



# Partnering with Employment Social Enterprises (ESEs)

Presented By

Roberts Enterprise Development Fund (REDF), Seattle Jobs Initiative (SJI),  
Center for Employment Opportunities (CEO), and Project Return

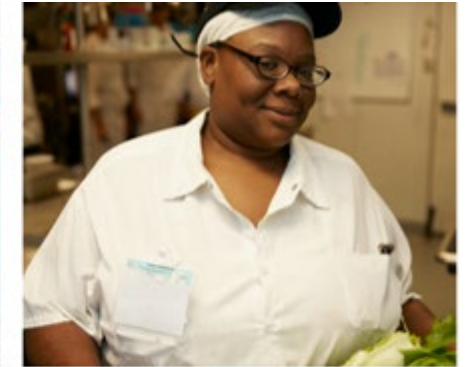
# Agenda

- Overview
- The Employment Social Enterprise (ESE) Model
- SNAP E&T Capacity Building Program
- ESE Alignment with SNAP E&T
- Project Return - *ESE Example*
- Opportunities to Support SNAP Agencies



# What is an Employment Social Enterprise (ESE)?

- Employment Social Enterprises (ESEs) are mission-driven, revenue-generating businesses that provide paying transitional jobs and supportive services to help people stabilize their lives, develop a work history, and build skills and confidence.
- ESEs leverage expertise and community engagement in a model that seeks to effect positive social impacts.
- [What is an Employment Social Enterprise Video](#)



# Target Population



Young people disconnected from work or school



People who have been justice-system impacted



People who face housing insecurity



People with mental health or substance use challenges

# ESE Model



**1. TRANSITIONAL EMPLOYMENT:**

Transitional employment at an employment social enterprise allows people to build their skills and confidence in a supportive environment while they are earning a wage.

**2. SUPPORT SERVICES:**

It is that unique combination of a paying job and vital support services that makes the difference. Services might include help with childcare, housing, record expungement, transportation, financial literacy, and mental health counseling.

**3. JOB READINESS:**

Employment social enterprises support employees with job readiness skills to foster positive job placement outcomes. This support might include interview prep, job research assistance, and resume building.

**4. COMPETITIVE EMPLOYMENT:**

After exiting an employment social enterprise, people transition into unsubsidized competitive employment.

**5. RETENTION:**

To bolster long-term success, support often continues after a participant is placed into competitive employment.

# SNAP E&T Capacity Building Program

REDF, along with our partners Seattle Jobs Initiative (SJI) and Center for Employment Opportunities (CEO), launched a SNAP E&T Capacity Building Program to support Employment Social Enterprises (ESEs) in becoming SNAP E&T third-party partners.



**Seattle Jobs Initiative (SJI)** is a recognized national expert on SNAP E&T, and the SJI Team brings a wealth of expertise helping states, counties, and individual workforce providers to develop, operate/administer and grow high-quality SNAP E&T programs.



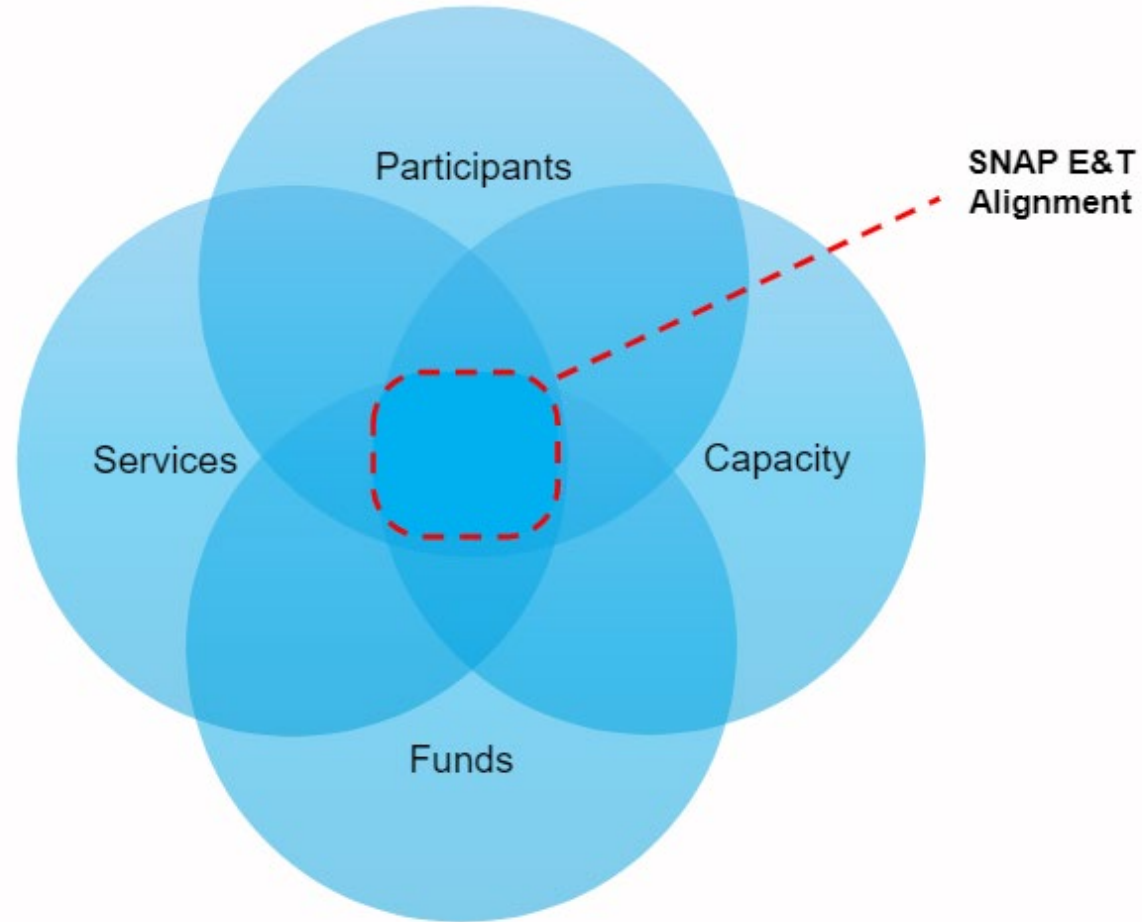
**Center for Employment Opportunities (CEO)** is a national nonprofit ESE providing immediate, comprehensive employment services to individuals recently released from incarceration. CEO is a E&T partner in all 11 states for their nearly 30 locations.



**REDF** is a pioneering 501(c)3 venture philanthropy that leads a national movement of employment social enterprises. REDF is the only philanthropy in the U.S. that invests exclusively in social enterprises focused on employment.



# SNAP E&T Alignment



# Funds

ESEs are often supported through a variety of non-federal funding sources



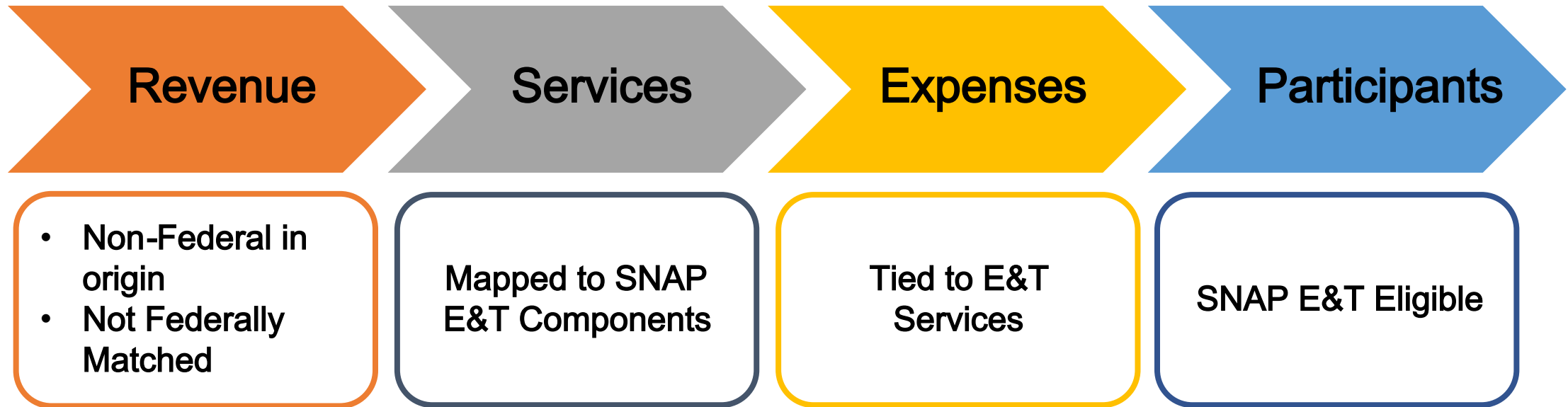
**Business Revenue:** A sustainable source of funding that can go right back into employment & training programming



**Foundation & Local Government Grants:** Many ESEs receive grants from a variety of foundations and donors whose funding priorities align with ESE missions of supporting economic mobility, addressing homelessness, etc.



# Funds



ESEs have received technical assistance and tools to guide them in assessing their SNAP E&T reimbursement potential

# Capacity

## What do we mean by capacity?

SNAP Agencies might look for these capacity indicators when selecting ESE Third-Party Partners



Having financial stability and reliable funding sources or revenue



A good record on federal or other publicly funded grants/contracts



Ability to meet contract requirements such as reporting

Source: USDA SNAP E&T Operations Handbook

# Capacity



**Staffing Capacity:** ESEs can overlay SNAP E&T functions onto existing staffing structure Employment coaches, Skills trainers, Job Readiness instructors



**Reporting Capacity:** ESEs can utilize existing tracking and reporting mechanisms to fulfill SNAP E&T tracking and reporting requirements

ESEs have received support in planning for establishing adequate capacity to administer SNAP E&T

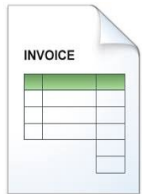
# Capacity



## Budgeting



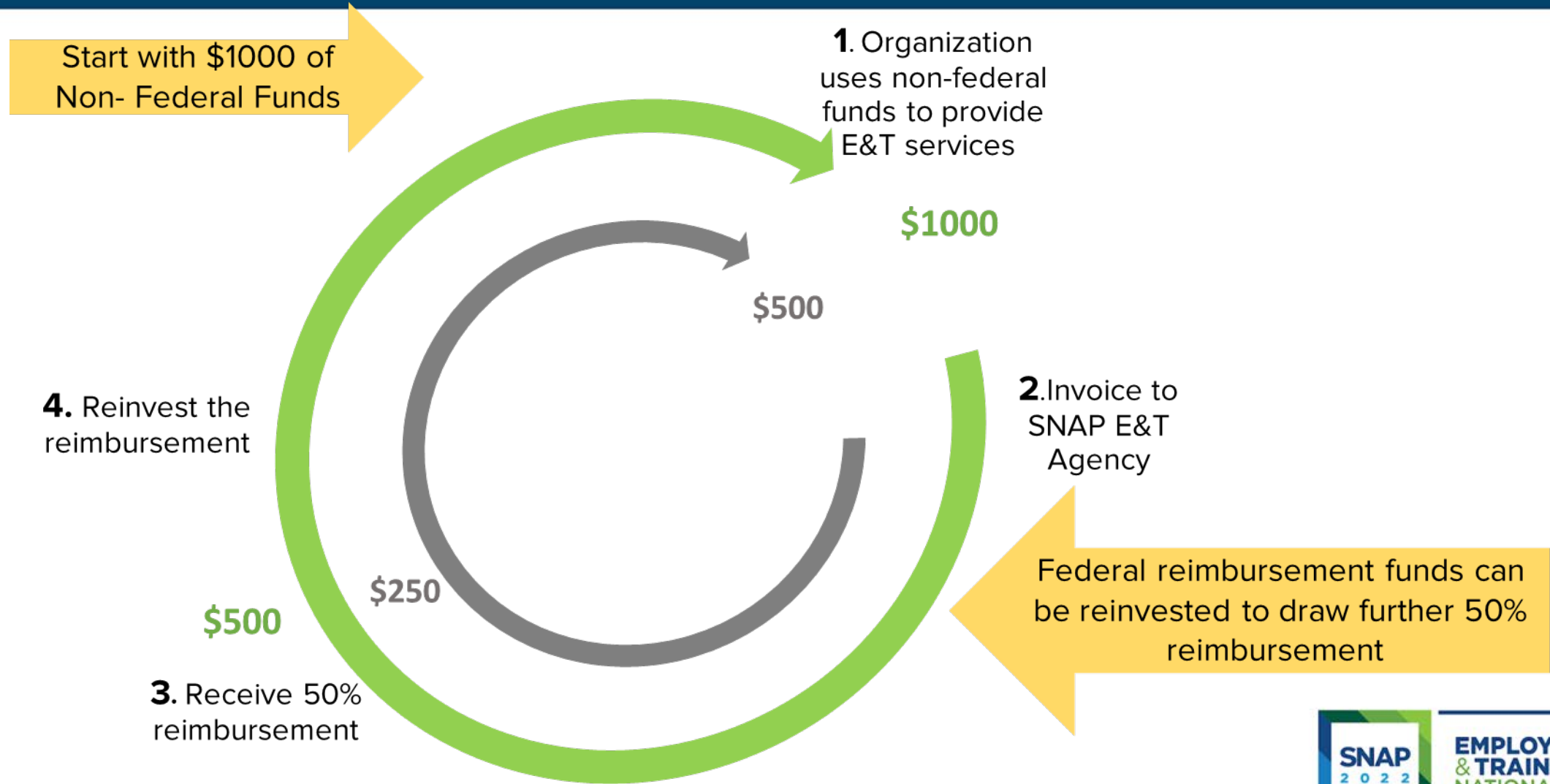
## Tracking Expenses



## Invoicing

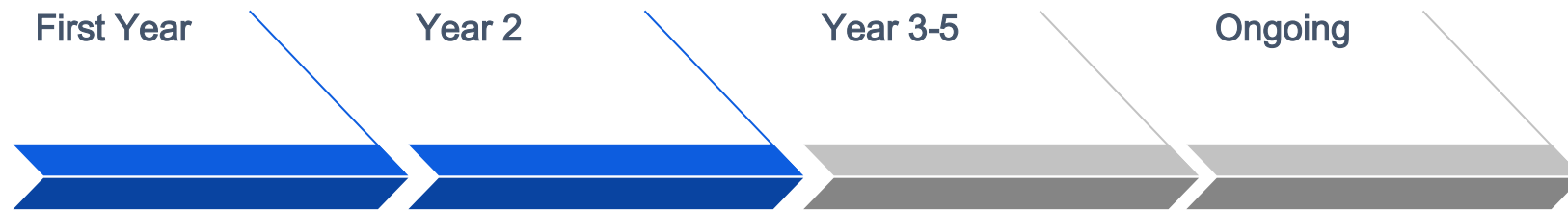
- Fiscal staff are key to ensuring that expenses are appropriately tracked and budgets and invoices are prepared correctly
- ESE Finance staff participate in technical assistance to understand SNAP E&T fiscal requirements

# Capacity



# Capacity

## Planning for Growth




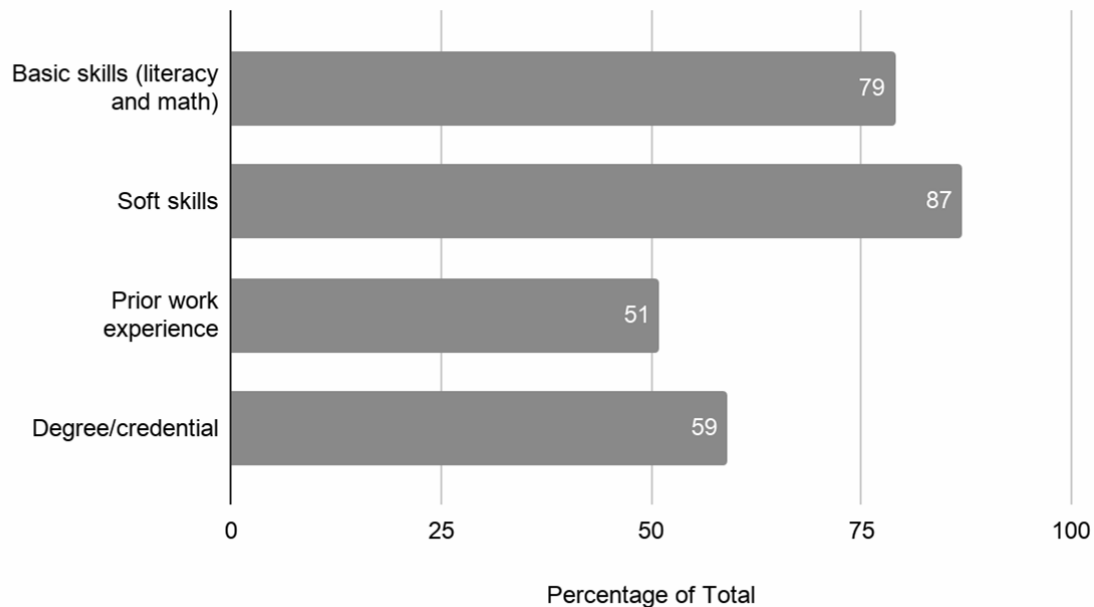
- Understand expectations of an E&T partner
- Make sure appropriate staff have thorough E&T knowledge

- Think about how E&T is capacity-building in its nature: 50% funds are reinvested into program; state/local and private investments go 50% further.

- Are there new programs launching that SNAP E&T could support?
- What additional admin support do you need to grow your programming and serve more participants
- Think about labor market changes and upcoming career opportunities that might alter what you're offering to your communities
- Are there community partnerships that could enhance existing programs?

# Participants

 E&T Providers reported that E&T participants needed support with key skills for securing employment:



These align with the **needs of populations served by employment social enterprises:**



Young people disconnected from work or school



People who have been justice-system impacted



People who face housing insecurity



People with mental health or substance use challenges

# Participants

## Considerations for Employment Social Enterprises serving E&T Participants:



### Client Engagement Strategies

- Discussing SNAP and SNAP E&T program requirements
- Addressing questions or concerns about enrollment
- Supporting documentation or reporting requirements



### SNAP E&T Eligibility

- Identifying eligible program participants
- Understanding unique eligibility considerations for ESE's client population
- Considering impact of social enterprise wages on benefits



### E&T Referral Processes

- Facilitating referrals with agency partner
- Tracking E&T participant data
- Collaborating with partners to address eligibility questions



# Participants: Supporting ESEs

## SNAP E&T FAQs

## Orientation Checklist

### TA RESOURCES

### Participant Resources

These materials support staff with discussing SNAP and SNAP E&T with participants, helping navigate questions and steps for enrollment

Agency Logo (e.g. DHS) | Organization Logo

**What is SNAP?**  
The Supplemental Nutrition Assistance Program (SNAP) or "food stamps", is the nation's largest food assistance program. In 2018, nearly 40 million Americans received SNAP benefits. SNAP provides support for people who meet income eligibility rules and want to put healthy & nutritious food on the table.

**What is SNAP E&T?**  
The SNAP Employment and Training (E&T) Program helps SNAP recipients obtain employment. [Org Name] is a partner for E&T, providing employment & training services to SNAP recipients.

**SNAP and SNAP E&T FAQs**

**I'm receiving SNAP, but my [Org Staff Title] says the SNAP agency wasn't able to verify me for participation in E&T. What should I do?**  
Unfortunately, we cannot verify participants ourselves unless the participant shows up in the online verification system. But this doesn't mean you're out of luck! Either online or in person, request a SNAP verification letter from your local SNAP office. Bring us back this letter -- we will make a copy and ensure you are added to the program so you are eligible for the service!

**I have a work requirement for SNAP. What does that mean?**  
Able-bodied adults without dependents (ABAWDs) 18-49 years old are generally required by law to work and/or participate in a work program at least 80 hours per month to receive SNAP more than three months in a three-year period. SNAP administrators must determine and verify ABAWD work hours at certification, and start counting the three months if the individual is not meeting work requirements. ABAWDs are required to report whenever their work participation dips below the 20 hours/week required, averaged monthly.

**I used to receive SNAP, but it stopped and I don't know why. Can I still do SNAP E&T?**  
Not until you receive SNAP. Your benefits may have stopped if you didn't meet the work requirement (80 hours/month for an average of 20 hours per week), because you missed your recertification window to continue receiving benefits, or for another reason. Let's help you get back on track! Ask [Staff Title] to help you contact the SNAP agency for information about your case and to start another SNAP application if necessary.

**Myths & Facts**

**Myth: SNAP and Food Stamps are the same thing.**  
**Fact: SNAP and Food Stamps are different programs.**

In 2008, the Federal Food and Nutrition Assistance Program (SNAP) to reflect an increasing focus on nutrition, in addition to addressing hunger in America. Some states still call the program "Food Stamps" or "Food Support" and many have created their own names, such as "SNAP" (California), 3SquaresVT (Vermont), or FoodShare (Wisconsin).

**Households do not participate in SNAP because:**

- They are either unaware of their eligibility for SNAP or needed to enroll or transportation issues. In fact, 69% for SNAP if they knew that they were eligible.

Center for Employment Opportunities

**SNAP E&T for Employment Social Enterprises  
Client/Participant Orientation Checklist Template**

**Using this Template**

This document guides you through the process of creating a checklist that caseworkers and clients/participants can use to track progress through enrollment in your ESE's SNAP E&T program. To help staff and clients understand the sequence of the checklist, we encourage you to add section titles that mirror the enrollment steps described in the orientation slide deck. The headings in this template mirror the example steps given on slide 11 of the Template for Client/Participant Orientation.

Modify your language and section headers to reflect your process.

Example questions or fields are captured in gray boxes  
Notes and additional guidance captured in green boxes

**Section 1: Eligibility**

List the requirements for SNAP E&T and/or your program as individual checkboxes. Incorporate messages throughout guiding staff through the document.

**FOR EXAMPLE:**

The client:

- Does not receive TANF
- Is able to work

If the client answers "no" to either question, they do not qualify for SNAP E&T. If yes, proceed.

- Receives SNAP benefits
  - If unchecked, proceed to Section 1A: Applying for SNAP
  - If checked, proceed to Section 1B: Verification

SNAP E&T for Employment Social Enterprises - Client/Participant Orientation Checklist Template  
Center for Employment Opportunities, Inc. - ceoworks.org

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# Services

## Social Enterprise Program Model

SNAP E&T Components

Integrated Case Management

Participant Reimbursements



Example: CEO's Program Model  
Mapped to SNAP E&T components



Job-Readiness  
Training

+



Transitional  
Employment

+



Job Coaching &  
Placement

+



Retention Services  
for One Year

E&T Component:

<b>Work Experience / Subsidized Work-Based Learning</b>	✓	✓		
<b>Supervised Job Search</b>			✓	
<b>Job Retention (up to 90 days)</b>				✓

# Services: Supporting ESEs

## TA RESOURCES



### Mapping Tool

This tool helps organizations identify how their existing program services align with SNAP E&T components and related case management

**MAPPING PROGRAM SERVICES FOR ALIGNMENT WITH SNAP E&T**

The purpose of this tool is for your organization to identify how existing services align with SNAP E&T components and related case management. This mapping tool will also help you to identify program adjustments, additional information needed, staff training, and other next steps needed to become a SNAP E&T provider.

Using this guide will give you key pieces of information to develop a SNAP E&T proposal as well as how you will integrate SNAP E&T into your program services.

**STEP 1: Review and become familiar with the SNAP E&T components and services**      **STEP 2: Assess your services for SNAP E&T alignment**

*Click on the components and services below for a definition*

SNAP E&T COMPONENTS	SNAP E&T SERVICES
SUPERVISED JOB SEARCH (SJS)	CASE MANAGEMENT
JOB SEARCH TRAINING	PARTICIPANT REIMBURSEMENTS
EDUCATION	
JOB RETENTION	
WORKFARE	
WORK EXPERIENCE	
SELF-EMPLOYMENT TRAINING	

Helpful Reference Documents: FNS

**EXAMPLE ASSESSMENT**

E&T COMPONENT & SERVICES	YOUR CORRESPONDING PROGRAM OR SERVICE	
SUPERVISED JOB SEARCH (SJS)	Job Search Workshops (weekly) Individual Job Search assistance with Employment Specialist	Curricula Add report
JOB SEARCH TRAINING	Job Readiness Workshops (weekly) "Finding Your Next Job" Workshop Knowing Your Community Resources class	Curricula Add report
EDUCATION	N/A	N/A
JOB RETENTION	Monthly Employment Specialist Check-ins Optional; Graduates "Happy Hour" event	Training
WORKFARE	N/A	N/A
WORK EXPERIENCE	Transitional Work Program - 2 to 3 months	N/A
SELF-EMPLOYMENT TRAINING	N/A	N/A
CASE MANAGEMENT	Employment assessment and plan Employment barriers; identify mitigation plan; Monthly check-in and reporting	Consider Crew leader role and case management Tracking case management activities
PARTICIPANT REIMBURSEMENTS	Transportation Work crew clothing/supplies Cell phone/minutes	Develop protocol for additional supportive services

**STEP 3: Use this fillable document to map your program services**

E&T COMPONENT & SERVICES	YOUR CORRESPONDING PROGRAM OR SERVICE	NOTES-ADJUSTMENTS, TRAINING, NEXT STEPS
SUPERVISED JOB SEARCH (SJS)		
JOB SEARCH TRAINING		
EDUCATION		
JOB RETENTION		
WORKFARE		
WORK EXPERIENCE		
SELF-EMPLOYMENT TRAINING		
CASE MANAGEMENT		
PARTICIPANT REIMBURSEMENTS		

# Project Return - *ESE Example*

- About Project Return
  - *ESE Model*
- SNAP E&T Alignment
  - *Target Population & Services*
- Relationship with SNAP E&T Agency
- Looking Ahead
  - *Where is Project Return now?*



# Social Enterprise – A Key Part of the Solution



- Self-sustaining businesses that earn revenue and reinvest in hiring and supporting more people.
- Sell products and services in the competitive marketplace and hire employees who would otherwise not have much hope of finding/keeping a job.
- Improves lives, strengthens families and communities, and helps spending for government programs go further.
- For 20+ years, REDF has helped social enterprise businesses increase their effectiveness and scale their impact so that more people have the opportunity to work and build a stable future.
- We all benefit from living in a society where everyone has the opportunity to contribute.

# Opportunities to Support SNAP Agencies

- Knowing who to reach out to in the State or County about SNAP E&T Opportunities
- Outlining Application Process Frequency and Timeline
  - *Ensuring ESEs understand what to expect*
- Connecting with Regional Analysts that are related to a State SNAP Agency
- Continuing to support ESEs in assessing their alignment with SNAP E&T through technical assistance

