



Food and Nutrition Service
U.S. DEPARTMENT OF AGRICULTURE

Strengthening State Management of the SNAP E&T Fiscal Lifecycle

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Today's Speakers: FNS



Marcie Foster

Director
SNAP Office of Employment
and Training



Loretta Robertson

Program Analyst
SNAP Office of Employment
and Training

Today's Speakers: Mathematica



Jon McCay

Senior Consultant
Mathematica



Gretchen Rowe

Senior Director
Mathematica



Elizabeth Brown

Senior Researcher
Mathematica

Secretary Rollins' Priorities



**Support State
Innovation**



**Strengthen Work
Expectations**



**Infuse Energy
& Vision**



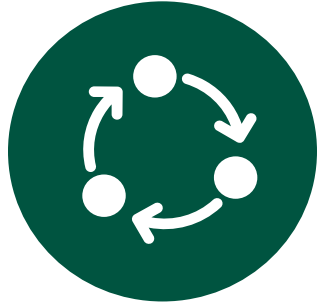
SNAP Employment and Training

- SNAP Employment and Training (E&T) was created under the Food and Nutrition Act in 1985.
- All States are required to operate E&T programs and must submit an annual E&T plan.
- States have considerable flexibility in designing E&T programs that meet the needs of participants and employers.

Components:

- Supervised job search
- Job search training
- Education
- Self-employment training
- Workfare
- Job retention
- Work experience
 - Work Activity
 - Work-based learning

Goals for today



Understand the SNAP E&T Fiscal Lifecycle and how it can be useful to you



Identify an area for improvement as it relates to your State's current financial management practices

Why a Fiscal Lifecycle?

Shared language

- Facilitates better collaboration among:
 - Program and fiscal
 - States, intermediaries, and providers
 - USDA/FNS

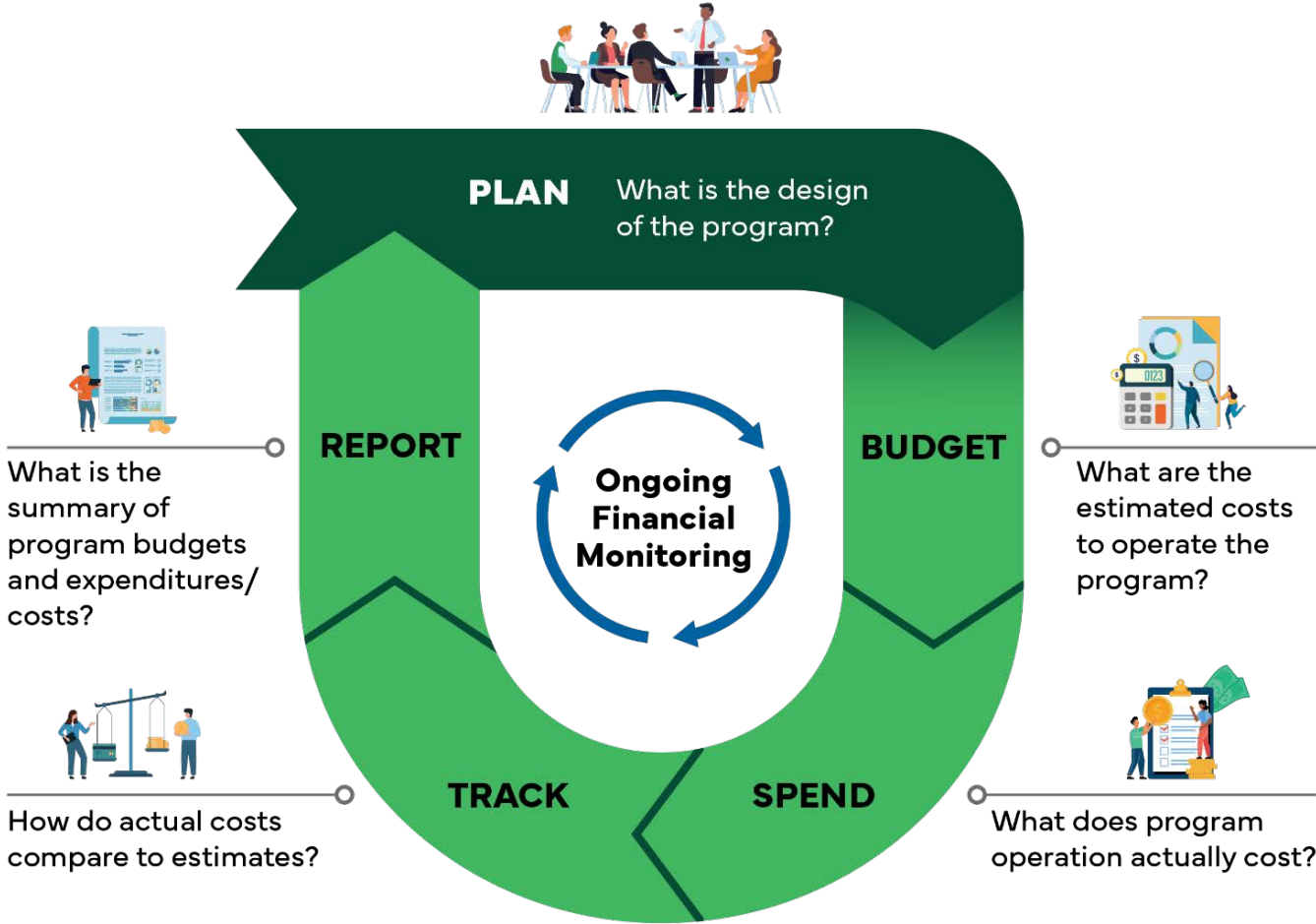
Systematic approach

- Provides an intentional and thorough approach that States can adapt and replicate for sound fiscal management of SNAP E&T

Data-driven

- Helps States use their data to inform plans, budgets, and midyear adjustments

What is the Fiscal Lifecycle?



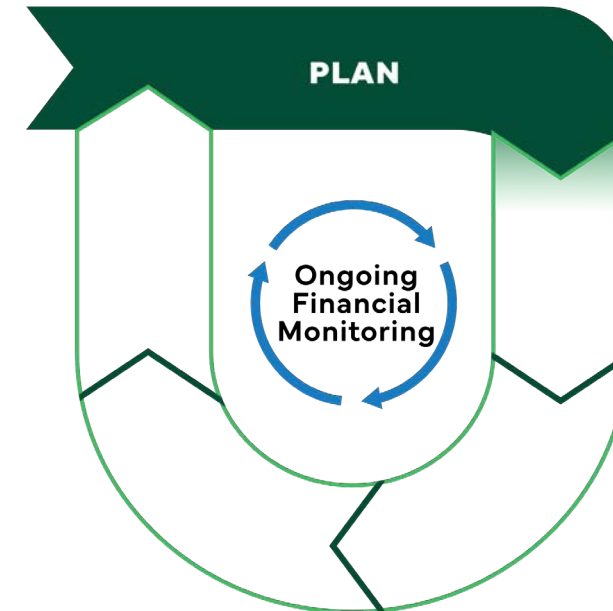


Exploring the Stages of the Fiscal Lifecycle

The Plan stage

Key question: What is the design of the SNAP E&T program?

- Consider what is working well and what should change for the upcoming year
- Understand current and recent years' financial trends
- Make financially informed and intentional choices about your State's SNAP E&T program



The Plan stage in practice



Gather fiscal and program data from the current and recent years to review



Hold a strategic planning session to review data and set priorities for the year



Convene meetings with intermediaries and providers to discuss data and priorities

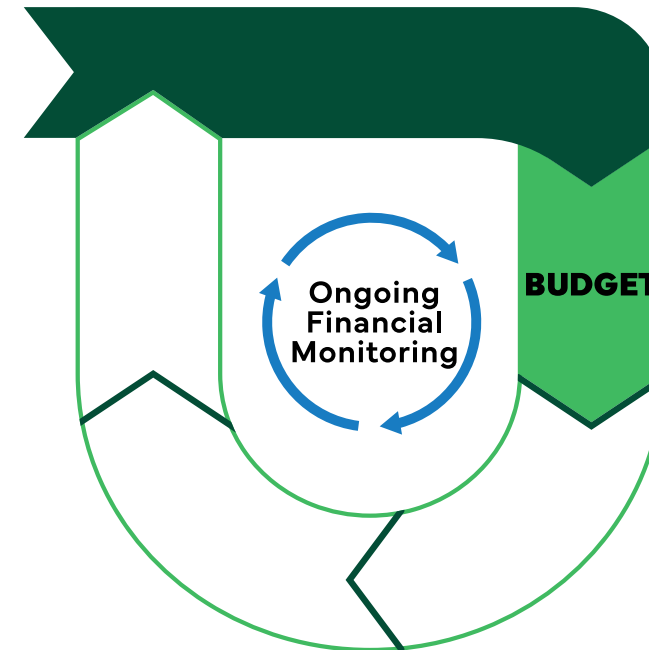


Review and revise contracts based on priorities and budget targets

The Budget stage

Key question: What are the estimated costs to operate the program?

- Develop assumptions and expectations for what program operations will cost
 - Use data from prior years as a baseline
 - Adjust baseline as needed based on realistic estimate of participants
 - Estimate by component and by provider
- Engage intermediaries and providers to develop, vet, and refine their budgets



The **Budget** stage in practice



Based on initial funding targets provided by FNS and review of fiscal data during the Plan stage, the State sets budget parameters

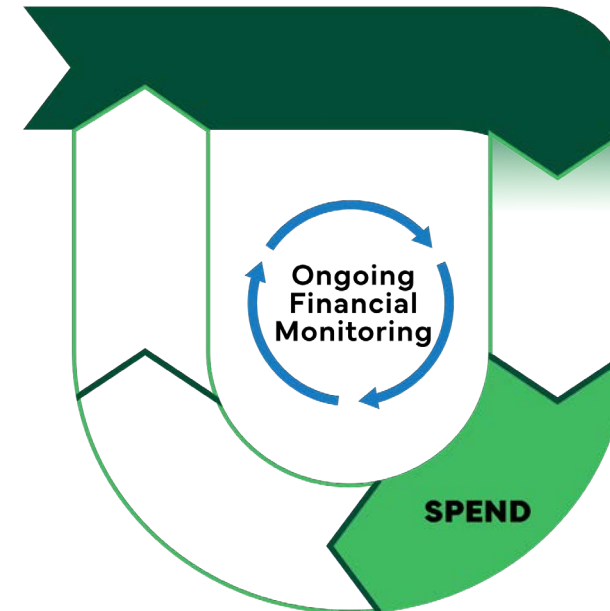


State provides guidance to providers on budget parameters, along with key considerations and a template for developing the budget

The Spend stage

Key question: What does program operation cost?

- Ensure only costs for SNAP E&T are allocated
- Oversee a process for receiving and paying invoices from counties, intermediaries, and/or providers timely
- Review invoices and supporting documentation to approve only allowable costs



The Spend stage in practice



Ensure spending is aligned with funding sources, especially differentiating Federal and non-Federal funds



As the program incurs costs, document expenditures that are:

- Associated exclusively with SNAP E&T
- Shared between SNAP E&T and other programs
- Dependent on the number of participants served
- **Not** dependent on the number of participants served

The Track stage

Key question: How do actual costs compare to estimated costs?

- Compare actual spending to the budget at least quarterly, if not monthly
- Identify, understand, and address issues in real-time
 - Underspending
 - Overspending
 - Invoicing timeliness and documentation



The Track stage in practice



Spending to-date compared to the approved budget
Overall, by provider, by county, by component, etc.



Cost per participant
Overall and by activity



Cost per component
Overall, by participant, and by provider

Tracking example

Data element	Program	Provider A	Provider B
Total budget	\$800,000	\$16,500	\$160,000
Total expenditures	\$500,000	\$15,000	\$88,000
Total number of participants	600	75	140
Vocational training expenditures	\$45,000	\$7,000	\$8,500
Vocational training participants	105	35	14
Job search training expenditures	\$90,000	\$6,500	\$30,000
Job search training participants	255	42	65

Actual expenses relative to budget

- Program: 63% spent
- Provider A: 90% spent
- Provider B: 55% spent

Per participant cost overall

- Program: \$833/participant
- Provider A: \$200/participant
- Provider B: \$629/participant

Per participant cost by component

- Program: \$428 for VT; \$353 for JST
- Provider A: \$200 for VT; \$155 for JST
- Provider B: \$607 for VT; \$462 for JST

The Report stage

Key question: What is the summary of program budgets and costs?

- Compile and validate data across all counties, intermediaries, and/or providers
- Submit Federal reports to FNS on a quarterly and annual basis
 - FNS-366A: Annual report of projected quarterly costs by funding source
 - SF-425/FNS-778: Quarterly and annual reports of actual expenditures



The Report stage in practice



Validate data across Federal fiscal reports

- State Plan Operating Budget
- FNS-366A
- SF-425/FNS-778



Identify and address budget and expenditure issues in real time by validating data



Submit Federal fiscal reports to FNS

Ongoing fiscal monitoring

Processes established by each State to ensure that intermediaries, providers, and counties (as applicable) appropriately spend SNAP E&T funds in service of the program vision, mission, and statutes.



Conduct financial management evaluations



Use reconciliation processes to adjust plans and contracts



Routinely communicate with intermediaries, providers, and/or counties

Discussion

- What resonated with you about the fiscal lifecycle?
- What is your State already doing that aligns with what you heard today about the fiscal lifecycle stages? What fiscal management strategies are working well for you?
- Where do you see opportunities to take a more intentional and systematic approach to financial management?
- What is something specific you would like to explore further or take a next step with?

Next steps



What is something you learned or heard today that piqued your interest?

Upcoming Resources

- SNAP E&T Fiscal Management Toolkit
- Cost Allocation Tool
- Cost Allocation Infographic
- Planning and Budgeting Worksheets



Thank you!