSSP	During intake; within 10 days of referral to STOP
Attend PET/FL	Within 1 month of enrollment

Complete assigned tasks related to searching and securing a job	Minimum of weekly communications with JD until job placement is secured
Complete individual goals/attend vocational trainings or adjustment services as identified on FSSP	Varies depending on individual's goals; typically within 0-3 months of enrollment
Job placement	Within 3 months of enrollment
Reduction/Termination of SNAP	Upon placement or within a month of placement
Retain job (First benchmark)	STOP JD monitors client's job placement for first 90 days using Interval Report
STOP file closed due to client achieving job retention	90 days retention
Begin seeking STOP job upgrade services/counseling	Varies depending on individual goals; typically within 1-6 months of job placement

**Briefly describe the budget that would be required to implement the pilot:** Learning from the current project, LSS/NCA proposes to 2 full time Job Developers to meet the needs of SWRC STOP/SNAP clients. In addition, the project will also need: communication; travel; rent for space; and supplies; the total estimated cost to MORA is \$90,000 a year. (Please see attached budget). LSS/NCA will match these funds through in-kind and cash contribution to the project

**Describe your proposed strategy to meet the 50/50 match requirement:** LSS/NCA match to the STOP project will be both cash and in-kind. Learning from the current project, LSS/NCA proposes to have the agency's Volunteer Coordinator and Community Resource Developer (VCCRD) take the lead in helping raise the match, while the Job Developers work on getting clients employed. The VCCRD will work with the Job Developers who will devote a portion of their time to working and managing volunteers/family mentors. The VCCRD is responsible for raising match and coordinating with the Finance Department for monthly reporting. The VCCRD and the Job Developers will meet regularly to discuss the match and the outcomes.

LSS/NCA has a long standing history working with local congregations to raise match and recruit volunteers. The VCCRD meets monthly with the Resettlement Manager to update her on the progress made and challenges to be addressed, and will regularly consult with the Finance Department staff. LSS/NCA will continue to use the STOP Match Reporting Form to record in-kind and cash donations, and to collect receipts of cash donations. LSS/NCA accepts most donations that will benefit STOP project participants and the VCCRD will notify churches, individuals and businesses of critical need items; notifications are made through several means, including social media, agency website, mailing and events.

The VCCRD is responsible for assisting in the determining the need for volunteers, mentors and other interns to assist with case management, family mentoring programs and assisting in donation collection. The assessment for volunteer/mentor needs will be conducted by the VCCRD using a volunteer/mentor request form completed by the Job Developers and that outlines the participant's needs. The VCCRD matches those needs to the pool of volunteers and mentors. The VCCRD recruits, screens, orients,



trains, and supervise a large pool of volunteers. Volunteers assist with community orientation, ESL tutoring, transportation, and basic core services geared toward self-sufficiency. Volunteers are trained to provide intensive one-on-one mentoring to new refugee arrivals.

Between October 2014 and March 2015, the Refugee and Immigrant Services program has used 165 volunteers; the program projects to use over 200 volunteers by the end of the current fiscal year. RIS anticipates close to 250 volunteers in FY2016. For collection and reporting purposes, nonprofessional volunteers hours are rated at \$21.74, using the independent sector.org, while professional volunteers using their time to render services in their field of expertise the program uses the hourly rate in that field. If an item such as computers is donated to help a STOP program participant, LSS/NCA uses the Goodwill Valuation Guide for Donors.

The VCCRD recruits, screens, orients, trains, and supervises volunteers. The length of volunteer commitment ranges from few hours to six months. Each mentor, volunteer and intern is responsible for sending their hours and mileage and clients worked with to the VCCRD who in return puts them all on a spreadsheet and sends this to finance. Finance completes the monthly In-Kind report which is used to book in-kind and complete documentation to MORA. A portion of LSS-NCA's accounting policies requires that in-kind contributions used by clients be documented in their client file.

Furthermore, LSS/NCA is also hiring a Volunteer Coordinator at the national level. This position is intended to boost in-kind collection and reporting throughout the agency and will coordinate the work of LSS/NCA departments' Volunteer Coordinators.

For the cash match, when preparing its annual budget, LSS/NCA dedicates certain funds to assist in the operation of the program. This can come from contributions designated by the giver to be used in the RIS program or Foundation grants that LSS-NCA applies for to assist in subsidizing STOP project. Typically LSS-NCA is aware when preparing their annual budget what grants or the estimated amount of designated will be coming in. When donations are raised and earmarked for STOP project, finance department captures the match in the financial statements.



## SNAP E & T Proposal

### I. Target Population

Located in western Maryland, Garrett County is among the largest counties, in terms of land mass, in the state, yet very rural in nature. Tourism is a key industry in Garrett County with Deep Creek Lake, the Wisp Resort, and the surrounding natural resources providing four season recreational opportunities. Despite a large influx of visitors each year, and a strong second homeowner population, the County is experiencing a stagnant population; 2010 US Census data cites 30,097 residents, with 28% in the 20-44 age range, and nearly 30% in the 45-64 age range. According to a recent presentation by Garrett County Economic Development, 48% of jobs in Garrett County can found in the following industries: health care, tourism/hospitality, education, and manufacturing. The largest (private industry) employers in the county include Garrett County Memorial Hospital, Walmart, Garrett College, First United Bank & Trust, Wisp Resort, and Beitzel Corporation. From an educational perspective, the attainment of a high school diploma is 5.4% for adults ages 25 and over, while attainment of a Bachelor's degree or higher is 18.6%.

The Garrett SNAP Employment and Training program will serve eligible SNAP recipients in Garrett County. Currently, there are a total of 1,817 SNAP households in Garrett comprised of 4,046 active recipients. Of those, 2,596 are adults. While the actual number of SNAP eligible households is larger than 1817, we have adjusted the eligible population by excluding Temporary Cash Assistance (TCA) recipient and Temporary Disability Assistance Program (TDAP) recipients, as individuals from both of these groups would not be considered eligible for SNAP E & T. This will be a voluntary program for eligible SNAP recipients who are motivated to enroll in an educational training program in pursuit of an employment goal.

### II. Description of Program Activities\Program Strategy

The purpose of the Garrett County SNAP E & T Program is to provide participants with increased skills and job readiness, increasing their ability to obtain regular employment. The ultimate outcome will be for program participants to decrease, or eliminate, their need for SNAP support. A high percentage, 16%, of Garrett County residents must rely on SNAP benefits. This program offers a unique opportunity for them to obtain employment or advance their careers, enabling them to reduce reliance

on SNAP. This is in line with Garrett County DSS's Mission of assisting families and individuals in becoming self-sufficient.

Garrett County has a strong history of collaboration and partnership. There are a number of developing initiatives centered on serving the unemployed, and underemployed, older youth and adults in our rural area. For the purposes of this project, partners will include: Garrett County Department of Social Services, Garrett College, Garrett County Community Action Committee, Western Maryland Consortium, Garrett County Health Department and the Garrett County One Stop Center. All of the partner agencies are active in our Career Pathways group, whose purpose is to promote, through a career ladder framework, an understanding of the opportunities available with employers in Garrett County, the industries comprised by those employers, and the training and education required for each rung on the industry's career ladder. For the purpose of this grant, these partner agencies have formed a consortia. By February, 2015, a Career Coach/Transition Counselor will be employed by Garrett College. This position will be funded collectively, including support from Garrett County Community Action, and a number of grants currently held by Garrett College. Our consortia believes that career coaching is an integral component of a comprehensive employment and training program, which will include: recruitment, pre-assessment, career exploration, identification of strengths/challenges, and academic placement, all of which are important considerations for successful program. In addition, the Career Counselor will serve as the liaison between the training program and the agency coordinator/case manager to provide information on successes, challenges, and the need for additional supportive services. The Career Counselor will be an integral part of the workforce development team, helping to identify industries with opportunities for training and employment, assisting in the job readiness aspect of training, arranging internships/externships/job shadowing opportunities, assisting successful completers of training in the job search process, and providing job retention support following employment. The Career Coach is viewed as a resource position and will serve all of the partner agencies in this consortia. In addition, the Career Coach will work with Economic Development and the Chamber of Commerce to identify industries that are experiencing, or are poised for, growth. The Career Coach will be tasked with conducting employer visits after the industries are chosen to identify specific entry level positions and the training required. Emphasis will be placed on training which leads to industry recognized certification as the outcome. As this is a new position, the partner agencies will be actively supporting and assisting with the duties assigned to the Career Coach. Specifically, the Case Managers at DSS, the Director of Garrett Works at DSS, Coordinators at CAC, and the Program Directors/Coordinators at Garrett College will assume a team approach during the first year to ensure that processes and procedures are developed to successfully serve our SNAP E & T participants. Services available through other partners, including job search through the One Stop Center, testing services and case management through the Western Maryland Consortium, and other supportive services (case management, child care, transportation, and emergency assistance) will be leveraged through Garrett County DSS, Garrett County Community Action and Garrett College to avoid duplication of effort.

This program will leverage current ongoing or emerging opportunities. An example of this is the TAACCT grant (a DOL funded grant recently awarded to a consortia of MD Community Colleges with an emphasis on Cyber Technology. Three local employers endorsed the grant proposal: Garrett County Memorial Hospital (Health), GCC Technologies (Government Contractor), and Garrett Container Systems (Specialized Manufacturing). This grant will allow Garrett College to provide short-term noncredit certifications in Help Desk, Health Information Technology, and Network Security over a three-year period. Further, GCCAC is currently working with the Casey Foundation and the Aspen Institute on a 2G (Two Generation) initiative, seeking to improve the self-sufficiency of families by providing training to the parents of Head Start children. The initiative focuses on increasing economic security of adult parents/guardians through bundling of services and linkage to employment and career advancement while simultaneously providing high quality early child development services to low income families with young children. Of the 290 families participating in this two generation effort, 213 households are receiving SNAP benefits. In our County, there is duplication and overlap of clients among the partner agencies, which will be beneficial in providing both case management and supportive services as they navigate through training and enter employment. Each of these initiatives will strengthen the overall opportunities in Garrett County, and the SNAP E & T program is an important aspect of building the supportive framework.

Garrett College will serve as the fiscal agent for this program. Garrett College has a proven track record in successfully receiving, implementing, and monitoring local, state, and federal grants. A cost center will be established within the Continuing Education and Workforce Development budget to efficiently track and monitor expenditures, allowing for effective reporting. The WORKS customer tracking system provided by the Department of Human Resources will be the primary tool our program will use for data collection. DSS has an excellent WORKS Data Manager who will train, and serve as a mentor, to the program’s Data Manager, who will be located at the college. This Data Manager will learn to use WORKS. WORKS is designed so partners can access and use the system.

### III. Assessment Strategies and Responsibilities

Initial assessment of SNAP E & T participants will entail a career assessment, if career goals are not clear, to be conducted by the Career Coach. If the participant does not have a high school diploma or GED, s/he will be referred to Adult Basic Education. Participants will then complete program specific assessments, as required:

<u>Program</u>	<u>Assessment</u>
Adult Basic Education	CASAS
Welding, other “hands-on” programs	TABE (in cooperation with WMC)
Certified Nursing Assistant	WRAT

After participants have successfully completed the appropriate assessment (s), they will register for the course(s) of interest. During this process, the Program Director/Coordinator, Career Coach, and Case Manager from the partnering agency will work together to address any perceived barriers for the participant, including transportation, child care, and others as they are identified.

#### IV. Referral, Recruitment and Intake Processes

DSS Caseworkers will screen their non-public assistance caseloads, looking for unemployed or underemployed candidates who would like participate in the program. Partner agencies will employ a presumptive eligibility approach, linking potential SNAP E & T participants to DSS for eligibility screening. In Garrett, caseworkers know most of their customers well. At application, or during reconsideration, the caseworker will assess the customer and determine if participate on is appropriate. The caseworker will then refer them to the Career Coach for intake. This will serve as the primary recruitment strategy.

In addition, a team, comprised of representatives from Garrett College, DSS, Community Action, and the Western Maryland Consortium, will work together to create a marketing strategy for local SNAP recipients. This strategy will include printed materials, open house sessions at each partnering agency, as well as the development of a staff in-service for case managers at each agency. This will provide consistency in the sharing of information about the program, eligibility, funding, and supportive services. Case managers from partner agencies will educate clients on the SNAP E & T program and refer them to them to their DSS Case Manager for SNAP eligibility screening.

In addition, those who are uncertain of their career goal will be encouraged to participate in a Career Awareness Workshop. The Career Awareness Workshop utilizes an interests/skills inventory to assist individuals with identifying career goals. In addition, the workshop includes presentations by local employers representing industries in our county/region to describe employer expectations, educational requirements, etc.

The Workforce Development programs currently offered by Garrett College are designed to meet the needs of local, and regional employers. Each program culminates in a nationally recognized certification/credential, or, one which has been developed locally to meet a specific need. Current workforce programs include: Commercial Driver's License (Class A and Class B), Certified Nursing Assistant, Phlebotomy Technician, Veterinary Assistant, Medical Coding & billing, Certified Apartment/Building Maintenance Technician (CAMT), Machining, Welding, Construction Technology, Child Care, office Skills, Emergency Medical Technician, Paramedic. In addition to traditional employment opportunities, entrepreneurship will also be an option for participants. Garrett College has a business incubator on campus which is intended encourage and support economic development through entrepreneurial efforts. Through formal training, coaching and mentoring, qualified individuals will be poised to become entrepreneurs in Garrett County. Most our programs are less than one year in duration, and do not follow a traditional semester start date. Garrett College Program Directors/Coordinators will work collaboratively with partner case managers to provide schedules of upcoming training events. When a

SNAP recipient expresses interest in a training program, and has been verified as eligible through DSS, the case manager will make a referral to the appropriate Garrett College Program Director/Coordinator. The intake process varies among programs; potential students will receive supportive services from the Program Director/Coordinator and the Career Coach throughout the intake, assessment, and registration process as appropriate.

During the course of the training program, the Career Coach will remain in communication with the Case Manager (s), the Program Director/Coordinator, and the Program Instructor(s) to monitor student progress and success. Any issues or barriers that are identified will be addressed by the support team with appropriate supportive services. The Career Coach will also work with the DSS Case Managers to verify ongoing SNAP eligibility for students enrolled in programs lasting longer than one month.

## V. Program outputs and outcomes

Number of customers to be served:

As the program period will span two fiscal years, outcomes will be expressed as Year One and Year Two.

### Year One

During the (abbreviated) Year One, twenty-five (25) customers will be assessed initially and referred by DSS case managers to the Career Coach; of these, we anticipate 7 will follow through with a more in- depth assessment conducted by the Career Coach. We anticipate that 13 of the 25 will be enrolled in the program. Of these 13, nine should complete the program as a result of enrollment prior to September 30<sup>th</sup>.

### Year Two

During Year Two, seventy-five (75) customers will be assessed initially and referred by DSS case managers to the Career coach; of these, we anticipate 19 will follow through with a more in-depth assessment conducted by the Career Coach. We anticipate that 37 of the 75 will be enrolled in the program. Of these, 21 should complete the program. Career Coach, Case Manager(s) and Program Directors/Coordinators will consult monthly to confirm continued eligibility for those enrolled in training programs lasting longer than one month.

Of these 30 (totals from Year 1 + Year 2) who stay successfully with the program, we anticipate 20 will eventually (some will stay with the program for several years, depending on their course of study) earn credentials.

We anticipate a total of 25 of the 50 participants (Year 1 + Year 2) who are enrolled will find employment, either initial employment, or a new job (perhaps with the same employer) at a higher salary. Of these, we forecast 5 of these will increase their earnings to the point that their income will put them overscale for SNAP.

## VI. Retention Strategy

As many SNAP recipients currently receive supportive services from partnering agencies, follow up and monitoring of participant progress will be possible through the establishment of a Memorandum of Understanding, which will include data sharing.

The Career Coach will provide ongoing support and follow-up at the one month, three month, six month and one year marks following completion of a training program.

The program participants will have contact information for the Career Coach and will be encouraged to contact them immediately if any issue arises concerning training or employment. The Career Coach will check in with customers as needed, but no less than at one month, three month, six month and one year marks after they complete their program. We have found that good communication between program staff and the customer, which includes building a good, working rapport, is essential to participant success. Little problems, if not addressed, can soon add up to insurmountable barriers and failure. The Career Coach and partner case managers will stand ready and will access all resources in the county, both in program and out, to enable the customer to stay in school/training and to then keep working. Keeping self-sufficiency for SNAP recipients as the most important performance indicator for our program will keep everyone focused on success. This is a proven strategy that has worked for partner agencies in the past.

## **International Rescue Committee SNAP E&T Proposal**

**Describe your target population:** The International Rescue Committee (IRC) seeks SNAP Employment and Training (SNAP E&T) funds to serve 120 refugees and asylees who are on SNAP and live in Montgomery and Prince George's Counties. Refugees and asylees are persons who are outside their home country because they have suffered persecution on account of race, religion, nationality, political opinion, or because they are a member of a persecuted social category of persons. These men, women, and children have survived for years against incredible odds. They have endured deplorable living conditions in refugee camps and suffered hunger and disease. Some are victims of sexual violence which has been used a weapon of war in places such as the Democratic of Congo. It is worth noting that many of the refugees that IRC serves have lived through multiple displacements before finally making it to the United States. Many refugees do not speak English and depending on how long they have been in refugee camps, many have education levels lower than 12<sup>th</sup> grade. Although asylees have been in the United States for varying durations before they come in contact with the IRC, like refugees, they are often unfamiliar with U.S. work culture and hiring practices. Asylees also have varying levels of education ranging from none to postgraduate. Some asylees have also worked in their countries of origin. The challenge for asylees and refugees who have employment background is that degrees and work experience are not always transferable into the U.S. job market. Foreign degrees are often not recognized by U.S institutions and local businesses are either unable or unwilling to verify past overseas employment.

SNAP E&T will be offered to individuals and families who are underemployed or unemployed. These may also include households in which only one parent is working but two wages are needed in order to render the family economically self-sufficient. The primary purpose of the program will be to raise participant income through employment and to alleviate reliance on public assistance, including SNAP.

**Describe program activities:** IRC recognizes the challenges that refugees and asylees face when attempting to enter the U.S. workforce. Our unique workforce development approach combines employment training, one-on-one job development services and case management to help the target population become self-sufficient. IRC's Economic Empowerment Program (EEP) will offer an array of more than a dozen Job Readiness Trainings, ranging from introductory job search and interview trainings to industry and business specific trainings, created in partnership with local area employers.

Where an individual is working but within the SNAP income limit, the IRC's EEP will provide job upgrade services to help increase hours and/or wage by focusing on further developing the skills learned in the current job and by working with the current employer or one of more than 100 EEP business partners to place that client in a "job upgrade". In



FY14, the IRC placed 114 clients in 2<sup>nd</sup> jobs – representing either an upgrade or supplemental income.

Where an individual is *not* working, SNAP E&T Program will work with the client to identify the barriers to employment and to provide career counseling, planning and skill development. In conjunction with efforts to remove “employment” barriers, the IRC will provide case management services to remove barriers including lack of or low English proficiency, lack of childcare and health issue. Finally, both case management and employment services will focus on removing cultural barriers through orienting clients to American cultural workplace norms; helping participants to set realistic expectations about the job market and to develop corresponding skills necessary to succeed in the American job search.

### **Proposed program outputs and outcomes:**

IRC will measure program outputs as an indication of progress toward achieving economic self-sufficiency; however, more emphasis will be placed on outcomes in order to measure the true impact of SNAP E&T program and to ultimately reach the goal of alleviating pressures on food stamp benefits and other public assistance programs

#### **Outputs**

- IRC will assist 90% of participants not already enrolled in (or fluent) with enrollment in English classes
- IRC will create a career development plan with 100% of participants
- IRC will enroll 90% of employable adult participants in at least one of its Job Readiness Classes
- IRC will assist 90% of employable adult participants to create or update their resumes
- IRC will assist 90% of employable adult participants with job applications and interviewing

#### **Outcomes**

- 50% of employable adults will secure employment or obtain a job upgrade or second, supplemental income within 8 months of enrolling in the program
- 70% of employable adults will secure employment or obtain a job upgrade or second, supplemental income within 12 months of enrolling in the program
- 70% households served will realize decreased or suspension of SNAP benefits due to increased income within 12 months, and 50% within 6 months.

**Briefly describe the budget that would be required to implement the pilot:**

The SNAP E&T Program will be implemented by a single FTE supporting the Employment Specialist position. Furthermore, the program will be directly supported by Economic Empowerment Program staff, including the Program Manager, the Program Supervisor, and the Career Development Program Coordinator. Finally, the program will be supported by the IRC's senior leadership, including the Executive Director, Finance Manager, and Administrative Manager.

In addition to these personnel costs, the program's budget will require administrative support/capita including rent, utilities, equipment, supplies, transportation, etc...The program will include a small budget for interpretation as well as direct client assistance for items such as transportation and uniform reimbursement, as it relates directly to their job placement. Finally, the budget includes the required Indirect Cost Rate at a rate of 9.09%.

The budget, which is attached, has been designed to cover all of the above-mentioned items while meeting the \$125,000 cap. It should be noted that this is a particularly lean budget, with disproportionately low support to personnel outside of the single FTE Employment Specialist. Other line items in the budget that are potentially underfunded include interpretation and direct assistance.

**Source of Federal Funds for SNAP E&T**

Charges to SNAP E&T will not be in excess of what the general public is paying and the SNAP E&T funding will not supplant non-federal spending. The IRC will be able to track federal funds and guarantee that the source of matching federal funds are non-federal and allowable.